8814 – IIISENG(N) – CBCS – OE – N – 13

THIRD SEMESTER M.A. (NEW) (CBCS) DEGREE
EXAMINATION, DECEMBER 2013
ENGLISH
Paper – 3.5 : Communicative English (Open Elective)

Time : 3 Hours] [Max. Marks : 75

Instruction : *Answer **all** the questions.*

1. a) Examine the prepositions used in the following sentences. If they are incorrect, rewrite them using the right prepositions. **(5×1=5)**

   1) The CM is leaving *to* Hongkong tomorrow.
   2) She went *onto* Bangalore *against* transfer.
   3) The team went *for* see a play *on* the theater.

   b) Use the appropriate modals in the following sentences. **(5×1=5)**

   1) The candidate, if elected _______ not perform the duty of the Chairman until after he is cleared in the criminal case.
   2) He _______ cook exactly as you instruct.
   3) The principal _________ pay the salary on the 1^{st} of every month.
   4) You _________ have cleared bill before vacating the room.
   5) The Judge _________ have read the CBI report.

2. a) Complete the following sentences using any of these prepositions : out, up, round, in, with, on, off, of. **(5×1=5)**

   1) She went _________ in the 3^{rd} lift.
   2) They sat _________ the tree.
   3) You must come clean ________ that case.
   4) This is the chair the Mahatma sat __________
   5) How can you do it ________ so little preparation ?

[P.T.O.

b) Match the phrases/clauses given in the two tables below to make new sentences : (5×1=5)

1. He was the player	1. Where the prison stands now ?
2. That is the girl for	2. Is it so ? Since when ?
3. There was a bank	3. Who scored winning goal ?
4. He has started living in Delhi.	4. 'Whose bag is this ?'
5. The conductor asked the passengers	5. Whom the seat is reserved ?

3. a) Use the appropriate conjunctions to connect the following sentences. (5×1=5)

1) He is not a professor. He is not a scholar.
2) She is not her biological mother. She brought her up.
3) She is a stranger. She is a foreigner.
4) Father is a doctor. He could not save his son.
5) He is an architect. He is a painter.

b) Write a paragraph on the image of the woman in commercial movies. 5

4. a) Write a letter to the Minister for Tourism reporting the condition of the roads around historical monuments. 5

b) Describe any art gallery you have visited. 5

5. Describe the story Delia made up to make her husband believe she was giving music lessons. 7

6. What picture of Arun do we get from the story "The Thief" ? 7

7. Describe briefly how Sher Singh carried his brother from the village to the hospital. 7

8. Why did Mr. Nuttel come to live in the country in the story "The Open Window" ? 7

9. Attempt a brief character sketch of Schatz. 7

(Pages : 2)

9326 – C 01 – III S MBA (R) – CBCS – Nov. 2013

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, 2013

C 01 – STRATEGIC MANAGEMENT

Time : Three Hours Maximum : 50 Marks

Section A

1. Answer any *ten* questions. Each question carries 1 mark :

   (a) What is a mission?

   (b) Expand EEC.

   (c) Explain the term "goal".

   (d) Give an example for external threats.

   (e) What is Corporate Social Responsibility?

   (f) What is a fiscal policy?

   (g) Expand NAFTA.

   (h) What is Sino-American relationships?

   (i) What is Downsizing?

   (j) What is a diversification strategy?

   (k) What is backward integration?

   (l) What is internal scanning?

(10 × 1 = 10 marks)

Section B

Answer any **four** *questions.*
Each question carries 5 *marks.*

2. Why some firms DO NO strategic planning? Explain.
3. Discuss the importance of Mission.
4. What are key external forces?
5. What is a Generic strategies? Discuss.
6. Discuss the management issues involved in implementing strategies.

(4 × 5 = 20 marks)

Turn over

Section C

Answer any **one** *question.*

The question carries 10 *marks.*

7. Discuss the various criteria involved for evaluation of a strategy.
8. What are the key variables to be considered while performing an external audit?

(1 × 10 = 10 marks)

Section D

Case Study

Identify any two companies in different industries that have entered into outsourcing agreements with firms with specialized services. In addition, describe what value chain activities the companies have chosen to outsource. Do any of these outsourcing agreements seem likely to threaten any of the companies, competitive capabilities? Are the companies using strategic alliances to manage their outsourcing?

(10 marks)

9328 – C 03 – III S MBA (R) – November 2013

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, 2013

Management

COMPANY AND BUSINESS LAW

Time : One Hour and a Half | Maximum : 25 Marks

Answer **all** *questions.*

Answer all sub-questions of Section A in one place.

Section A

1. Answer any *five* of the following. Each question carries 1 mark :

   (a) Define Contract.

   (b) Define Prospectus.

   (c) What do you mean by promissory note?

   (d) What is patent?

   (e) What do you mean by cartel?

   (f) Define digital signature.

(5 × 1 = 5 marks)

Section B

Answer any **two** *out of three questions.*

Each question carries 5 marks.

2. Discuss essential features of Article 14 and 21 of the Indian Constitution.
3. Discuss essential elements of valid contract.
4. Discuss in brief scope of objectives of Information Technology Act 2000.

(2 × 5 = 10 marks)

Section C (Compulsory)

5. *Case Studies* :

   (a) X agreed to let out his theatre to 'Y', for a musical performance on a certain date for a certain sum. Before the date of the musical performance, the theatre is destroyed by fire. Discuss the liability of X and Y.

   (b) A promissory note is executed by A in favour of B in consideration of C, a relation of B, for bearing to sue A on a prior promissory note executed by A in favour of C. Is the promissory note executed by A in favour of B supported by lawful consideration.

(2 × 5 = 10 marks)

(Pages : 2) **9348—C 22—III S MBA — CBCS—Nov. 2013**

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2013

Management

C 22—INVESTMENT DECISIONS

Time : Ninty Minutes Maximum : 25 Marks

Answer **all the sections.** *Marks are indicated against each section.*

Answer all sub-questions in **one** *place.*

SECTION – A

1. Answer any *five* of the following sub-questions. Each sub-question carries 1 mark. **(5x1=5)**

   a) Define Profitability Index (PI). Will PI be greater or lesser than one if a project's NPV is (i) negative; (ii) zero; (iii) positive?

   b) What do you understand by incremental cash flows?

   c) What is meant by Fisher's Intersection Rate?

   d) Define Capital Rationing.

   e) Differentiate between RADR and CE.

   f) How would you apply the cost of capital concept when projects with different risks are evaluated?

SECTION – B

Answer any *two* of the following questions. Each question carries five marks. **(2x5=10)**

2. Explain the different discounted and non-discounted capital budgeting techniques with their merits and demerits.

3. Define the risk. What makes risk important in the selection of projects? Explain briefly Simulation and Sensitivity Approaches of evaluating risky projects?

4. The following is the capital structure of X Ltd. as on 31st March, current year:

Equity share: 10,000 shares (of Rs.100 each)	Rs. 10,00,000
12% Preference shares (of Rs.100 each)	4,00,000
10% Debentures	6,00,000
Total	20,00,000

Turn over

The market price of the company's share is Rs.110 and it is expected that a dividend of Rs.10 per share would be declared at the end of the current year. The dividend growth rate is 6 per cent.

a) If the company is in the 35 per cent tax bracket, compute the weighted average cost of capital.

b) Assuming that in order to finance an expansion plan, the company intends to borrow a fund of Rs.10 lakh bearing 12 per cent rate of interest, what will be the company's revised weighted average cost of capital? This financing decision is expected to increase dividend from Rs.10 to Rs.12 per share. However, the market price of equity share is expected to decline from Rs.110 to Rs.105 per share.

SECTION – C *[Compulsory]*

5. Read the following case and answer the questions given. This section carries ten marks.

(1x10=10)

X Ltd, an existing profit-making company, is planning to introduce a new product with a projected life of 8 years. Initial equipment cost will be Rs.120 lakh and additional equipment costing Rs.10 lakh will be needed at the beginning of third year. At the end of the 8th year, the original equipment will have resale value equivalent to the cost of removal, but the additional equipment would be sold for Rs.1 lakh. Working Capital of Rs.15 lakh will be needed. The 100% capacity of the plant is of 4,00,000 units per annum, but the production and sales-volume expected are as under :

Year	***Capacity in percentages***
1	20
2	30
3–5	75
6–8	50

A sale price of Rs.100 per unit with a profit–volume ratio of 60% is likely to be obtained. Fixed operating cash cost are likely to be Rs.16 lakh per annum. In addition to this the advertisement expenditure will have to be incurred as under:

Year	***1***	***2***	***3–5***	***6–8***
Expenditure in Rs. lakh each year	30	15	10	4

The company is subject to 35% tax, straight-line method of depreciation, (permissible for tax purposes also) and taking 12% as appropriate after tax cost of capital. Should the project be accepted? Use NPV technique to answer showing all the workings.

(Pages : 2) **9336 – C 10 – III S MBA (R) – CBCS – Nov. 2013**

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, 2013

C 10 – CUSTOMER RELATIONSHIP MANAGEMENT

Time : One Hour and a Half | Maximum : 25 Marks

Section A

1. Answer any *five* of the following. Each question carries 1 mark :

   (a) Consumer expectation.

   (b) What is personalization?

   (c) Proactive CRM.

   (d) Collaborative CRM.

   (e) What is value centered relationship?

   (f) What is loyalty?

(5 × 1 = 5 marks)

Section B

Answer any **two** *of the following.*
Each question carries 5 *marks.*

2. What motivates companies to adopt CRM strategies?

3. Explain CLTV, take an example of your choice to explain how CLTV is calculated.

4. Explain the different types of customers and their relationship styles.

(2 × 5 = 10 marks)

Section C (Compulsory)

5. Read the case and answer the questions :

   FedEx and Thomas Cook :

   FedEx analysed the returns on its business for about 30 large customers that generate about 10% of its total volume.

   Results :

   - It found that certain customers including some who required lots of residential deliveries were not bringing in as much revenue as they had promised when they first negotiated discounted rates.

Turn over

- FedEx demanded that some customers pay higher rates. A couple of big customers who refused to budge were told they could take their shipping business elsewhere.

Thomas cook divided its customers into :

A's (those bringing in Rs. 45,000 or more in annual revenues).

B's (those bringing in Rs. 15,000 to 45,000).

C's (those bringing in less than Rs. 15,000) .

Results :

- It found that 80% of its customers were C's.
- When C customers demand time causing services (e.g. asking an agent to research a trip they are not sure they will take), they are asked for a deposit of Rs. 1000.
- This differentiation between the best and the worst customers has resulted in 20% growth in the company's A and B level clients.

Questions :

(a) Comment on the customer segmentation of FedEx and Thomas Cook.

(b) Suggest various ways of handling each segment of customers mentioned in the case.

(5 + 5 = 10 marks)

(Pages : 2) **9338 – C 12 – III S MBA (R) – CBCS – Nov. 2013**

THIRD SEMESTER M.B.A. DEGREE (C.B.C.S.) EXAMINATION, 2013

Management

C 12 – BRAND MANAGEMENT

Time : One Hour and a Half | **Maximum : 25 Marks**

Answer all the sub-questions at one place.

Section A

1. Answer any *five* sub-questions, each question carries 1 mark :

   (a) Define CBBE.

   (b) What is Brand Mantra ?

   (c) What is Mental Map ?

   (d) What is POPs and PODs ?

   (e) What is Co-branding ?

   (f) What is Brand value chain ?

(5 × 1 = 5 marks)

Section B

Answer any **two** *questions, each question carries* 5 *marks.*

2. Explain Strategic Brand Management process.

3. What are the criteria to choose Brand elements ?

4. What are the guidelines for brand positioning ?

(2 × 5 = 10 marks)

Section C (Compulsory)

Case Study

5. "Tablets are new road maps for Advertisement and Branding".

   The new era was form as generation 'Y' opted at the Asian continent upto 17 million (approx), who are the customers of software to soft drinks from Pub's to Professional cabins. The days are not suitable for young generation who sit and watch TV and listen to the commentator about the Statistics, or to the adv. world.

Turn over

Nokia, Samsung, Pepsi, ... and all are into again to compete each other on the platform of tablet advertisement and brand imaging game, to reach the young population and influence the population in total.

(a) Suggest the brand association strategy for any advertisement plan.

(b) Do the tablets will play mind mapping of new generation? Discuss.

(c) What are the challenges to a brand manager in the above case scenario.

(10 marks)

(Pages : 2) **9339 – C 13 – III S MBA (R) – CBCS – Nov. 2013**

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, 2013

Management

C 13 – RURAL MARKETING

Time : One Hour and a Half | Maximum : 25 Marks

Section A

1. Answer any *five* subquestions. Each question carries 1 mark :

   (a) What is rural marketing?

   (b) What are rural myths?

   (c) What do you mean by rural culture?

   (d) What is PRA?

   (e) What do you understand by rural market segmentation?

   (f) What is distribution challenge in Rural India?

(5 × 1 = 5 marks)

Section B

Answer any **two** *questions.*
Each question carries 5 marks.

2. Explain the evolution of Rural Marketing.
3. Explain STP process in rural market.
4. What are challenges in rural communication?

(2 × 5 = 10 marks)

Section C (Compulsory)

5. Read the following case and answer the questions given at the end :

The universal dakiya (postman), the permanent symbol of rural India laboriously traversing miles to deliver a postcard or money order may now become the mascot of a new-look India Post. As the largest retail network in the country faces upto multi-pronged competition from internet, IT, mobile telephony, banks and couriers/logistics companies, local more lenders and more, change is a must.

Despite the telecom revolution, the large areas of rural India, post offices remain the only connect with larger world, as a bank, Public Call Office (PCO) and retail outlet rolled in one. Now, this

Turn over

countrywide network of 1.54 lakh Post Offices (POs) – almost 90% of them in Rural areas – aims to deliver more than just the mail. The new focus cover financial services, telecom services and retail in a resurgent rural India. The Department of Posts has commissioned KPMG to work out the modalities to enable the Indian Posts make rural POs the one-stop shop for range of services including banking. Says Dayanidhi Maran, IT and Communications Minister, "We have already initiated talks with Ministry of Finance and other authorities to get the required approvals. There is no reason why POs cannot offer banking services as they are already collecting deposits and repaying them on maturity. It's time to re-orient and become financially strong.

As an introduction, ICICI/Bank has begun to sell tractor loan through POS. Now FMCG companies want to use POs to increase rural penetration. For starters, Emami products are being already sold in rural POs in Maharashtra's 8 districts and other companies plan to follow suit. India post has also tied up with IDBI Capital Markets Services Limited to retail government securities (G-secs). IDBI Capital will provide quotes for purchase/sale to select POs in Tamil Nadu, Andhra Pradesh, Mumbai and Delhi.

India Post, set up in 1855 by the British as the telegraph department, employs 5.5 lakh people and delivers 53 million pieces of mail daily. It has also provided parcels, money order, banking, insurance and mutual fund services down the years. But in the past decades, private courier firm, e-mail, short messaging services and e-commerce have eaten into its revenues. According to World Bank Survey conducted two years ago, though the Rs. 2,490 crore domestic courier industry was growing at a feverish pace, India's Post share was a meager 10% .

Questions :

(a) Do you think it is good idea to promote goods and services of other companies through POs?

(b) As a marketing consultant, what strategies would you recommend to India Post to counter the competition of couriers, e-mails, SMSs and e-commerce?

(c) Explain your views-Can postman perform the role of a opinion leader?

(10 marks)

(Pages : 2) **9347—C 21—III S MBA (R)—CBCS—Nov. 2013**

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2013

C 21—SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Time : Three Hours Maximum : 50 Marks

Note : 1. Answer *all* questions.

2. Answer *all* the sub questions in one place from Section A.

Section A

I. *Answer any* **ten** *of the following questions in two or three sentences. Each question carries* 1 *mark.*

(10 × 1 = 10)

a. What is S&P CNX Nifty?
b. Define Portfolio.
c. What do you mean by Real Estate?
d. What do understand by Random walk Theory?
e. What is Sharpe Ratio?
f. What do you mean by speculation?
g. What is EMH?
h. What do understand by CAPM?
i. What do you mean by Technical Analysis?
j. What do you know about credit rating?
k. What is unsystematic risk?
l. Discuss CAGR.

Section – B

Answer any **four** *of the following questions. Each question carries* 5 *marks.*

(4X5=20)

2. Why the fundamental analysis is important?
3. Explain in detail the Dow Theory?
4. Discuss the Markowitz portfolio theory.
5. A portfolio consists of two securities P and Q with following parameters:

	Securities		
	P	Q	Correlation
Expected return (%)	35	22	
Standard Deviation (%)	30	26	
Correlation coefficient of PQ			-0.5

If the securities are equally weighted, how much is the risk and return of the portfolio of these securities.

Turn over

6. The beta co-efficient of security A is 1.6. The risk free rate of return is 12% and the required rate of return is 18% on the market portfolio. If dividend expected during the coming year is Rs. 2.50. And growth rate of dividend and earnings is 8%, at what price should the security A can be sold based on the CAPM.

Section C

Answer any **one** *of the following questions. Each question carries* 10 *marks.*

(1X10=10)

7. Given below is the information of market rates of returns and data from two companies A and B (%).

Year	Securities		
	Market	Company A	Company B
2010	12	13	9
2011	11	11.5	9.8
2012	9	9.8	9.5

Determine the beta coefficients of the shares of company A and Company B.

8. Explain Systematic and Unsystematic Risks and how do you measure these risks ?

Section D (Compulsory)

Answer the following questions. Each question carries 10 *marks.*

(1X10=10)

9. Mr. Rama owns a portfolio of two securities with the following two securities with the following expected returns, standard deviations, and weights:

Security	Expected return	Standard deviation	Weight
RNL	12%	15%	0.40
SBI	15%	20%	0.60

What are the portfolio standard deviation at levels of correlation minus one and plus one. And comment on the results.

(Pages : 2) **9340—C 14—III S MBA (R)—CBCS—November 2013**

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, 2013

Management

RETAIL MANAGEMENT

Time : One Hour and a Half Maximum : 25 Marks

Answer **all** *the sub-questions at one place.*

Section A

1. Answer any *five* sub-questions, each carries 1 mark :

   (a) What is retail trade area ?

   (b) What is retail format ?

   (c) What do you mean by pull supply chain ?

   (d) What is the need of CRM in retailing ?

   (e) What is merchandise assortment ?

   (f) What do you mean by copycat brands ?

(5 × 1 = 5 marks)

Section B

Answer any **two** *questions, each carries* 5 *marks.*

2. Why are retailers in the limited-assortment supermarket and extreme value discount stone sectors growing so rapidly ?

3. How can retailer build sustainable competitive advantage ?

4. How do customers make decisions about what retailer to patronise, what channel to use and what to buy ?

(2 × 5 = 10 marks)

Section C

5. Read the following case and answer the questions at the given at the end.

   Amazon.com started as an internet retailer selling books. Then it pursued a variety of growth opportunities including expanding to groceries, DVDs, apparel, software, and travel services ; introducing *e*-readers (kindle) ; operating the internet channel for other retailers ; and hosting virtual stores for small independent retailers.

Turn over

Evaluate these growth opportunities in terms of the probability that they will be profitable businesses for Amazon.com. What competitive advantages does Amazon.com bring to each of these businesses ?

(10 marks)

9349 – C 23 – III S MBA (R) – Nov. 2013

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, 2013

C 23 – ORGANISATION DEVELOPMENT AND INSTITUTION BUILDING

Time : Three Hours　　　　Maximum : 50 Marks

Answer **all** *sections.*

Section A

1. Write a few lines on the following :

   (a) Organizational culture.

   (b) Organizational change.

   (c) Organizational effectiveness.

   (d) Organizational development.

   (e) Organizational diagnosis.

(5 × 2 = 10 marks)

Section B

Answer any **two** *questions.*

2. What is the relevance of OD as a process in changing organizations? Briefly discuss the steps in OD.

3. What is the role of survey feedback and action research in OD process?

4. What is the role of consultant in a OD process?

5. Discuss some of the team building initiatives.

(2 × 5 = 10 marks)

Section C

Answer any **one** *of the two questions.*

6. Discuss any *one* of the organization you have come across which according to you has an excellent culture. Discuss how it has been achieved.

7. Discuss about any *one* institution which has been built well. Write a few lines about the institution building process.

(1 × 10 = 10 marks)

Turn over

Section D

8. *Case Study* :

India is a great country with excellent cultural traditions. We need to preserve our cultural ethos and develop a new identity for the country.

Discuss how we can bring about a total change in the country through use of organization development techniques. What kind of behavioural interventions you will use? Discuss.

(20 marks)

9354 – C 28 – III S MBA (R) – Nov. 2013

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, 2013

C 28 – HOTEL MANAGEMENT

Time : One Hour and a Half Maximum : 25 Marks

Section A

1. Answer any *five* of the following. Each question carries 1 mark.

   (a) Job specification.

   (b) Referral Hotels.

   (c) What are the different types of cuisine offered by star hotels?

   (d) What is rooms division?

   (e) What is luxuries tax?

   (f) What is Alternate lodging facility?

(5 × 1 = 5 marks)

Section B

Answer any **two** *of the following.*

Each question carries 5 *marks.*

2. Examine the role of housekeeping in hospitality sector.

3. What are the laws applicable to hotel and catering industry?

4. Quoting suitable examples, explain the classification of hotels.

(2 × 5 = 10 marks)

Section C (Compulsory)

5. Develop a plan of hotel suitable for Indian customers, the plan should include :

   (a) Line diagram of the hotel.

   (b) Initial investment required and amenities provided.

   (c) Give three years forecast on profits.

(10 marks)

(Pages : 2) **9352—C26—III S MBA (R)—CBCS—Nov. 2013**

THIRD SEMESTER M.B.A. DEGREE (CBCS) EXAMINATION, 2013

C 26—COMPTETENCY MAPPING

Time : Three Hours Maximum : 50 Marks

SECTION-A

1.Answer any 10 out of 12 sub questions. **(10x1=10)**

a) Competency.
b) Difference between Competency mapping and performance appraisal.
c) 360 Degree Appraisal.
d) Assessment Center.
e) Difference between Job and Competency.
f) Functional Competencies.
g) Leaderless Group Discussion.
h) Job description.
i) Mention any 3 applications of Competency mapping.
j) Succession Planning.
k) Briefly explain STAR.
l) Competency based Career Development.

SECTION-B

Answer any 4 out of 5 sub questions. **(4x5=20)**

2. What is Difference between the Traditional Interview and Behavioral Event Interview?
3. Explain the importance of Competency based recruitment and selection.
4. Explain different types of Competencies with examples.
5. What is Competency mapping? Explain the process of mapping the competencies
6. Explain the advantages and limitations of 360 degree appraisal tool.

SECTION-C **(10x1=10)**

Answer any 1 out of 2 sub questions.

7. How do you apply competency mapping in evaluating the performance of employees?
8. Explain in detail various tools used to identify and assess competencies of employees.

Turn over

SECTION D

(*Compulsory*)

9. Assume an entry level job of your interested sector and do the following :—

   (a) Explain the nature of work and Job description in detail.

   (b) Competencies required to perform the job.

   (c) A competency mapping format to evaluate the interviewee.

   (d) Identification of Competency gap and actions to be taken post interview.

(10 × 1 = 10 marks)

(Pages : 5) **9335—C09—IIIS MBA (R)—CBCS—Nov. 2013**

THIRD SEMESTER M.B.A. DEGREE (CBCS) EXAMINATION, 2013

C 09—SALES MANAGEMENT

Time : Three Hours Maximum : 50 Marks

SECTION –A

1. Answer any 10 sub questions. Each sub question carries one mark (10*1= 10)

a) Define sales quota

b)What is Relationship Selling ?

c) Define Marketing Decision Support System (MDSS)

d) Define sales forecasting

e) Define what is pre-approach in selling

f) Define sales force objectives

g) Define sales force automation

h) What is follow -up in sales?

i) What is sales force audit?

j) What is job analysis?

k) What is decentralised training?

l) Define AIDA approach

SECTION B

Answer any 4 question. Each question carries 5 marks (4*5= 20)

2) Why do people leave organisations and what should a sales manager do to replenish the manpower?

3) What is socialisation? Why it is important for a sales organisation? Explain the process of socialisation.

Turn over

4) What is meant by customer-oriented channel? How is it different from a conventional marketing channel?

5) Sales force motivation is a continuous process. If the sales manager does not keep a count of the level of motivation of the sales people, then it may harm the organisation. Explain the concept with suitable examples from Indian organisation.

6) How should a sales manager evaluate the salespeople and why?

SECTION C

Answer any one question (1*10= 10)

7) Explain the selling process. What precautions a sales person has to take at each of these levels in order to achieve sales

8) What is training? What are the various approaches to training methods? Explain each of these approaches

SECTION –D

Case study

9. Read the case given below and answer the questions given in the end. (1*10= 10)

VILLAGE BEDS

Realigning Sales Territories

Lee Flicker was the newly hired national sales manager for Village Beds. It was his first day on the job, and he was a bit overwhelmed by all he had to do. One significant problem, however, jumped out at him as a high priority: His new company's sales territories were seriously out of balance, and re-alignment was long overdue.

A relatively small company in the health care equipment industry, Village Beds manufactured a line of beds especially designed for nursing homes. Village Beds was started just 20 years ago in Toledo, Ohio, by its current president, Steve Moser. Before founding the company, Moser had been a nursing home administrator for more than 20 years. This gave him insight into the many problems that both patients and staff had with standard nursing home beds. He developed his new line of beds with these problems in mind. Although expensive, Village Beds have an excellent reputation in the industry for durability, quality and value.

Moser was not, however, an expert at designing a sales and marketing team. The initial sales territories were developed arbitrarily and were changed only by necessity as Village Beds grew and hired more salespeople. Currently, the company has a sales force of just seven reps, who call directly on nursing home companies across the United States. Compensation, which is a combination salary plus commission, varies greatly across the seven reps.

Table 1 outlines the current situation, including key statistics for the seven sales territories and reps. The sales territories were clearly out of balance. Not only could Lee Flicker quickly discern this from looking at the statistics, but he had already heard complaints. During his first phone call to her, Mary Jones, sales rep in the Central District, had told him that the inequity of the sales territories was causing morale problems for her and others. Flicker already had a lead on three experienced salespeople he could hire. He decided that

TABLE 1 Selected Statistics for Current Sales Territories

Territory	Salesperson	Total Population	Population 65 Years & Older	Number of Nursing Homes	Last Year's Sales	Square Miles
T1: New England (NY,NJ, MA,CT,ME,RI,NH,VT)	Alice Myers	41,313,324	5,446,964	2,142	$11,928,455	123,409
T2: Mid-Atlantic (PA,MD,WV, DE)	John Kiel	20,169,484	2,892,892	1,205	$4,507,086	82,022
T3: Midwest (OH,IL,MI, MO,IN,WI,MN,KY,IA,KS)	Max Harris	65,326,238	8,341,166	5,396	$41,204,566	581,589
T4: Southeast (FL,NC,VA, GA,TN,AL,LA,SC,AK,MS)	Susan Killeen	63,432,088	8,363,438	3,332	$6,256,858	483,920
T5: Southwest (TX,OK,NM)	Dwayne Fox	26,121,520	2,732,645	1,643	$3,227,755	458,376
T6: Central (CO,NE,UT, ID,MT,SD,ND,WY)	Mary Jones	12,332,667	1,367,003	972	$4,660,451	742,629
T7: West (CA,AR,WA,OR,NV)	Sara Penny	50,316,057	5,575,266	1,942	$7,390,888	548,400
Total		279,011,378	34,719,373	16,632	$79,176,059	3,020,345

Turn over

moving from 7 to 10 territories was a logical, manageable first step. The problem was how to draw the boundary lines. Village Beds had always used states as control units, and he saw no reason not to continue doing that.

Flicker was concerned about his sales reps' reaction to any realignment plan. Many of the reps had close ties to certain customers whom they would hate to leave behind. Also, it was inevitable that he would reduce the territory size for some reps. He was especially worried about the reaction from Max Harris, who had sold Village Beds in the Midwest territory for over 15 years. The Midwest not only had potential that far exceeded any other territory, it was also the territory in which Village Beds was best known given its Ohio headquarters. Harris also happened to be a close personal friend of Steve Moser, the company president.

Flicker had a spreadsheet file containing the various statistics for each state or control unit (see Table . He sat down at his computer and began the task of realigning territories. He wanted to do it right. His goal was to create 10 territories that were as equal as possible with regard to sales potential and workload. In addition, he wanted to minimize the changes to the existing territories in order to keep the current seven reps happy.

Questions:

(a) What is the best way to realign the existing seven territories into 10 new territories?

(b) Should the current seven salespeople be consulted for the realignment plan? Or, should the new territories be created without their input?

(c) To which of the new territories should the seven current reps be assigned? To which of the new territories should the three new reps be assigned? Explain your reasoning.

TABLE 2 **Exhibit 13-1b Selected Statistics For The Forty-Eight Continental United States**

Sales Territory	State (control unit)	Total Population	Population 65 Years & Older	Number of Nursing Homes	Last Year's Sales	Square Miles
1	New York	18,976,457	2,447,963	669	$3,663,807	49,112
1	New Jersey	8,414,350	1,110,694	364	$2,021,557	7,790
1	Massachusetts	6,349,097	857,128	505	$2,756,465	8,262
1	Connecticut	3,405,565	469,968	254	$1,443,459	5,006
1	Maine	1,274,923	183,589	126	$752,734	33,128
1	Rhode Island	1,048,319	152,006	97	$577,578	1,213
1	New Hampshire	1,235,786	148,294	83	$449,781	9,283
1	Vermont	608,827	77,321	44	$263,074	9,615
2	Pennsylvania	12,281,054	1,915,844	771	$2,812,552	45,310
2	Maryland	5,296,486	598,503	251	$998,299	10,455
2	West Virginia	1,808,344	276,677	141	$537,602	24,231
2	Delaware	783,600	101,868	42	$158,633	2,026
3	Ohio	11,353,140	1,509,968	999	$7,631,590	41,328
3	Illinois	12,419,293	1,502,734	858	$6,379,888	56,343
3	Michigan	9,938,444	1,222,429	436	$3,164,047	58,513
3	Missouri	5,595,211	755,353	545	$4,172,142	69,709
3	Indiana	6,080,485	753,980	561	$4,286,717	36,185
3	Wisconsin	5,363,675	702,641	420	$3,247,697	56,145
3	Minnesota	4,919,479	595,257	427	$3,348,955	84,397
3	Kentucky	4,041,769	505,221	304	$2,422,933	40,411
3	Iowa	2,926,324	436,022	466	$3,603,715	56,276
3	Kansas	2,688,418	357,560	380	$2,946,882	82,282
4	Florida	15,982,378	2,812,899	728	$1,319,299	58,681
4	North Carolina	8,049,313	965,918	413	$783,635	52,672
4	Virginia	7,078,515	792,794	289	$527,526	40,598
4	Georgia	8,186,453	785,899	364	$724,878	58,390
4	Tennessee	5,689,283	705,471	349	$631,836	42,146
4	Alabama	4,447,100	578,123	228	$449,421	51,718
4	Louisiana	4,468,976	518,401	332	$618,187	47,720
4	South Carolina	4,012,012	485,453	179	$327,695	31,117
4	Arkansas	2,673,400	374,276	250	$489,341	53,183
4	Mississippi	2,844,658	344,204	200	$385,039	47,695
5	Texas	20,851,820	2,064,330	1,179	$2,313,575	266,874
5	Oklahoma	3,450,654	455,486	383	$759,958	69,903
5	New Mexico	1,819,046	212,828	81	$154,222	121,599
6	Colorado	4,301,261	417,222	223	$1,107,862	104,100
6	Nebraska	1,711,263	232,732	232	$1,100,870	77,359
6	Utah	2,233,169	189,819	92	$416,221	84,905
6	Idaho	1,293,953	146,217	84	$394,800	83,574
6	Montana	902,195	120,894	103	$500,924	147,047
6	South Dakota	754,844	107,943	112	$559,037	77,122
6	North Dakota	642,200	94,403	87	$405,000	70,704
6	Wyoming	493,782	57,772	39	$175,737	97,818
7	California	33,871,648	3,590,395	1,344	$5,131,090	158,648
7	Arizona	5,130,632	666,982	139	$507,877	114,007
7	Washington	5,894,121	660,142	268	$1,060,689	68,126
7	Oregon	3,421,399	437,939	145	$522,767	97,052
7	Nevada	1,998,257	219,808	46	$168,464	110,567
	SUM TOTAL	279,011,378	34,719,373	16,632	$79,176,059	3,020,345

9345—C 19—III S MBA (R)—CBCS—Nov. 2013

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2013

Management

C 19—INTERNATIONAL FINANCIAL MANAGEMENT

Time : Three Hours

Maximum : 50 Marks

Note: Answer all the sections. Marks are indicated against each section.

SECTION – A

1. Answer **any ten** of the following sub-questions. Each sub-question carries **one mark.** **(10x1=10)**
   - (a) What is special about International Finance?
   - (b) Differentiate between BOT & BOP.
   - (c) What is "LIBOR"?
   - (d) Distinguish between Bi-lateral Netting and Multi-lateral Netting.
   - (e) What is meant by Spread in International Finance?
   - (f) Distinguish between Forwards and Futures.
   - (g) What is meant by Interest Rate Risk in forex market?
   - (h) What is Purchasing Power Parity?
   - (i) What do you understand by Currency Swaps?
   - (j) What do you understand by Euro Currency Zone?
   - (k) What is meant by the Incremental Cash Flows of a capital project?
   - (l) Define GDR.

SECTION – B

Answer **any four** of the following questions. Each question carries **five marks.** **(4x5=20)**

2. What do you know about foreign exchange market? How the exchange rate determined in a flexible market? What are the factors responsible for exchange rate fluctuation?
3. What do you know about foreign exchange exposure? Explain the different types of foreign exchange exposure faced by an MNC in the foreign exchange market.
4. FDI is an important avenue through which investment takes place. Analyse the FDI trends of Indian firms.
5. You are given the following price indices data of four countries:

Period	Country A	Country B	Country C	Country D
January – Year 1	110	120	125	115
December – Year 2	150	140	160	155

Exchange rate (January – Year 1):

Turn over

1 unit of A = 3.2 units of B
1 unit of B = 3.0 units of C
1 unit of C = 3.6 units of D

Find the exchange rate among all pairs of currencies viz. A and B, B and C, C and D, and A and D at the December-Year 2.

6. The XY Company has its receivables of \$12.0 million due in 3 months. The rupee has tendency to depreciate. The current rate is Rs.64.825/\$. The company would like to hedge in the options market. The data are as follows:

   Strike price Rs.65.275/\$
   Premium is 2%

   Which type of option is involved? How is this option to be used if (a) rupee depreciates and settles at Rs.66.225/\$ and (b) rupee appreciate and settles at Rs.64.528/\$ on the due date?

SECTION – C

Answer any one of the following questions. This carries ten marks. **(1x10=10)**

7. Discuss some of the reasons why international trade is more difficult and risky from the exporter's perspective than is domestic trade. What three basic documents are necessary to conduct a typical foreign commerce trade?
8. Explain the different approaches developed for forecasting of foreign exchange rates in short term & long term. State the merits and demerits of each of the methods.

SECTION – D
(Compulsory)

9. Read the following mini cases and answer the question given at the end with necessary working notes. This section carries ten marks. **(2x5=10)**

   (a) Spot rate = Rs. 65.53/\$
   6-month forward rate = Rs. 64.21/\$
   Interest rate p.a. in India = 7%
   Interest rate p.a. in U.S. = 9%
   Given the above data, is there an Arbitration possibility? How? Show the process with hypothetical amount.

   (b) XY Herbal Products located in India is an old-line producer of herbal teas, seasoning and medicines. Their products are marketed all over India and in many parts of Europe as well.
   XY Herbal generally invoices in rupees when it sells to foreign customers in order to guard against exchange rate changes. However, the company has received an order from a large wholesaler in France for Rs. 40,00,000 of its products. The condition is that the delivery should be made in 3 months time and the order invoiced in Euro.

The manager of XY herbal is concerned - what if the rupee appreciates versus the euro over the next three months thus eliminating most of the profit when the euro receivable is paid. The manager decides to contact the firm's banker for suggestions about hedging the exchange rate exposure.

The banker informs the company that the current spot exchange rate is 1 Euro = Rs. 85.53, thus the invoice amount should be €46,835.2. The 90 day forward rate for the rupee and the Euro versus the US dollar are 1 Euro = Rs. 84.23 and 1 \$ = Rs. 62.82.

The banker offers to set up a forward hedge for selling the euro receivable for rupees based on the cross forward exchange rate implicit in the forward rate against the dollar. What would be your decision if you were the manager of XY Herbal Products? Show the relevant calculations. Interest rate in India = 9%, Interest rate in France = 12%.

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2013

Management

C 17—FINANCING DECISIONS

Time : Three Hours Maximum : 50 Marks

Note : Answer *all* the Section. Marks are indicated against each section.

Answer *all* the sub questions at one place from Section A.

SECTION – A

1. Answer **any ten** of the following sub-questions. **Each** sub-question carries **one** mark.

(10x1=10)

(a) What is meant by EBIT-EPS Analysis?

(b) What do you understand by Financial Risk?

(c) What is Combined Leverage? What it measure?

(d) State the relationship between Cost of Debt and Capital Structure of a firm.

(e) What are Agency Costs? How to measure these costs?

(f) Differentiate between Market Value and Theoretical Value of a share warrant.

(g) What do you understand by Financial Signaling?

(h) Distinguish between Zero Discount and Deep Discount Bond.

(i) State the objective of Buy Back of Shares

(j) Define Stock Dividend.

(k) What is the essence of Walter's Dividend Model?

(l) What is the gist of NI Approach on capital structure?

SECTION – B

Answer any four of the following questions. Each question carries five marks. **(4x5=20)**

2. What is an Optimum Capital Structure? Explain the Traditional Theory of capital structure with hypothetical example.

3. What is financial risk? How does it differ from business risk? How does the use of financial leverage result in increased financial risk? Illustrate your answer.

4. What is a Convertible Security? What reasons are generally given for issuing these securities? Discuss the valuation aspects of convertible securities.

5. What is an ordinary share? What are its features? How does it differ from a preference share and a debenture?

6. A company is considering to raise Rs.2,00,000 to finance modernisation of its plant. The following three financing alternatives are feasible: (i) The company may issue 20,000 shares at Rs.10 per share, (ii) The company may issue 10,000 shares at Rs.10 per share and 1,000 debentures of Rs.100 denomination bearing a 14 per cent rate of interest. (iii) The company

Turn over

may issue 5,000 shares at Rs.10 per share and 1,500 debentures of Rs.100 denominations bearing a 14 per cent rate of interest.
If the company's profits before interest are (a) Rs.5,000, (b) Rs.12,000, (c) Rs.25,000, what are the respective earnings per share, rate of return on total capital and rates of return on total equity capital, for each of the three alternatives? Which alternative would you recommend and why? If the corporate tax rate is 35 per cent, what are your answers to the above questions? How do you explain the difference in your answers?

SECTION – C

Answer any one of the following questions. This carries ten marks. **(1x10=10)**

7. (a) Explain the assumptions and implications of Miller's (Personal Tax) Approach on capital structure.

   (b) A company, wholly financed through equity, has a current market value of Rs.16 lakh; the equity capitalization rate is 0.125. An expansion programme is planned that will involves Rs.5 lakh in capital expenditure in the current year. The financial manager suggests that debt should be used to finance at least part of Rs.5 lakh. Assuming the tax rate of 35 per cent, determine the weighted average cost of capital and value of company for each of the following alternatives developed by the financial manager:

Debt (in lakh of Rs)	*Equity (in lakh of Rs)*	*k_i (%)*	*k_e (%)*
—	16	—	12.5
1		10.0	12.6
2		10.4	13.0
3		11.0	14.0
4		12.0	15.0
5		13.0	17.0

   Which financing plan would you recommend and why?

8. (a) Discuss Gordon's Dividend Model.

   (b) X Company has for many years enjoyed a moderate but stable growth in sales and earnings. In recent years, it is facing a stiff competition in its plastic product line and, consequently, its sales have been declining. Apprehending further decline in its sales, its management is planning to move eventually out of plastic business altogether and develop a new diversified product line in growth-oriented industries. To execute the proposed investment plan of this year, a capital outlay of Rs.12 crore is necessary to purchase new facilities to start manufacturing a new product. The estimated rate of return on fresh investment is 20 per cent.

The company has been paying a dividend of Rs.1.50 per share on 4 crore outstanding equity shares. The dividend policy has been to maintain a stable rupee dividend, raising it only when it appears that earnings have reached a new, permanently higher level. The directors may change such a policy if there are compelling reasons to do so. Total earnings of the current year are Rs.10 crore. The current market price of the equity share is Rs.15 and the firm's current leverage ratio (debt/assets) is 40 per cent. Current costs of various forms of financing are:

Debentures, 13 per cent

New equity shares sold at Rs.15 to yield, Rs.14

Required rate of return on equity, 10 per cent

(i) What would be an appropriate dividend policy for X company?

(ii) What assumptions, if any, do you make in your answer about investors' preference for dividends versus capital gains?

SECTION – D
(Compulsory)

9. Read the case and answer the questions given at the end. This carries ten marks.

(1x10=10)

AMR Paints Ltd is a leading manufacturer of decorative and industrial paints in India. The income statement (Exhibit 1) and the balance sheet (Exhibit 2) for the current year are given. Its sales next year are estimated to be 25 per cent higher on account of increase in demand for paints from the housing and commercial real estate sectors. The variable costs as percentage to sale are likely to remain constant. An increase of 12.5 per cent is estimated in fixed costs.

AMR Paints is planning to launch two new brands of luxury emulsions—Supercoat and Luxurycoat. The Supercoat paint would generate an additional Rs 600 crore sales and require an extra Rs 400 crore investment involving installation of manufacturing and packaging machinery. While the additional fixed costs requirement would be Rs 150 crore, variable cost to sales ratio would not change. For manufacturing the Luxurycoat paint the additional investment requirement and sales generated would amount to Rs 600 crore and Rs 800 crore respectively. The variable cost ratio would remain constant but the fixed cost are expected to increase by Rs 240 crore. The AMR has four alternative financing plans to choose from (Exhibit 3). Its current debt-equity ratio is 5:1.

AMR Paints has hired Mustafa Hakimuddin as a financial consultant to carry out the following tasks:

(1) What would its operating, financial and total leverages be next year without the new proposal?

(2) Assuming that the AMR paints finances the projects using financing plan (A), determine the three leverages for the two projects individually. Which new brand is better?

(3) Which financing option should AMR choose to if only Supercoat is to be manufactured?

(4) Calculate the financial breakeven points of each plan.

EXHIBIT I Income Statement, Current Year and Market Data (Rs crore)

Sales	Rs 5,000
Variable costs (0.50)	2,500
Contribution	2,500
Fixed costs	1,000
EBIT	1,500
Interest	500
EBT	1,000
Tax (0.35)	350
EAT	650
Shares outstanding	10
EPS (Rs)	65
P/E ratio	20
Market price per share (MPS) (Rs)	1,300

EXHIBIT 2 Balance Sheet As at March 31, Current Year (Rs crore)

Liabilities		*Assets*		
Equity capital	Rs. 100	Fixed assets		Rs. 5850
Reserve and Surpluses	900	Current Assets		
10% Debt	5000	Inventory	Rs. 550	
Current liabilities	950	Receivables	300	
		Cash	250	1100
	6950			6950

EXHIBIT 3 Financing Options/Plans (Rs crore)

Plans	*Debentures*		*Equity Shares*		*Preference Shares*		*P/E*
	Coupon rate	*Amount*	*Number (Crore)*	*Face value*	*Rate*	*Amount*	
(1)	*(2)*	*(3)*	*(4)*	*(5)*	*(6)*	*(7)*	*(8)*
A	0.12	Rs 1,000	—	—	—	—	14
B	—	—	100	Rs 10	—	—	30
C	0.11	400	60	10	—	—	20
D	—	—	70	10	0.11	Rs 300	28

—Nov. 2013

(Pages : 4)

9334—C 08—III S MBA (R) — CBCS—Nov. 2013

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2013

Management

C 08—PROJECT MANAGEMENT

Time : Ninty Minutes

Maximum : 25 Marks

Answer **all** *the sub-question in one place.*
Answer all the sections. Marks are indicated against each section.

SECTION – A

1. Answer any five of the following sub-questions. Each sub-question carries 1 mark. **(5x1=5)**

   a) What key issue would you examine in a preliminary screening exercise?

   b) What do you understand by Project Monitoring?

   c) State the pre-requisites for successful project implementation.

   d) What is an Early Start Schedule and a Late Start Schedule?

   e) What is a Work Breakdown Structure?

   f) What is Resource Leveling?

SECTION – B

Answer any two of the following questions. Each question carries five marks. **(2x5=10)**

2. Define a Project. Consider a project in which you are currently involved or in which you have recently been involved,

   (a) Describe the objectives, scope, life cycle, schedule, cost, and any assumptions made.

   (b) Describe the anticipated benefits of the project.

3. (a) What are the various sources of project funding? Discuss.

   (b) Briefly explain the objectives of Project Management Information System.

4. (a) What is the resource management technique that a project manager should use when the project is to be completed by a specified due date? Explain the methodology of the technique in brief.

Turn over

(b) A project has six activities. The relationship between the activities is as below:

Activity:	A	B	C	D	E	F
Preceding Activity:	-	A	A	B	C	D&E

The duration of these activities and labour requirement for the activities are as under:

Activity:	A	B	C	D	E	F
Duration (Days):	4	3	2	6	4	3
Labour Requirement:	7	7	2	5	2	7

The project duration should not exceed beyond the minimum project schedule. Only seven people are available for the project execution. Find the resource schedule with respect to labour.

SECTION – C (Compulsory)

5. Read the following case and answer the questions given. This section carries ten marks.

(1x10=10)

X Company Limited is being set up to manufacture electronic components. The expected outlays and proposed financing during the construction and the first operating year are shown below:

	Construction period	I Operating Year
	Outlays	
Land	30	-
Buildings	100	-
Plant & machinery	500	-
Miscellaneous fixed assets	105	-
Preliminary expenses	25	-
Pre-operative expenses	100	-
Current assets (other than cash)		480
	860	480
	Financing	
Equity capital	360	-
Term loan	540	120
Short-term bank borrowing		360
	900	480

The following information is available:

a. The construction period will last for one year, beginning on 1st April of year n and ending on 31st March of year n+1.

b. The first operating period will begin on 1st April of year n+1 and end on 31st March of year n+2.

c. The term loan will carry an interest of 16 percent. It is repayable in 16 equal semi-annual instalments, the first instalment falling due in the middle of the second operating year. The interest on term loan during the construction period is included in pre-operative expenses. The term loan financing of 120 in the first operating period will occur right in the beginning of that year.

d. Short-term bank borrowing of 360 will occur right in the beginning of the first operating year. It will carry an interest rate of 18 percent.

e. Pre-operative expenses will be allocated to land, building, plant and machinery, and miscellaneous fixed assets in proportion of their values. Preliminary expenses will be written off in ten equal annual instalments.

f. The expected revenues and cost of sales (excluding depreciation, other amortisation, and interest) for the first operating year are 900 and 650 respectively.

g. The depreciation rates for company law purposes will be as follows :

Building	: 3.34 percent
Plant and machinery	: 10.34 percent
Miscellaneous fixed assets	: 10.34 percent

h. There will be no income tax liability for the first operating year.

Given the above information, complete the following projected statements.

Projected Income Statement for the I Operating Year

Sales	900
Cost of sales	650
Depreciation	......
Interest	......
Write-off of preliminary expenses	2.5
Net profit	......

Projected Cash Flow Statement

Sources	Construction period	I Operating year
Equity capital	360	
Term loan	540	120
Short-term bank borrowing	Nil	360
Profit before interest and taxes		......
Depreciation		......
Write-off of preliminary expenses		2.5
Total	900	......
Uses		
Capital expenditure	735	Nil
Current assets (other than cash)	Nil	480
Preliminary expenses	25	Nil
Preoperative expenses	100	Nil
Interest	Nil	......
	860	......
Opening cash balance	0	40
Net surplus/deficit	40	......
Closing balance	**40**	......

Projected Balance Sheet

Liabilities	**31/3/n+1**	**31/3/n+2**	**Assets**	**31/3/n+1**	**31/3/n+2**
Share capital	360	360	Fixed assets(net)	835	....
Reserves& surplus	Nil	....	Current assets:		
Secured loans			• Cash	40	....
• Term loan	540	660	• Other current assets	Nil	....
• Short-term loan	Nil	360	Misc. expenditures & losses		
Unsecured loans	Nil	Nil			
Current liabilities & prov.s	Nil	Nil	• Preliminary exps.	25	22.5
	900	....		900	....

(Pages : 4) **7218—C 01—III S MBA—December 2014**

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, 2014

C 01 : STRATEGIC MANAGEMENT

Time : Three Hours Maximum : 50 Marks

Section A

1. Answer any 10 out of 12 sub-questions given below. Each question carries 1 mark.

(a) Define Strategic Management.
(b) Differentiate between a fragmented industry and a consolidated industry.
(c) What is a Task Environment of a business firm?
(d) Explain the VRIO framework.
(e) What is a learning organization?
(f) What is meant by 'Board of Directors' Continuum'?
(g) What is Captive Company Strategy?
(h) What do you understand by collusion?
(i) What is competitive intelligence?
(j) Explain the Delphi Technique of Forecasting?
(k) What is a Resource?
(l) What do you mean Turnaround Strategy?

(10 × 1 = 10 marks)

Section B

Answer any 4 out of 5 questions given below. Each question carries 5 marks.

2. Explain the benefits of Strategic Management.
3. Explain the basic elements of the Strategic Management Process.
4. Does CSR provides any competitive advantage for a company in an industry? Explain with example.
5. List out the steps involved in constructing an industry matrix. Construct an Industry Matrix for any industry in India considering 2-3 companies working in that industry.
6. What is Corporate Value Chain Analysis? How business firms make use of it while deciding their strategies? Explain with example.

(4 × 5 = 20 marks)

Section C

Answer any 1 out of 2 questions given below. The question carries 10 marks.

7. Explain Michael Porter's Five Forces Model. Apply Michael Porter's 5-Forces model to any industry of your choice in India and explain its relevance in Strategic Management.

Turn over

8. What do you understand by Directional Strategies? Which directional strategies are often used by companies to withstand competitive pressures? What are the controversies in directional strategies? Explain with suitable examples.

(1 × 10 = 10 marks)

Section D (Compulsory)

9. **Read the case study given below and answer the questions given at the end.** (10 marks)

DAIKIN INDIA'S TURN AROUND STRATEGY

A dusty winding road, off the Delhi-Jaipur highway, leads to the sprawling 40-acre campus of Japanese air conditioner (AC) maker Daikin's India factory in Neemrana. The town is known more for its six centuries old fort-palace, a weekend getaway for Delhites.

For Daikin, Neemrana has its own importance. It is close to its component makers in the Rajasthan State Industrial Development and Investment Corporation (RIICO) industrial belt. Also, Delhi, one of Daikin's key markets, is just 120 km away.

The Neemrana plant makes 1,000 ACs every day for residential, commercial and industrial use. In many ways, the hustle and bustle at the unit signals Daikin's growing footprint in India. In 2009/10, Daikin sold 34,000 ACs in India, and ranked seventh among all AC makers. By 2012/13, this figure had grown a spectacular twelve times in volume to about 400,000. About 85 percent of its sales are residential ACs.

Daikin has also increased its revenues manifold – from Rs.440crore in 2009/10 to Rs.1,800crore in 2012/13. It is now the second-largest AC maker in India after Voltas in terms of revenue, according to Registrar of Companies data available with the company. In 2013/14, the firm hopes to clock sales of Rs.2,200crore. The AC industry is estimated to post a turnover of Rs.16,500crore next year, according to industry estimates, growing at 10 percent annually.

The man who spearheaded Daikin's spectacular turnaround is Managing Director Kanwal Jeet Jawa. He has spent three decades in the AC business, and has been with the company since April, 2010. "We have a product range no one can match – from 0.75 tonne to 2.700 tonne chillers," he says. But building a diverse product portfolio is only partly responsible for Daikin's success. The company has devised a five-point strategy which revolves not only around products, but also people, services, systems, and the brand.

The brand itself has undergone a metamorphosis. In 2000, when Daikin set up its operations in India, it was a premium AC maker. Its product prices were beyond the reach of the common man. Jawa realized this had to change if Daikin had to get a significant share of the market. But it was a long haul. In 2004, Daikin bought out shares of the Siddharth Shriram Group, which owns the Usha brand, to make the Indian unit a wholly-owned subsidiary. In many ways this was the turning point and Daikin began to focus more on its Indian operations. "It took them a lot of time to understand India," says Jawa. Daikin, then, imported residential ACs from Japan and Taiwan. However, costly imports did not allow them to scale up and become a mass market player.

7675 – IIIS ENG (N) – CBCS – OE – D – 14

THIRD SEMESTER M.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2014

ENGLISH

Paper 3.5

(Communicative English - Open Elective)

(New)

me : 3 Hours] [Max. Marks : 75

Answer **all** *questions.*

a) Examine the prepositions used in the following sentences. If they are incorrect, rewrite them using the right prepositions: 5×1=5

1) Many a blessing has been bestowed <u>from</u> God on mankind.

2) Please send <u>to</u> the doctor.

3) He was born <u>in</u> Bardoli in Gujrat.

4) We should not go on taking of money.

5) Why are you angry <u>on</u> him?

b) Use the appropriate Modals in the following sentences: 5 × 1 = 5

1) We __________ defeat them in the match.

2) I __________ run for five miles when was young.

3) The candidates __________ now be allowed to enter the hall.

4) You __________ study this book carefully.

5) __________ you please attend the inaugural ceremony of our new showroom?

a) Complete the following sentences using any of these prepositions: 5 × 1 = 5

[on, from, in, for, of, with, by, to, after]

1) I had the privilege __________ dining with the president.

2) We should not jump __________ a sudden conclusion without taking all pros and cons into account.

3) Enlightened parents instil good thoughts __________ their children's minds.

4) She insisted __________ my accompanying her to the pavilion.

5) A man is known __________ the company he keeps.

[P.T.O.

b) Match the phrases/clauses given in the two tables below to make new sentences: 5 × 1 = 5

1) My friend helped me	1) Which is to be taught
2) We admire a man	2) Which you lent me.
3) I have lost the book	3) Who is always generous
4) Physics is a subject	4) As I had guessed
5) The story ended	5) When I was in great trouble.

3. a) Use the appropriate conjunctions to connect the following sentences: 5 × 1 = 5

1) I must believe it. You say so.
2) He is not happy. He is rich.
3) You are so sleepy in the morning. You go late to bed.
4) The book was interesting. The story was confusing.
5) He did not find any solution to his problems, He consulted a psychiatrist.

b) Write a paragraph on robots. 5

4. a) A misunderstanding has arisen between you and one of your close friends. Write a letter to that friend explaining your conduct and offering the hand of friendship again. 5

b) Describe any place of natural beauty that you have liked immensely. 5

5. What was Delia's story about her bandaged hand? How did Joe find out that she was lying? 7

6. What were Deepak's views about robbing? What was his justification for robbing Arun? 7

7. Attempt a brief character sketch of the boy Shersingh. 7

8. 'Then you know practically nothing about my aunt'; Why does Vera ask this question? How was it important for her purpose? 7

9. Describe how Schaty's father looked after the sick boy and removed his fear of death? 7

(Pages : 2) **7219—C 02—III S MBA—Dec. 2014**

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, 2014

BUSINESS ETHICS

Time : One Hour and Half Maximum : 25 Marks

Section A

1. Answer any *five* questions. Each question carries 1 mark :

   (a) Code of ethics.

   (b) Code of conduct.

   (c) Values.

   (d) Morals.

   (e) Corporate culture.

   (f) CSR.

(5 × 1 = 5 marks)

Section B

Answer any **two** *questions.*
Each question carries 5 marks.

2. Explain the factors influencing business ethics and the characteristics for ethical decision making.
3. Discuss the ethical and unethical practices with reference to sales, marketing and financial activities in an organisation.
4. List the causes of failures in Business Ethics in today's corporate world.

(2 × 5 = 10 marks)

Section C (Compulsory)

Case Study

5. Read the case and answer the questions given at the end :

   Bhopal Express

   Twenty years ago, Bhopal choked over methyl isocynate fumes from the Union Carbide India Limited (UCIL) factory. According to the Madhya Pradesh Gas Relief and Rehabilitation Department, over 15,000 lost, their lives and 550,000 suffered serious injuries. The Supreme Court awarded a compensation package of $470 million in 1989, based on estimates of 3,000 dead and 15,000 injured. The judgement absolved UCIL and its parent company in the US, Union Carbide Corporation (UCC), of criminal liability and appointed the Indian government as the sole representative of the victims, thereby ruling out individual suits against UCC and UCIL. Neither the Centre nor the State government has acted sincerely in that capacity. The Centre dragged its feet over carrying out a comprehensive medical survey as a result of which documentation of medical disorders, crucial to establishing the corporate's guilt, remains inadequate. Former UCC

Turn over

chief Warren Andersen, charged for culpable homicide, remains an absconder from Bhopal courts for a decade, yet it is learnt that the then state government did not try to hold him back when he was here. Today, the $470 million has multiplied by way of interest to about $700 million, but courts have disbursed only $335 million. On July 14 this year, the Supreme Court ordered the immediate disbursal of the remaining sum. Over 5.5 lakh individuals have on an average received Rs.25,000; the latest order would entitle each person to another Rs. 25,000 is Rs. 50,000 per person a compensation or a pittance for a people economically and physically destroyed over two generations ?

In 2001, Dow Chemicals acquired UCC and said it owed nothing to the Bhopal victims. It is high time the SC reopened the 1989 settlement in view of the unfolding magnitude of the disaster. The Bhopal chief judicial magistrate should summon Dow at the earliest. Class action suits in the US have led to huge compensations; the Indian system should allow for the same in an age of 'corporate accountability'. Dow and Indian Oil Corporation are reportedly working on a facility in Paradip, Orissa. The government should put a stop to any such exercise. Meanwhile, globalisation has altered the nature of transnational corporate operations. A present day company covers the world in a spider-web of holdings, rendering it impossible for laws of individual countries to pin it down. In the interest of world trade and business, episodes like Bhopal should be referred to an international court set up under the aegis of the World Trade Organisation. Faceless enterprise needs swift and neutral arbiters. Or else, death will continue to stalk commerce as its shadow.

Questions :

(a) What are the unethical events taken place so far in the tragedy according to you ?

(b) What lessons on corporate governance lapses you find, two decades after the tragedy ?

(1 × 10 = 10 marks)

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, 2014

COMPANY AND BUSINESS LAW

Time : One Hour and a Half | **Maximum : 25 Marks**

Section A

1. Answer any *five* sub-questions. Each question carries 1 mark :

   (a) Define Contract.

   (b) What is Constitutional law ?

   (c) What is Patent ?

   (d) Define Digital signature certificate.

   (e) Define Consumer under Consumer Protection Act.

   (f) Define goods under sale of Goods Act.

(5 × 1 = 5 marks)

Section B

Answer any **two** *questions.*
Each question carries 5 *marks.*

2. Explain right to equality under Article 14 of Constitution of India.
3. Draw a Bill of Exchange. Explain its essential features.
4. Explain essential features of "Right to Information Act, 2005".

(2 × 5 = 10 marks)

Section C (Case Study—Compulsory)

5. Over a cup of coffee at a restaurant. X invites Y to a dinner at his house on Sunday. Y hires a taxi and reaches X's house at the appointed time, but X fails to perform his promise. Can Y recover any damage from X ? Discuss.

(1 × 10 = 10 marks)

(Pages : 3) **7230—C 12—III S MBA—Dec. 2014**

THIRD SEMESTER M.B.A. (END) DEGREE EXAMINATION, 2014

BRAND MANAGEMENT

ime : One Hour and a Half Maximum : 25 Marks

Write brief to the point.
Section C **compulsory.**

Section A

1. Answer any *five* questions. Each question carries 1 mark :

   (a) Define brand.

   (b) Define Extention positioning guidelines.

   (c) How to measure outcomes of brand equity ?

   (d) What is brand value chain ?

   (e) Define brand width and length.

   (f) What do you mean by customer based brand equity ?

(5 × 1 = 5 marks)

Section B

Answer any **two** *questions.*
Each question carries 5 *marks.*

2. Discuss issues in managing brands over geographical boundaries.

3. How to build customer-based brand equity ? Explain with appropriate examples.

4. Define brand extention, discuss advantages and disadvantages of brand extentions.

(2 × 5 = 10 marks)

Section C (Compulsory)

5. Case study :

APPLE'S IPHONE DISAPPOINTMENT FANS DOUBT ON GROWTH

Apple Inc missed Wall Street's revenue forecast for the third straight quarter after iPhone sales came in below expectations, fanning fears that its dominance of consumer electronics is slipping. Shares of the world's largest tech company fell 10 percent to $463 in after-hours trade, wiping out some $50 billion of its market value - nearly equivalent to that of Hewlett-Packard and Dell combined. On Wednesday, Apple said it shipped a record 47.8 million iPhones in the December quarter, up 29 percent from a year earlier. But that lagged the 50 million that analysts on average had projected. Expectations heading into the results had been subdued by news of possible production cutbacks by some component suppliers in Asia, triggering fears that demand for the iPhone, which accounts for half of Apple's revenue, and the iPad could be slowing. But some investors clung to hopes for a repeat of years of historical outperformance, analysts said. "It's going to ca into question Apple's dominance in the space. It's still one of the strong players, the others bei Samsung and Google. It's still a two-horse race, but Android continues to grow rapidly," sa Sterne Agee analyst Shaw Wu. "If you step back a bit, it's clear they shipped a lot of phones. B the problem is the high expectations that investors have. Apple's conservative guidance highligh the concerns over production cuts coming out of Asia recently." Apple is forecasting revenue of $4 billion to $43 billion in the current, second fiscal quarter, lagging the average Wan Street foreca of more than $45 billion. Fiscal first-quarter revenue rose 18 percent to $54.5 billion, below th average analyst estimate of $54.73 billion, though earnings per share of $13.81 beat the Stre forecast of $13.47, according to Thomson Reuters I/B/E/S.

Apple also undershot revenue targets in the previous two quarters, and these results will promp more questions on what Apple has in its product pipeline, and what it can do to attract new sale and maintain its growth trajectory, analysts said. Net income of $13.07 billion was virtually fla with $13.06 billion a year earlier on higher manufacturing costs. The year-ago quarter also had a extra week compared to this year. Gross margins consequently slid to 38.6 percent, from 44. percent previously. "You can't just keep rolling out iPhones and iPads and think that everybod needs a new one," said Jeffrey Gundlach, who runs DoubleLine Capital LP, the $53 billion bon firm. "The mini? What is that all about? It is a slightly smaller iPad - so what? So that is our ne definition of innovation?" "There are plenty of competitors like Samsung and other legitimat competitors like them," added Gundlach, one of the highest-profile Apple bears. He maintains $425 price target. Taking into account the drop in shares in Wednesday's after-hours tradin Apple's stock is now down 34 percent from its September record high and the company has los about $227 billion in market value. Shares of several of Apple's suppliers crumbled. Chip supplier Skyworks and Cirrus Logic both fell more than 6 percent. Qualcomm Inc slipped 1.8 percent.

CHINA IS NEXT BIG GROWTH DRIVER

Intense competition from Samsung's cheaper phones - powered by Google's Android software and signs that the premium smartphone market may be close to saturation in developed market have also caused a lot of investor anxiety. Meanwhile, sales of the iPad came in at 22.9 million i the fiscal first quarter, roughly in line with forecasts. On the brighter side, Chief Financial Office Peter Oppenheimer told Reuters that iPhone sales more than doubled in greater China - a regio that Apple Chief Executive Tim Cook has vowed to focus on as its next big growth driver. Th company will begin detailing results from that country going forward. Revenue from the regio totaled $7.3 billion, up 60 percent from the year-ago December quarter. "These results were OK but they definitely raised a few questions," said Shannon Cross, analyst with Cross Research "Gross margin trajectory looks fine so that's a positive and cash continues to grow. But I thin investors are going to want to know what Apple plans to do with growing cash balance." "An other questions are going to be around innovation and where the next products are coming fro and what does Tim Cook see in the next 12 to 18 months."

ADDRESSING PRODUCTION RUMORS

In an unusual move for Apple, which typically does not respond to speculation, Cook addresse the production cutback rumors at length on the conference call and questioned the accuracy o rumors about its plans. Media reports earlier this month said the company is slashing orders fo iPhone 5 and iPad screens and other components from its Asian suppliers. "Even if a particula data point were factual, it would be impossible to accurately interpret the data point as to what it meant for our overall business, because the supply chain is very complex," he said, adding that Apple has multiple sources for components. "Yields might vary. Supplier performance can vary. The beginning inventory positions can vary. There's just an inordinately long list of things that would make any single data point not a great proxy for what's going on," he said. Apple's initial iPhone and iPad mini sales were hurt by supply constraints, but Cook expects supply to balance demand for the iPad mini this quarter. He also acknowledged that iPad was cannibalizing its high-margin Macintosh computers, but said it was a huge opportunity for the company. "On iPad in particular, we have the mother of all opportunities here, because the Windows market is much, much larger than the Mac market is," he said. "And I think it is clear that it's already cannibalizing some." In another departure from tradition, Apple intends to tweak the way it both reports results and publishes forecasts. Apart from breaking out results from China, the company also will no longer provide a single revenue or gross margin outlook. From Wednesday, it began providing the range it expects to hit, rather than the often-ludicrously conservative estimates that Apple was once notorious for. The new policy took many by surprise. "Before people could always ignore the guidance," said Dan Niles, Chief Investment Officer of AlphaOne Capital Partners, LLC. "Apple is telling investors that they need to pay attention to the guidance and you can't ignore it, which is basically what we all did in the past."

Required :

(a) In the given context explain how do you plan to maintain the brand image of Apple's IPhone ?

(10 marks)

(Pages : 3) **7235—C17—IIS—MBA—Dec. 2014**

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2014

FINANCING DECISIONS

ime : Three Hours

Maximum : 50 Marks

Section A

1. Answer any *ten* of the following sub-questions. Each sub-question carries 1 mark :

   (a) How do you compute EBIT?

   (b) What do you mean by operating leverage ?

   (c) What is financial risk?

   (d) What is point of indifference ?

   (e) What do you mean by contingent claims ?

   (f) What do you mean by optimum capitalisation ?

   (g) What is stock split ?

   (h) List out the methods of buyback of shares.

   (i) Define venture capital.

   (j) What do you mean by participation in equity by institution ?

   (k) Write a note on CCPS.

   (l) What is a warrant ?

(10 × 1 = 10 marks)

Section B

Answer any **four** *questions.*
Each question carries 5 *marks.*

2. Explain the role of venture capitalists in economic development.
3. What are the circumstances in which bonus shares are generally issued ?
4. What is warrant ? How does it differ from convertible securities ?
5. "The following data relate to two companies belonging to the same risk class :—

Particulars	X Ltd.	Y Ltd.
Expected Net Operating Income	Rs. 2,40,000	2,40,000
10% Debt	Rs. 7,20,000	—
Equity Capitalisation Rate	20 %	20 %

Turn over

Required : (use Traditional Approach)

(a) Determine the Total Value and the Weighted Average Cost of Capital for each compa assuming no taxes.

(b) State the effect on the Total Value of the company and Weighted Average Cost of Capi if the X Ltd. has decided to raise the debt by Rs. 1,70,000 and use the proceeds to buyba equity shares. Due to increased financial risk *kd* would rise to 12% and *ke* to 22%.

9. The

6. Tulsian Ltd. Has 1,00,000 equity shares of Rs. 10 each and reserves Rs. 20,00,000. Current Mark Price is Rs.70 per share. State the impact on the (a) number of shares outstanding (b) face value share (c) Reserves (d) equity account balance (e) market price in each of the following alternati situation.

(i) If the company declares a bonus in the ratio of 3 : 2.

(ii) If the company declares a 5 : 2 stock split.

(4 × 5 = 20 mark

Section C

Answer any **one** *question.*
It carries 10 *marks.*

7. What do you understand by the term underwriting ? What is the maximum underwritin commission that can be paid in respect of underwriting of debentures ?

8. The following information is available in respect of the rate of return on investment (r), th capitalisation rate (Ke) and earnings per share (E) of Hypothetical Ltd.

r = 12 percent and

E = Rs. 20.

Determine the value of its shares by using the Gordon's method assuming the following :—

Situations	D/P ratio (1 - b)	Retentation ratio	Ke (%)
A	10	90	20
B	20	80	19
C	30	70	18
D	40	60	17
E	50	50	16
F	60	40	15
G	70	30	14

(1 × 10 = 10 marks)

Section D (Compulsory)

9. The ABC Ltd. has the Balance Sheet and income statement information :

Liabilities	*Amount*	*Assets*	*Amount*
Equity capital (Rs. 10 per share ...	8,00,000	Net fixed assets ...	10,0,000
10 % Long-term debt ...	6,00,000	Current assets ...	9,00,000
Retained earnings ...	3,50,000		
Current liabilities ...	1,50,000		
	19,00,000		2,00,000

Income statement for the year ending March

Particulars	*Amount*
Sales ...	3,40,000
Operating expenses (including Rs. 60,000 depreciation) ...	1,20,000
EBIT ...	2,20,000
Less : Interest ...	60,000
Earning before tax ...	1,60,000
Less : Tax ...	56,000
Net earnings (EAT) ...	1,04,000

(a) Determine the degree of operating, financial and combined leverages at the current sales level, if all operating expenses, other than depreciation, are vaiable cost.

(b) If total assets remain at the same level, but sales (i) increase by 20% and (ii) decrease by 20 %, what will be the earnings per share in the new situation ?

(10 marks)

(Pages : 3) **7227—C 09—III S MBA—December 2014**

THIRD SEMESTER M.B.A. (END) DEGREE EXAMINATION, 2014

SALES MANAGEMENT

ne : Three Hours Maximum : 50 Marks

Section A

1. Answer any 10 out of 12 sub-questions. Each carries 1 mark (sub-questions (*a*) to (*l*) :

(a) What is personal selling ?

(b) What are objective of Sales Management ?

(c) What is the role of Sales Management ?

(d) Types of personal selling.

(e) Defme theories of selling–AIDA concept.

(f) What is selling process ?

(g) What is market potential ?

(h) Define sales forecasting.

(i) What is market demand forecasting ?

(j) Define Sales Budget.

(k) What do you mean by telemarketing ?

(l) Define quota.

(10 × 1 = 10 marks)

Section B

Answer any **four** *out of* **five** *questions.*
Each carries 5 marks. (Question 2 to Question 6).

2. Define Emerging Trends in 21st century with reference to Sales Management profession.
3. Define sales organization, types of sales organization structure and Factors influencing the structure with one corporate example.
4. Define functions and qualities of sales executives with examples.
5. What do you mean by sales quota Objectives and which are the Principles for setting Sales Quota ?
6. Explain the marketing decision support system with suitable example.

(4 × 5 = 20 marks)

Turn over

Section C

Answer any **one** *question out of* **two** *it carries 10 marks (Questions 7 and 8).*

7 Design a market research plan for conducting a survey in your city for selling newly launched two wheeler by an MNC and also workout on marketing MIX to meet the requirement of the population in the region.

8 Submit a proposal to your CEO for establishing a sales department in north Karnatak for industrial valves and control Systems justifying sales force size, salary, incentives, benefits and sales target commitment.

(1 × 10 = 10 marks)

Section D (Compulsory)

9. Read the case and answer the questions :

Hyundai humbles Japanese rivals with record Q3

Hyundai Motor Co. beat forecasts with a record quarterly profit as government incentives fuelled strong sales of its cheap, fuel-efficient models, setting the bar impossibly high for its struggling Japanese rivals.

Hyundai's strong results, its second record quarter profit in a row and more than triple the year ago figure, come as the global industry struggles to emerge from its worst ever downturn.

Honda Motor Co is the only major Japanese car maker expected to post an operating profit in the fiscal first half, the Nikkei business daily reported on Thursday.

But Hyundai has taken advantage of the turmoil, ramping up its marketing spend to gain market share and overtaking Ford Motor Co to become the world's fourth-largest automaker by sales in the first half of this year when combined with affiliate Kia Motor Corp.

"These are amazing earnings," said Kazutaka Oshima, CEO at Rakuten Investment Management in Tokyo. "The figures reflect Hyundai's increased share in the Chinese and North American markets, and that's a threat to Japanese automakers."

But Hyundai warned a firmer won , rising oil prices and higher interest rates might hit earnings in the months ahead and its shares were little moved, after a 50 percent surge in the third quarter.

"Third-quarter earnings came very strong and the fourth quarter could be also excellent, thanks to the new model launch, but momentum is likely to slow next year," said Choi Jong-Hyeok, a fund manager at Midas Asset Management. "It will be difficult to beat this year."

Hyundai's Genesis sedan and revamped Sonata have proved popular, while earlier schemes offering U.S. buyers the chance to return new cars if they lost their job or to fix in fuel prices for a year also won admirers.

Hyundai posted a net profit of 979.1 billion won ($832 million) in the third quarter, more than three times the 264.8 billion won of a year ago and beating a 616.3 billion won forecast by 11 analysts in a Reuters poll. Net profits were boosted by equity gains from overseas units, the Company said.

Its operating profit of 586.8 billion won beat a forecast for a 561.2 billion won profit.

Hyundai shares dipped 0.5 percent after the results, having far outperformed a 14.5 percent gain in the country's main KOSPI Index in the third quarter.

But both Hyundai and the broader index have lost ground since amid concerns over the impact of a stronger won.

WON WORRIES

The won is recovering on the back of weakness in the dollar. It gained 8.1 percent versus the dollar in the third quarter and is up 36 percent since early-March.

Hyundai's rivals in Japan are also struggling to cope with a weak dollar and their reliance on the United States and their home market, both of which are struggling with the weakest demand in decades.

World No. 1 Toyota Motor Co is expected to post an equivalent quarterly net loss of around 25 billion yen ($275 million) when it reports early next month.

The Nikkei said Honda, Japan's No.2 behind Toyota, will likely post an operating profit of 60 billion yen ($660 million) for the April-September first half, beating its forecast for a loss on cost-cutting and solid sales of fuel-efficient cars.

Honda's reported first half figure implies an operating profit of 34.8 billion yen for the July-September quarter, which would be below the average estimate for a 41.7 billion yen profit in a poll of 5 analysts by Thomson Reuters I/B/E/S.

Honda reports next week, with Toyota and No.3 Nissan Motor Co following the week after.

Results from the third-quarter reporting season in Europe have largely met expectations thanks to government incentives boosting sales, but shares have struggled on concerns about next year.

Third quarter results from Fiat on Wednesday met expectations but the Italian carmaker's shares gave back recent gains, dropping over 6 percent, while analysts said PSA Peugeot-Citroen's failure to shore up production ahead of what could be a bleaker 2010 caused its shares to slide 6 percent.

Required :

Devise a sales strategy plan to ensure dominance of Japan's cars across the world again, also consider the marketing MIX for the same.

(10 marks)

(Pages : 3) **7228—C10—III S—MBA—Dec. 2014**

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2014

Management

CUSTOMER RELATIONSHIP MANAGEMENT

ime : One Hour and a Half

Maximum : 25 Marks

All *sections are* **compulsory.**
Read the instructions given at each section.
Relevant illusrations must be provided wherever necessary.

Section A

1. Answer any *five* questions. Each question carries 1 mark :

   (a) What is relaitonship Marketing ?

   (b) What is IVR and VOIP ?

   (c) Define Operational CRM.

   (d) Mention any two benefits of adopting CRM as a strategy.

   (e) What is customer life time value ?

   (f) What is meant by customer defects and metion its types ?

(5 × 1 = 5 marks)

Section B

Answer any **two** *questions.*
Each question carries 5 *marks.*

2. Explain types of CRM with examples and their inter-relationship with a neat diagram.

3. Describe the various technologies used for managing the customer service touch points considering both front end and back end transactions.

4. What is CRM metrics ? Explain the components of CRM metrics.

(2 × 5 = 10 marks)

Section C (Compulsory)

5. Case Study. Read the case and answer questions given at the end :

   THE CASE OF COMPLAINING CUSTOMER

   Presto Cleaner's new computer system would work great if it were not for the customers. In an effort to improvise the service, Presto cleaners installed a new computer system, designed to cut the customers' waiting time and simplify the drop-off and pickup processes. But the system was only a few months old when Mr. JW. Sewickley, the company president, received an angry letter from Mr. George Shelton, whose laundry had been lost by the new system. Mr. Shelton's letter described his experience with Presto Cleaner's complaint-handling operations and demanded

Turn over

compensation and an apology. 'To respond to the complaint, Mr. Sewickley sent the letter to his customer complaint office, asking for more information. The answer came back from Paul Hoffner. He explained that there were extenuating circumstances and suggested that some customers may not be worth keeping. The Presto cleaners behaviour could cost the company $5,00,000. The Customer George Shelton being the loyal customer of the company and having being using their services from past 2 years. The Letter from Mr. George Shelton to the company stated.

He is very angry, frustrated and disappointed because of the services offered by the company. Even though the company was not exactly the least expensive stores in their locality but still because of the accessibility issues they were happy to use the services of the company. The extra early and extra late operations and the helpfulness of the staff had made up for the more than the normal cost being charged by the company for their services until the event occurred.

That was before the company installed the new computerized system. The following set of facts will tell the company that why we are not doing business with the company currently.

July 28 : Mr. Shelton came to deliver their clothes as usual for the laundry services when they were introduced to the new computer system. I filled out the 'preference card' (light starch for my shirts, folded in a box and so on) that were entered into the computer. I selected an identification code number (my phone number) and bought a special bag customised with my identification number. The bag was only $3, no big deal. Ideally the next time I had a laundry all I would have to do was put my laundry in the bag and drop it off. No waiting in line, no waiting for the receipt, the computer knew what I wanted done. When it came time to pick it up, I would just pay, get the laundry and go. Easy, Convenient, time saving, supposedly is being assumed.

August 4 : My wife stopped in to pick up the july 28th order and dropped off the bag with the new laundry (4 of my shirts, 2 blouses, 1 suit and 1 skirt). The counterperson had her fill out her own preference card and entered that information into the computer.

August 10 : on the way home from work, I stopped in to make a drop off and a pick up. Guess what Mr. Sewickley? I had to buy the second special bag if I wanted to use the new system everytime. I had to stand in line and wait for my turn and finally give my order to the person behind the counter. It took excess of more than ten minutes than the previous system.

August 11 : when I came to pick up my order of august 4 they said it is already being taken by my wife when I reached home and asked she said that, she had collected order of July 28th not of August 4. Then when enquired at your counter they said it is not there at the stores and to give some to check at the factory. But it took two days even after which they were unable to find the missing clothes. Then they gave me number of Mr. Hoffner (Claims complaint manager) and had called him thrice who never responded to my calls. Ultimately one day he picked the call after calling him several times and when I aked for the compensation he said that I am not his regular customer to ask for the claims and may be that I am telling lies. Mr. Sewickley, I am your customer since two years and am regularly spending $230/week since then. Now kindly help me and do the needful in this regards.

Mr. Shelton had started using the services of new vendor 'Kwik n Klean' but was not satisfied due to the accessibility issues and returned back to Presto Cleaners later.

Questions :

(a) How valuable is Mr. Shelton to the company, calculate based on the customer lifetime value propositions ?

(b) Should Mr. Hoffner be fired for not handling the customer complaint well ? Justify.

(c) Suggest any three best feasible solutions that can be offered to Mr. Shelton to solve his problems and retain him with the company.

(10 marks)

(Pages : 2) **7241—C23—IIIS—MBA—Dec. 2014**

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, 2014

ORGANISATIONAL DEVELOPMENT AND INSTITUTION BUILDING

Time : Three Hours Maximum : 50 Marks

Section A

1. Answer any *ten* of the following 12 sub-questions. Each sub-question carries 1 mark :

(a) KPA.
(b) Culture.
(c) Diversity.
(d) Change Management.
(e) Consultant.
(f) Interventions.
(g) KRA.
(h) Team Building.
(i) M.B.O..
(j) Sensitivity Training.
(k) Diagnosis process.
(l) Goal setting.

(10 × 1 = 10 marks)

Section B

Answer any **four** *questions.*
Each question carries 5 *marks.*

2. Explain the characteristics of O.D. and the discuss the process of O.D.
3. What are the general objectives of O.D. ? Which are the pre-requisites for effective use of O.D. ?
4. Who is a consultant ? Briefly explain the role of change agent.
5. What is range management ? How do the organisations make use of Lewin's model ?
6. What are the challenges in Managing Diversity ? Propose a plan to over come problems arising due to diversity.

(4 × 5 = 20 marks)

Section C

Answer any **one** *question.*
It carries 10 *marks.*

7. As a consultant which interventions you would use at individual, group and organisation level ? List the interventions and explain the objectives.
8. Design a O.D. plan for an Educational Institution with reference to MBA Institution and explain how change can be brought into the Higher Education ? Reflect as an O.D. Consultant and change agent.

(1 × 10 = 10 marks)

Turn over

Section D (Compulsory)

9. Read the case and answer questions given a the end :

Mechanist's Indisciplined Behaviour

Dinesh, a machine operator, worked as a mechanist for Ganesh, the supervisor. Ganesh told Dinesh to pick up some trash that had fallen from Dinesh's work area, and Dinesh replied, "I won't the janitor's work".

Ganesh replied. "When you drop it, you pick it up". Dinesh became .angry and abusive, calling Ganesh a number of names in a loud voice and refusing to pick up the trash. All employees in the department heard Dinesh's comments.

Ganesh had been trying for two weeks to get his employees to pick up trash in order to have cleaner workplace and prevent accidents. He talked to all employees in a weekly departmental meeting and to each employee individually at least once. He stated that he was following the instructions of the general manager. The only objection came from Dinesh.

Dinesh has been with the company for five years, and in this department for six months. Ganesh had spoken to him twice about excessive alcoholism, but otherwise his record was good. He was known to have quick temper.

This outburst by Dinesh hurt Ganesh badly. Ganesh told Dinesh to come to the office and suspended him for one day for insubordination and abusive language to a supervisor. The decision was within company policy, and similar behaviours had been punished in other departments.

After Dinesh left Ganesh's office, Ganesh phoned the HR manager, reported what he had done, and said that he was sending a copy of the suspension order for Dinesh's file.

Questions :

(a) How would you rate Dinesh's behaviour ? What method of appraisal would you use ? Why?

(b) Do you assess any training needs of employees ? If yes, what inputs should be embodied in the training programme ?

(10 marks)

(Pages : 2)

7239—C21—IIIS MBA—December 2014

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, 2014

Sub : C21—SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

ime : Three Hours

Maximum : 50 Marks

Section – A

Instructions: Write all the sub-questions at one place.

1 Answer any ten out of twelve sub-questions. Each caries **one** mark

(10 × 1 = 10 marks)

a. What is Investment?
b. Expand NYSE and NASDAQ
c. Define term unsystematic Risk.
d. Define Debt securities.
e. What are the types of Mutual funds?
f. Define Relative Strength Index.
g. What is P/E Ratio?
h. Define yield to maturity.
i. What is market risk premium?
j. Explain ROCE?
k. Define Beta.
l. What is capital market line?

Section – B

Answer any four out of five questions. Each Carries **Five** Marks.

(4 × 5 = 20 marks)

2 Explain the flow of Investment process.

3 During the past five years, the returns of a stock were as follows:

Year	Return	Year	Return	Year	Return
1	0.07	3	-0.09	5	0.10
2	0.03	4	0.06		

Compute the following: (a) Cumulative wealth index (b) arithmetic mean (c) Geometric Mean (d) variance (e) Standard Deviation.

Turn over

4 Moving averages not only smoothen the data but also predict the market. Comment.

5 Discuss common misconceptions surrounding the efficient market hypothesis.

6 Discuss the Pros and cons of investing in Mutual Fund.

Section – C

Answer any one out of two questions carries ten Marks. (1 × 10 = 10 marks)

7. A research study has stated that the rate of return of ABC Company due to capital appreciation and dividend after making adjustment for the outflow of income is 16.27% for the period 1993-98. Let us assumed that the return would continue to grow at this rate another four years. The recent dividend paid by the company to its stock holders is 4 and the EPS on October 1998 is Rs. 35 and P/E is 4.8. If an investor wants to buy and hold the ABC stock for another four years, what would be the ideal price if his required rate of return is 20%? The price is Rs. 167 on 14-10-1998.

8. What do you understand by Markowitz Portfolio Selection Model? Explain.

Section – D

(10 marks)

9. Consider the following information for three mutual funds, A, B, C, and the market.

	Mean return (%)	Standard deviation (%)	Beta
A	12	18	1.1
B	10	15	0.9
C	13	20	1.2
Market index	11	17	1.00

The mean risk-free rate was 6%. Calculate the Treynor measure, sharpe measure, and Jensen measure for the mutual funds and the market index.

sharpe $= \frac{Rm - Rf}{\sigma}$

Treyonor $= \frac{Rm - Rf}{B}$

Pages : 2)

7231—C 13 III S M.B.A.—December 2014

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, 2014

C13 : RURAL MARKETING

e : One Hour and Thirty Minutes Maximum : 25 Marks

Section – A

Instructions: Write all the sub-questions at one place.

1. Answer any *five* out of six sub-questions. Each caries **one** mark

a. Define Population
b. What do you understand by the term "Income Generation"?
c. Expand MNREGA
d. Define Term Marketing Strategy.
e. Name any two Govt. schemes to promote rural market.
f. Describe heterogeneity in rural market.

(5 × 1 = 5 marks)

Section – B

Answer any *two* out of three questions. Each Carries **Five** Marks.

2 What is Marketing Mix? Describe Rural Marketing Mix

3 Discuss Role of Cooperative Institutions in Rural Marketing.

4 Being Rural Marketing Manager discuss marketing decision process with relevant example.

(2 × 5 = 10 marks)

Turn over

Section – C

5. Read the case and answer the questions given at the end.

Coca-cola India adopted an innovative two-pronged approach in 2002 to gain foothold in rural markets. It devised an innovative pricing strategy to attract price sensitive rural consumers, which was backed by the rural centric "thanda matlab coca-Cola" Marketing campaign featuring the Bollywood star, Aamir Khan.

Adopting an aggressive pricing strategy, the company reduced the price a 200-ml bottle by half to INR 5 – a psychology price which worked in favor of the brand. A higher price than this means a consumer has to shell out a 10- rupee note which they tend to spend entirely, already have been spent INR 7-8 on the bottle of coca-cola. This is why most rural consumers refrained from buying a cold drink in the past. Coinage pricing (at INR 5) addresses this psychological barrier. The use of Hindi word thanda-meaning cold-in the marketing slogan clearly established that coca cola was actively wooing the rural consumer. The combination if clever pricing and astute marketing worked to coca-cola's advantage in rural markets.

The accompanying video shows how coca-cola used its pricing strategy effectively to gain impressive growth in rural markets. It also describes how the products were distributed in remote rural markets to meet the consumer demand generated through the campaign. The low price spurred and the 200-ml bottle created a new market by driving adoption of packaged beverages in rural India.

Questions:

a. What were the critical success factors for coca cola in rural markets? How did the competition respond to this strategy?
b. Identify two major brands which adopted a similar pricing strategy to crack rural markets.

(10 marks)

(Pages : 4) **7237—-C 19—III S MBA—December 2014**

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2014

Management

C 19 : INTERNATIONAL FINANCIAL MANAGEMENT

ıe : Three Hours Maximum : 50 Marks

Note: Answer all the sections. Marks are indicated against each section.

Section A

1. Answer **any ten** of the following sub-questions. Each sub-question carries **one** mark.

(10 × 1 = 10 marks)

(a) What do you understand by International Financial Management?

(b) Distinguish between Balance of Trade and Balance of Payment?

(c) What is Covered Interest Arbitrage?

(d) State any two Natural Hedging Instruments used by MNCs.

(e) What is meant by Technical Approach of forecasting exchange rate?

(f) Differentiate between Fixed Exchange Rate System and Floating Exchange Rate System.

(g) What is meant by Spread in Forex Market? How is it calculated?

(h) Who are the major participants in the Foreign Exchange Market?

(i) Differentiate between Currency Options and Futures in foreign exchange market.

(j) What do you understand by Bilateral Netting?

(k) What are ADRs?

(l) Define SWIFT.

Section B

Answer **any four** of the following questions. Each question carries **five** marks. (4 × 5 = 20 marks)

2. What does deficit in the Balance of Payment signify? Is Balance of Trade more important than Balance of payments? Discuss the components of Balance of Payments.

3. Explain the Purchasing Power Parity Theory and Interest Rate Parity Theory with their limitations.

4. What are the various alternatives available to a firm to finance its international investments? Explain two major methods of financing international operations.

Turn over

5. Due to the integrated nature of their capital markets, investors in both India and the U.S. require the same real interest rate, 2.5%, on their lending. There is a consensus in capital markets that the annual inflation rate is likely to be 8.5% in India and 4.5% in U.S. for the next three years. The pot exchange rate is currently Rs. 60.50/$.

   (a) Compute the nominal interest rate per annum in both India and the U.S., assuming that the Fisher effect holds.

   (b) What is your expected future spot rupee-dollar exchange rate in three years from now?

   (c) Can you infer the forward rupee-dollar exchange rate for one-year maturity?

6. X Ltd of USA sold a super computer to Y Ltd in France on credit and invoiced €5 million payable in three months. Currently, the three-month forward exchange rate is $1.12/€ and the foreign exchange advisor for X Ltd predicts that the spot rate is likely to be $1.08/€ in three months.

   (a) What is the expected gain/loss from the forward hedging?

   (b) If you were the financial manager of X Ltd, would you recommend hedging this euro receivable? Why or why not?

   (c) Suppose the foreign exchange advisor predicts that the future spot rate will be the same as the forward exchange rate quoted today. Would you recommend hedging in this case? Why or why not?

Section C

Answer any one of the following questions. This carries ten marks. (1 × 10 = 10 marks)

7. Discuss in detail Transaction, Translation and Operating exposures faced by an MNC. What are the operational and financial hedging techniques can be used while managing these exposures of an MNC? Elaborate with examples.

8. **(a)** What are currency swaps? For what purposes are they used? Explain the fixed-to-fixed rate swaps and fixed-to-floating, rate currency swaps.

   (b) Since McDonald's is an American firm, they have an advantage in borrowing in dollars. Shockingly, since British Telecom Finance is British they have an advantage in borrowing pounds. But there's a wrinkle: McDonald's needs pounds to finance a seemingly mad purchase of cow farms in England. Meanwhile British Telecom Finance needs dollars to purchase an ailing telecom company in the US (maybe it is WorldCom?). Both firms need the equivalent of £10 mn. Their borrowing opportunities are as shown:

	McDonald's	British Telecom Finance
Moody's credit rating	A2	Baaa1
Dollar debt cost	5.0%	7.0%
Pound debt cost	8.4%	9.0%

(i) Explain which firm has a comparative advantage in borrowing which currency.

(ii) Develop a currency swap in which both McDonald's and British Telecom Finance. Assume the exchange rate is $0.62/£. If the swap bank makes a 1% profit on the dollar debt financed with 0.75% of the pound loan, what is their annual profit on the debt?

(iii) If the pound depreciated, how would that affect the swap bank's annual profit?

Section D

(Compulsory) (1 × 10 = 10 marks)

9. Read the case and answer the questions given at the end. This carries ten marks.

Barret Corporation presently has no existing business in France but it is considering the establishment of a subsidiary there.

The following information is given to assess this project:

- The initial investment required is € 60 million. The existing spot rate is $ 0.70, the initial investment in dollars is $ 12 million. In addition to the € 60 million initial investment on plant and equipment, € 10 million is needed for working capital and will be borrowed by the subsidiary from a French bank. The French subsidiary of Barret will pay interest only on the loan each year at an interest rate of 10%. The loan principal is to be paid in 10 years.
- The project will be terminated at the end year 3, when the subsidiary will be sold.
- The price, demand, and variable cost of the product in France are as follows:

Year	Price	Demand	Variable Cost
1	€ 600	40,000 units	€ 25
2	€ 650	50,000 units	€ 30
3	€ 700	60,000 units	€ 40

- The fixed costs are estimated to be € 5 million per year.

Turn over

- The exchange rate of the Euro is expected to be \$ 0.72 at the end of year1, \$ 0.75 at the end of year2 and \$ 0.78 at the end of year3.
- The French government will impose a withholding tax of 10 percent on earnings remitted by the subsidiary. The US government will allow a tax credit on remitted earnings and will not impose any additional taxes.
- All cash flows received by the subsidiary are to be sent to the parent at the end of each year. The subsidiary will use its working capital to support ongoing operations.
- The plant and equipment are depreciated over 10 years, using the straight-line depreciation method, since the plant and equipment are initially valued at € 60 million; the annual depreciation expense is € 6million.
- In three years, the subsidiary is to be sold. Barret plans to let the acquiring firms assume the existing French loan. The working capital will not be liquidated, but will be used by the acquiring firm.
- The required rate of return on this project is 15%

Required

(a) Determine the net present value of this project. Should Barret accept this project? Assume the Barret Co. provides the additional funds for working capital so that the loan from the French government is not necessary.

(b) Would the NPV of this project from the parent's perspective be more sensitive to exchange rate movements if the subsidiary used French financing to cover the working capital? Explain.

(c) Assume Barret Co. uses the original proposed financing arrangement and that funds are blocked until the subsidiary is sold. The funds to be remitted are reinvested at rate of 8 percent (after tax) until the end of year 3. How is the project's NPV affected?

(d) Assume that Barret Co. decided to implement the project, using the original proposed financing arrangement. Also assume that after one year, a French firm offers Barret Co. a price of \$30 million after taxes for the subsidiary and that Barret Co. original forecasts for year 2 and 3 have not changed. Should Barret Co. divert the subsidiary? Explain.

(Pages : 2)

7232—C14—III S MBA—December 2014

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, 2014

C14—RETAIL MANAGEMENT

ne : One Hour and a Thirdy Minutes | Maximum : 25 Marks

Section A

Instructions : *Write all the sub-questions at one place.*

1. Answer any *five* out of six sub-questions. Each carries 1 mark.

(5 × 1 = 5 marks)

a Define the term Retail Management.

b Mention type of Retailers.

c What is merchandise management ?

d What do you mean by visual merchandising ?

e Define retail financial strategy.

f What is retail audit ?

Section B

Answer any **two** *out of* **three** *questions. Each carries* 5 *Marks.*

2. What steps do retailers go through to develop a strategic plan ?

3. Think one of your favourite places to shop. How does this retailer create customer loyalty and satisfaction, encourage repeat visits, establish an emotional bond between the customer and the retailer, know the customer's preferences, and provide personal attention and memorable experiences to its best customers ?

4. How can store managers reduce inventory losses due to employee theft and shop lifting ?

(2 × 5 = 10 marks)

Section C

(*Compulsory*)

5. Read the case and answer the questions given at the end.

For the past *two* Christmas seasons, Courtney's an upscale gift store, has carried a sweet smelling potpourri in a plastic bag with an attractive ribbon. Heavily scented with cloves, the mixture gives pleasant holiday aroma to any room, including the store.

Two years ago, the mixture cost $4.50 a bag. Courtney's (the only store in town that carried it) sold 300 pieces for $9.50. Courtney's supply ran out 10 days before Christmas, and it was too late to get any more.

Turn over

Last year, the manufacturer raised the price to $5.00, so Courtney's raised its retail price to $9.95. Even though markup was lower than that in the previous year, the store owner felt there was "magic in the $10.00 price. As before, the store had a complete sale out, this time 5 days before Christmas. Sales last year were 600 units.

This year, the wholesale price has gone upto $5.50, and store personnel are trying to determine the correct retail price. The owner once again wants to hold the price at $10, but the buyer disagrees: "It's my job to push for the highest possible mark up whereever I can. This item is a sure seller, as we're still the only store around with it, and we had some unsatisfied demand last year. I think we should mark it $12.50, which will improve the mark upto 56%. Staying at $10 will penalize us unnecessarily: especially considering the mark up would be even lower than last year. Even if we run into price resistance, we will only have to sell 480 to maintain the same dollar volume".

The owner demurs, saying, "This scent is part of our store's ambience. It acts as a draw to get people into the store, and its pleasant smell keeps them in a free spending state of mind. I think we should keep the price at $9.95, despite the poorer markup. And if we can sell many more at this price, we will realize the same dollar gross margin as last year. I think we should buy 1,000. Furthermore, if people see us raising a familiar item's price 25%, they might wonder whether our other prices are fair."

Questions:

(a) What prices caused Courtney's new charges ?

(b) Which price would result in the highest profit ?

(c) What other factors should Courtney does consider ?

(d) What price would you charge, and how many units would you order ?

(10 marks)

(Pages : 2) **7240—C 22—III S MBA—Dec. 2014**

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2014

INVESTMENT DECISIONS

me : Three Hours Maximum : 25 Marks

Section A

1. Answer any *five* questions. Each question carries 1 mark :

   (a) What do you mean by investment decision ?

   (b) List out the methods of investment decisions.

   (c) What do you mean by sensitivity analysis ?

   (d) Write a short note on replacement decision.

   (e) List the various techniques of capital budgeting.

   (f) What are the four important methods of incorporating risk ?

(5 × 1 = 5 marks)

Section B

Answer any **two** *questions.*
Each question carries 5 *marks.*

2. What is Coefficient of Variation (CV) ? How is it superior to Standard deviation ?

3. Assuming no taxes and given the earnings before interest and taxes (EBIT), interest (I) at 10% and equity capitalization rate (Ke) below, calculate the total market value of each firm.

Firms	EBIT (Rs.)	I (Rs.)	Ke (per cent)
W	2,00,000	20,000	12
X	3,00,000	60,000	16
Y	5,00,000	2,00,000	15
Z	6,00,000	2,40,000	18

Also determine the weighted average cost of capital for each firm

4. A company has to select one of the following two projects :—

Year	0	1	2	3	4
Project X (Rs)	11.000	6.000	2.000	1.000	5.000
Project Y (Rs)	10.000	1.000	1.000	2.000	10.000

Calculate IRR. Suggest the best alternative on the above basis.

(2 × 5 = 10 marks)

Turn over

Section C (Compulsory)

5. From the following data of two projects A and B calculate Standard Deviation and suggest which project is risky and why. Cash outlay is Rs. 7,00,000 for each project :

Possible event		1	2	3	4	5
Project A	Cash Flows	5000	7000	9000	11000	13000
	Probability	0.20	0.10	0.20	0.30	0.20
Project B	Cash Flows	15000	13000	11000	9000	8000
	Probability	0.10	0.10	0.15	0.55	0.10

(1 × 10 = 10 marks)

(Pages : 3) **7226—C 08—III S—MBA—Dec. 2014**

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2014

PROJECT MANAGEMENT

: One Hour and a Half Maximum : 25 Marks

Answer **all** *sections.*
Marks are indicated against each section.

Section A

Answer any *five* sub-questions. Each question carries 1 mark :

(a) Define Project Life Cycle. State the different stages and depict diagrammatically.

(b) List at least two components each of capital cost of a project and means of financing such cost.

(c) Why is Project Planning important ? What parameters are considered for timely completion of any project ?

(d) What is Project Termination ? List any *two* types.

(e) What is a "turn key contract" ? When is it suitable ?

(f) What is meant by Project Organisation ? Give an example of an effective form.

(5 × 1 = 5 marks)

Section B

Answer any **two** *questions.*
Each question carries 5 *marks.*

Differentiate between WBS and OBS in Project Management. Establish the relationship between PMIS, Project Monitoring and Organisation Breakdown structure.

What factors do you consider in selecting a Project Manager and various members of the Project Team ? Also indicate the relevance of project interface and project integration in this context.

Draw a network for the following activities and find the expected time and variance for each activity. Also find the probability of completing the project in 32 days :

Activity Relationship

Activity	*Estimate Time in Days*		
	T_0	T_M	T_P
1—2	6	9	18
1—3	5	8	17
2—4	4	7	22
3—4	4	7	16
4—5	4	10	22
2—5	4	7	10
3—5	2	5	8

(2 × 5 = 10 marks)

Turn over

Section C (Compulsory)

5. Read the following case and answer questions that follow :—

The employees of ARTF Corporation are in a confused state of mind. They know that they ought to be happy and proud as their organization is in the process of implementing a new online SAP system. ARTF will be the first organization in the rubber manufacturing business to have this honour to their credit.

But how will things work from now on ? Most of them have practically no exposure to the computerized system, and suddenly everything, every activity has to be done through the new system. The traditional system of working, record keeping, purchasing, financial activity, etc., will stop on 31 December, and on the 1 January, they will have to wake up to a new working style. Across the organization, people are tense and unsure about the whole thing.

The management has appointed M/s. KK Systems International, a project consultancy firm, to work out the system for ARTF Corporation. A core group has been constituted with consultants from KK Systems and ARTF departmental officials to study and "understand the existing system and map it into the SAP system. This core group is headed by Mr. Prakash Jain, Chief of Automation, who directly reports to Mr. K. Subramanian, the finance director of ARTF Corporation.

The automation department is also responsible for cross-functional system integration across departments. Many people consider this as a baby project management structure within the parent organization.

The core group is working on the system, and constantly interacting with senior officials of ARTF Corporation at each stage of development to address the issues and bottlenecks faced.

Some of the officials of ARTF feel that it is a waste of their valuable time and energy to explain their working to some third agency who will design a new system for them. They also feel that the third agency will not be in a position to prioritize their work based on importance and urgency, However, the top management team seemed quite satisfied and confident with Mr. Prakash Jain monitoring the activities, and giving feedback to Mr. Subramanian every fortnight on the progress. The new system was flagged off as per schedule after scrapping off the existing systems.

All users at various ends of the organization are desperately trying to get into the system and start working, but the members are still not sure about how to use it. All employees are suddenly trying to contact the core group members to find out what to do and some of them rush to the automation centre to catch hold of a suitable person who can help them deal with the problem.

Mr. Prakash seeks an urgent appointment with Mr. Subramanian.

Prakash : Sir, I'm afraid things have not worked out as we had expected. People are complaining that all the activities have come to a halt, and that the system is not working.

Subramanian: This was bound to happen. When your boys asked for suggestions and solutions, people did not have the time. Now they say that their issues are not taken care of. Now nothing can be done. Everybody has to work on this system.

Prakash : These people from functional areas do not have the slightest idea about how long it takes to write, modify, and debug programs to run such sophisticated systems. They can only shout and raise problems.

Subramanian : All right, I understand. But do not develop a closed shop in your department. Your team members hardly interact with other groups and members of the organization. You must advise your boys to socialise across the organization. It will help solve problems better.

Prakash : Sir, with due respect I have a submission. If my people are not considered as equals vis-a-vis employees of this organization, I am afraid we may lose some of our good people. More so now, with the mass of employees being against us, they think that we are useless and have created an incompetent system.

Subramanian : So, what's your suggestion ?

Discussion questions :

(a) What went wrong ? Outline the basic reasons for the occurrence of the above mentioned problem.

(4 marks)

(b) According to you, what will be the arrangement that Prakash may develop ? (3 marks)

(c) Identify various aspects of project management in the above case and explain the role of project managers in successful completion of a project.

(3 marks)

(Pages : 2) **7244—C 26—III S MBA—Dec. 2014**

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2014

Management

COMPETENCY MAPPING

e : Three Hours Maximum : 50 Marks

All *sections are* **compulsory.**
Read the instruction carefully given at each section.
Provide relevant illustrations wherever necessary.

Section A

1. Answer any *ten* of the following sub-questions. Each sub-question carries 1 mark :

(a) What is meant by Competency Mapping ?

(b) What do you understand by Iceberg model in Competency Mapping.

(c) What is competency based HR system ?

(d) Differentiate between "Competence" and "Competency".

(e) What is STAR technique ?

(f) What is Repertory Grid Technique ?

(g) What is meant by Key Behaviour Indicator ?

(h) What is behavioural event interview ?

(i) What are Psychometric tests ?

(j) Differentiate between Performance related pay and Competency related pay.

(k) What are the different skills required by an assessor in Assessment Centre's ?

(l) What is Behavioural Event Interview ?

(10 × 1 = 10 marks)

Section B

Answer any **four** *questions.*
Each question carries 5 *marks.*

2. Differentiate between Traditional Job Analysis and Competency Approach.

3. Explain the competency mapping process and write the advantages of competency mapping for managers and employees.

4. 360° feedback system as a competency based assessment tool — Justify.

5. Prepare a competency model for sales associates.

6. Write a note on competency based pay system.

(4 × 5 = 20 marks)

Turn over

Section C

Answer any **one** *question.*
It carries 10 *marks.*

7. Explain the Lanchater (Burgoyne) model of managerial competencies.
8. Explain the various tools used to identify and assess the competencies of the employees.

(1 × 10 = 10 marks)

Section D (Compulsory)

9. Read the case and answer question given at the end :

ERICSSON INDIA

Ericsson is a leading provider at telecommunications equipment and related services to mobile and fixed network operators globally. Over 1,000 networks in more than 175 countries utilize their network equipment and 40 % of all mobile calls are made through their systems. They are one of the few companies in the world that can offer end-to-end solutions for all major mobile communication standards.

Ericsson invest heavily in Research and Development (R and D) and actively promote open standards and systems. Also reflecting their ongoing commitment to technological leadership, they have one of the industry's most comprehensive intellectual property portfolios containing over 25,000 patents, the highest in mobile telecom. Ericsson (India and Srilanka) has its headquarters at Gurgaon, India.

Reasons behind undertaking competency mapping :

The following reasons tempted Ericsson to undertake competency mapping in the company.

* The 2001 economic downturn.
* Changing business landscape.
* The feeling that every organization should have a competency blue print for people and leadership development.
* The business needs of 2004 largely influenced the competency framework.

Coverage :

* Competency framework is applicable to all employees.
* Leadership competency framework is applicable only to people managers.

Questions :

(a) Prepare a competency framework for all employees at what is the desired behaviour of people in functional, technical, human and business domain. (3 marks)

(b) Prepare the competency framework for leadership i.e. the competencies required for leadership for the managers. (3 marks)

(c) What Assessment centre can be used for assessing the individual and group assessments ? (2 marks)

(d) What could be the Post-Assessment Centre Interventions that can be done and what do you think are the metrics that can be used for measuring the effectiveness of the competency model ? (2 marks)

6072 – C02 – IIIS MBA – D – 15

THIRD SEMESTER M.B.A DEGREE EXAMINATION, DECEMBER 2015

BUSINESS ETHICS

Time : 1½ Hours] [Max. Marks : 25

Section – A (Marks : 5 × 1 = 5)

Answer any **5** *out of* **6** *questions.*

1. (a) Explain what is code of Ethics.

   (b) What is Transnational culture?

   (c) What is ethical decision-making?

   (d) Why is Morality essential?

   (e) What is whistle blowing?

   (f) Organisational Politics is boom or a bane. Discuss.

Section – B (Marks : 2 × 5 = 10)

Answer any **2** *out of* **3** *questions.*

2. What is business ethics? Discuss the reasons of failures in business ethics.

3. Corporate social responsibility is a must for survival of business world. Discuss.

4. Which are the ethical issues in the corporates? Discuss with special references to your experience in the field of sales and marketing.

Case study (Marks: 10 × 1 = 10)

(Compulsory)

5. The recent use of a picture of Lord Ganesha on a beer bottle, the other controversial uses religious Indian motifs have been put to are:

   (a) Putting Lord Ganesha and Godess Lakshmi on Chappals upper where the man keeps his heels and stamps the Gods.

   (b) Picture of Gods have been painted on Jeans, Goddesses have been used on bikinis.

   (c) Name of Wine Shops as Tirumala, Lord Venkateswara, Krishna, Rama etc. (People question why not wicked ones like Ravana, Kamsa, Duryodhana etc.)

   (d) In a recent issue of fashion magazine a model was reporting a bracelet with a lotus and a picture of Godess Lakshmi. Probably she had no clue that it was a religious figure. While we find it disrespectful, for them, it's still abstract art.

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(e) Lord Ganesha is treated like a funny comedian God. He has been shown in various forms on different occasions with different heads of politician and funny people. Sometimes back, Seshan's face (Election Commissioner) was shown as Lord Ganesha with a large belly during election period. So also chief Minister like Dharma Singh, Lallu Prasad was shown like Ganesha with distorted funny faces.

(f) Ganesha's body is made in disintegrated into pieces in various modules as symbols in many of the logos of the company. The next God in turn who got into problem is Linga (Lord Iswara). Long back, one of the magazine showed women's breast in the form of Linga to bring up sex to the top and Bhakti at the lower.

(g) For foreigners, Ganesha would be an interesting figure - an elephant face, a human body and a big belly. Added to that he is sitting on a mouse with such large body. And to some one who knows nothing about our culture, it is only a beautiful picture.

A story was also written about Lord Shiva who wear deer skin as dhoti and snakes as belt and also as an ornament. Vishnu from his place Vaikunta wanted to meet Lord Shiva. He came on Garuda (a high flying bird) to kailasa the place of Lord Shiva. Both Garuda and Snakes are bitter enemies. As soon as Lord Vishnu landed at Kailasa, the snake got frightened seeing Garuda. Snake vanished and the deer skin slipped from Shiva. Shiva stood naked and blushed seeing Vishnu. Such created stories makes our children to lose devotion on Gods.

A line may be drawn to eliminate such things or to reduce it to the minimum. Although a designers psyche is to mix and match cultures. one would not dare to use religion symbols, but they should do some research before hand by the designers abroad, if they want to use motifs and figures. That way feelings are not hurt. It is the responsibility of Indian designers to ensure religious Indian motifs are not misused. Lines have to be drawn by Indian themselves. While Indian designs are big abroad, India still is not. 'We need to create awareness about our culture, as many open. We need a fashion council that can tell people about India. It may be an impossible task. India has such a deserve culture, before you know it something controversial will pop up again.

Questions:

i) In your opinion, do you find creating awareness about our culture which has come from ages is ethically correct or not? Give your views.

ii) Why are our religious motifs so popular abroad? Comment.

iii) Would you say it's the responsibility of Indian designers to ensure religious Indian motifs are not misused? Discuss.

6073 – C03 – IIIS MBA – D – 15

THIRD SEMESTER M.B.A.(CBCS) DEGREE EXAMINATION, DECEMBER 2015

MANAGEMENT

C03 : Company and Business Law

Time : 90 Minutes] [Max. Marks : 25

Answer all the Sections.
Marks are indicated against each section.

Section – A (Marks : 5 × 1 = 5)

Answer any **5** *out of the following sub-questions. Each sub-question carries* **one** *mark.*

1. (a) Define Business Law.

   (b) What do you understand by the term 'Acceptance'? Give an example.

   (c) Define the term 'Prospectus'.

   (d) What is meant by Breach of Contract?

   (e) Define the term 'Negotiable Instrument'.

   (f) Who is a Consumer?

Section – B (Marks : 2 × 5 = 10)

Answer any **two** *of the following questions. Each question carries* **five** *marks.*

2. "A contract without consideration is void". Comment. Are there any exceptions to this rule? If so, explain.

3. Describe various stages of incorporation of a public limited company. Distinguish between a private limited and a public limited company.

4. Why is it important to know the exact time when the property in goods passes from a seller to buyer? Explain with example, the rules governing the transfer of ownership of goods from seller to buyer.

Section – C (Marks : 2 × 5 = 10)

(Compulsory)

5. Read the following independent cases and answer the question given at the end of each case. This carries **10** marks.

   (a) Mr. X of Dharwad sends a letter by post to Mr. Y of Bengaluru offering to sell his scooter for Rs.20,000. This letter is posted on 1st October and reaches Mr. Y on 5th October. Mr. Y sends his acceptance by post on 8th October but Mr. X receives this letter of acceptance on 12th October. Answer the following questions:

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(i) When is the communication of offer complete?

(ii) When is the communication of acceptance complete as against the offerer?

(iii) When is the communication of acceptance complete as against the offeree?

(iv) If Mr. X sends a telegram on 6th October revoking his offer, and this telegram reaches Mr. Y before the letter of the acceptance is posted. Is revocation of offer is valid?

(v) If Mr. Y sends a telegram on 12^{th} October revoking his acceptance, and this telegram reaches Mr. X on the date of the letter of the acceptance is received by Mr. X. Is revocation of acceptance is valid?

(b) A company, without passing a resolution in its general meeting and getting sanction of the Court, allotted 500 shares at a discount to 'G', its Chairman, and placed his name on the Register of Members. In the winding up of the company, 'G' claimed that he was not liable to be made a contributory as the allotment was made in contravention of the provisions of the Companies Act, 2013 . Is G's contention justified in any way? Decide.

6079 – C08 – IIIS MBA – D – 15

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2015

MANAGEMENT

C08: PROJECT MANAGEMENT

Time : 90 Minutes] [Max. Marks : 25

Answer **all** *the sections.*
Marks are indicated aganist each section.

Section A – (Marks : 5 × 1 = 5)

1. Answer any **five** of the following sub-questions. Each sub-question carries **one** mark.

   a) What is a Project? Mention the types of projects.

   b) Distinguish between resource levelling and resource smoothing.

   c) What do you understand by Work Breakdown Structure?

   d) Define Project Scheduling.

   e) What is meant by Total Float? How is it calculated?

   f) What are project contracts? Name any two types of project contract.

Section B – (Marks : 2 × 5 = 10)

Answer any **two** *of the following questions. Each question carries* **five** *marks.*

2. What do you understand by Project Feasibility study? What are the objectives of this study? Taking a project of your choice, explain briefly the marketing, financial and technical aspects of feasibility study.

3. a) What is a network technique? Explain the procedure involved in CPM Analysis.

   b) What are the different sources of project finance? Give a brief account of each of them.

4. X Ltd., an existing company, is considering a new project for manufacture of pocket video games involving a capital expenditure of Rs. 600 lakhs and working capital of Rs. 150 lakhs. The capacity of the plant is for an annual production of 12 lakhs units and capacity utilization during the 6-year working life of the project is expected to be as follows:

Year	1	2	3	4-6
Capacity utilization (%)	50	66.67	90	100

The average price per unit of the product is expected to be Rs. 200, netting a contribution of 40%. Annual fixed costs, excluding depreciation, are estimated to be Rs. 480 lakhs per annum from the third year onwards, for the first and second year it would be Rs. 240 lakhs and Rs. 360 lakhs respectively. The average rate of depreciation for tax purposes is 33.33% on the

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assets as per WDV method. No other tax reliefs are anticipated. The rate of income tax may be taken at 35%.

At the end of the third year, an additional investment of Rs. 100 lakhs would be required for working capital.

The company, without taking into account the effects of financial leverage, has targeted for a rate of return of 15%.

You are required to indicate whether the proposal is viable, giving your working notes and analysis.

Terminal value for the fixed assets may be taken at 10% and for the current assets at 100%. Calculation may be rounded off to lakhs of rupees.

Section C – (Marks : 1 × 10 = 10)

(Compulsory)

5. Read the following problem and answer the question given at the end. This carries **10** marks.

A project consists of the following activities represented in terms of preceding and succeeding events:

Activity	Mean Time (in weeks)	Optimistic Time (in weeks)	Pessimistic Time (in weeks)
1-2	4	2	6
1-3	2	1	3
1-4	3	1	5
2-4	5	3	7
3-4	6	4	8
4-5	3	2	4
5-6	3	2	4
2-5	1	0.5	1.5
4-6	5	4	6

a) Draw the network diagram.

b) Determine the critical path.

c) Calculate the event slacks and activity floats.

d) Find the Standard Deviation of the critical path duration.

e) Compute the probability of completing the project in 10 weeks.

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6080 – C09 – IIIS MBA – D – 15

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2015

MANAGEMENT

Paper: C09: SALES MANAGEMENT

Time : 3 *Hours*] [*Max. Marks* : 50

Answer all the sections.
Marks are indicated against each section.

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** sub-questions. Each sub-question carries **one** mark.
   a) Define market demand function.
   b) What are objective of sales management?
   c) What is the role of sales management?
   d) Define Forecasting Process.
   e) Define theories of selling - AIDA concept.
   f) What is selling process?
   g) What do you mean by sales organisation?
   h) Define sales forecasting.
   i) What is market demand forecasting?
   j) Define sales budget.
   k) What do you mean by telemarketing?
   l) Define quota.

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *out of* **five** *questions.*
Each question carries **five** *marks.*

2. Discuss Emerging Trends in 21st Century Sales Management Profession.
3. Define sales organization. Explain the types of sales organization structure and factors influencing the structure with one corporate example.
4. Discuss the functions & qualities of sales executives with examples.
5. What do you mean by sales quota? Explain the objectives and principles of setting sales quota?
6. Distinguish between market potential and sales potential with suitable examples.

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Section C – (Marks : 1 × 10 = 10)

Answer any **one** *question out of* **two** *questions. It carries* **ten** *marks.*

7. Design a market research plan for conducting a survey in your city for selling newly launched two wheeler by an MNC and also workout on marketing-mix to meet the requirement of the population in the region.

8. Submit a proposal to your CEO for establishing a sales department in north Karnatak for industrial valves and control systems justifying sales force size, salary, incentives, benefits and sales target commitment.

Section D – (Marks : 1 × 10 = 10)

(Compulsory)

9. Read the following case study and answer the questions given at the end. This section carries 10 marks.

Commercial Aircraft Corporation of China is set to take on world's biggest airline manufacturers Airbus and Boeing Co. A full-size prototype of the China-made large passenger aircraft C919, the country's first home-grown large commercial airliner, was unveiled at the Zhuhai Air Show 2010. The Chinese's company has already won orders for 100 C919 aircraft. Air China, China Eastern Airlines, China Southern Airlines, Haninan Airlines, CDB Leasing and the US-based GECAS have placed the order for the aircraft. It has a designed capacity of 168 seats for the full economy class version and 156 seats for mixed-class version. It is planned that C919 will make its maiden flight in 2014 and be delivered in 2016 after getting the airworthiness certification. C919 is set to make a dent in the sales of Boeing's 737 and Airbus's A320. Profits from China's booming aviation industry, which includes airlines and airports, soared 363.5 per cent from a year earlier to $952 million in July. Air Show China highlights China's prowess in the growing aerospace industry. Since 1996, the show has been held in Zhuhai in every even-number year. A multi-use amphibious aircraft, HO 300, that can land on both land and water, including lakes, reservoirs and seas, developed by the General Aircraft Co, is also on display. Airbus A380 has received over 200 orders for its aircraft so far. Airbus and Boeing rule the global market for large commercial jets. Between 2000 and 2009 Airbus received 6,452 orders, while Boeing received 5,927.

Required:

In view of this competition, what strategy Airbus and Boeing will take to tackle China's competition and maintain their market share? Step into the shoes of the sales managers of Airbus and Boeing and formulate global sales strategy in detail by using the techniques of sales management.

6081 – C10 – IIIS MBA – D – 15

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, DECEMBER 2015

Paper: C10: CUSTOMER RELATIONSHIP MANAGEMENT

Time : 1½ Hours] [Max. Marks : 25

Section A – (Marks : 5 × 1 = 5)

1. Answer any **five** out of **six** sub-questions. Each carries **one** mark.
   a) Why CRM?
   b) Who are the Apostles?
   c) What is CLTV?
   d) What is RFA analysis?
   e) What is relationship cost?
   f) What is a customer complaint?

Section B – (Marks : 2 × 5 = 10)

Answer any **two** *out of* **three** *questions.*
Each question carries **five** *marks.*

2. What is customer value? Explain types of customer value.
3. Different stages in a customer life cycle calls for different techniques in relationship management. Comment on the statement.
4. What is CRM? Explain types of CRM.

Section C – (Marks : 1 × 10 = 10)

(Compulsory)

5. Read the following case and answer the questions given at the end.

   Customer Relationship Management (CRM) involves optimising product, price, place of distribution, promotion, sales and service then why are so many firms struggling? Has not anyone really mastered the Art and Science of CRM, if not, why it is so difficult?

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6083 – C12 – IIIS MBA – D – 15

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2015

Paper: C12: BRAND MANAGEMENT

Time : 1½ Hours] [Max. Marks : 25

Section A – (Marks : 5 × 1 = 5)

1. Answer any **five** out of **six** sub-questions. Each carries **one** mark.
   a) Define brand equity.
   b) What are PODs an POPs? Point of Difference
   c) What is brand resonance? Point of Parity
   d) What is brand personality?
   e) What is perceptual mapping?
   f) What is brand extension strategy?

Section B – (Marks : 2 × 5 = 10)

Answer any **two** *out of* **three** *questions.*
Each question carries **five** *marks.*

2. What is brand image? Explain the types of brand associations.
3. What is brand salience? Explain the sources of brand identity.
4. Choose your favourite brand. Explain how brand elements contribute to its brand equity.

Section C – (Marks : 1 × 10 = 10)

(Compulsory)

5. As a brand manager of fast moving consumer goods, discuss the various brand building strategies you employ to promote your product.

6085 – C14 – IIIS MBA – D – 15

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, DECEMBER 2015

Paper: C14: RETAIL MANAGEMENT

Time : 3 *Hours*] [*Max. Marks* : 25

Section A – (Marks : 5 × 1 = 5)

1. Note: Answer any **five** sub questions, each question carries **one** mark.

   a) What are the types of retailers?

   b) What are the multichannels of retailing?

   c) What is habitual decision-making?

   d) What is retail space?

   e) What are category specialists?

   f) What is trade area?

Section B – (Marks : 2 × 5 = 10)

Note: Answer any **two** *questions, each question carries* **five** *marks.*

2. Which factors do retailers consider when evaluating an area of the country to locate stores?

3. Choose a retailer and describe how it has developed a competitive advantage.

4. Does the customer buying process end when a customer buys some merchandise? Explain your answer.

Section C – (Compulsory) (Marks : 1 × 10 = 10)

5. Read the following case and answer the questions given at the end.

   A consumer electronics chain in the Washington D.C. area is planning a big sale in its suburban Virginia warehouse over the three-day President's Day weekend (Saturday through Monday). On sale will be nearly $ 2 million worth of consumer electronics products - 50 per cent of the merchandise sold in the store. The company hopes to realize at least $ 900,000 in sales during the three days. In the retailer's past experience, the first day's sales were 50 per cent of the total. The Second day's were 35 per cent and the last day's 15 per cent. One of every two customers who came made a purchase.

   Furthermore, the retailer knows that large numbers of people always flock to such sales, some driving as far as 50 miles. They come from all economic levels, but all are confirmed bargain hunters. You're the assistant to the general merchandise manager, who has asked you to plan the event's marketing campaign. You have the following information:

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1. A full-page *Washington Post* ad cost $ 10,000, a half-page ad costs $ 6,000 and a quarter-page ad costs $ 3,500. To get the maximum value from a newspaper campaign, it is company policy to run two ads (not necessarily the same size) for such events.

2. The local northern Virginia paper is printed weekly and distributed free to some 15,000 households. Ads cost $ 700 for a full page and $ 400 for a half page.

3. To get adequate TV coverage, at least three channels must be used, with a minimum of eight 30-second spots on each at $ 500 per spot, spread over three or more days. Producing a television advertisement costs $ 3,000.

4. The store has contracts with three radio stations. One appeals to a broad, general audience aged 25 to 34 years. One is popular with the 18-to-25 age group. The third, a classical music station, has a small but wealthy audience. Minimum costs for a saturation radio campaign, including production, on all three stations are $ 8,000, $ 5,000 and $ 3,000 respectively.

5. Producing and mailing a full-color flyer to the store's 80,000 charge customers costs $ 10,000. When the company used such a mailing piece before, about 3 per cent of recipients responded.

Questions:

a) Knowing that the company wants a mixed-media ad campaign to support this event, prepare an ad plan for the general merchandise manager that costs no more than $ 40,000.

b) Work out the daily scheduling of all advertising.

c) Work out the dollars to be devoted to each medium.

6090 – C19 – IIIS MBA – D – 15

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2015

MANAGEMENT

C19: International Financial Management

Time : 3 Hours] [Max. Marks : 50

Answer **all** *sections, marks are indicated against each section.*

Section A – (Marks : 10 × 1 = 10)

1. Answer any **10** of the following sub-questions. Each sub-question carries **1** mark.
   a) Why is it important to study International Financial Management?
   b) What are Multinational Corporations?
   c) What do you understand by J-curve effect?
   d) What is meant by Spread?
   e) What you know about SDRs?
   f) Distinguish between ADRs and GDRs.
   g) What were the main objectives of the Bretton Woods system?
   h) Differentiate between Foreign Bonds and Eurobonds.
   i) What are Floating-Rate Notes?
   j) What is an Interest Rate Swap?
   k) Define L/C.
   l) What is a LIBOR?

Section B – (Marks : 4 × 5 = 20)

Answer any **4** *of the following question. Each question carries* **5** *marks.*

2. Define Balance of Payments. Why would it be useful to examine a country's balance of payments? Show a typical balance of payments statement.

3. What do you know about foreign exchange market? How the exchange rate determined in the free market? What are the factors responsible for exchange rate fluctuation?

4. Write short notes on the following: a) Methods of Forecasting Exchange Rate in Long-run, and b) Multinational Working Capital Management

5. a) Differentiate between currency futures contract with options contract.

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b) The XYZ Ltd. has its receivables of £ 20.0 million due in 3 months. The rupee has tendency to appreciate. The current rate is Rs. 102.802/£. The company would like to hedge in the options market. The data are as follows:

Strike price Rs. 101.215/£

Premium is 2.5%

Which type of option is involved/ How is this option to be used if i) rupee appreciate and settles at Rs. 100.258/£, and ii) rupee depreciate and settles at Rs. 103.369/£ on the due date?

6. a) Discuss the Interest Rate Parity (IRP) Theory. State the limitations of IRP Theory.

b) The currency prices in international money market are as follows:

Spot rate = Rs. 65.33/$

12-month forward rate = Rs. 66.21/$

Interest rate p.a. in India = 10%

Interest rate p.a. in U.S. = 7%

Given the above data, is there an Arbitration possibility? How? Show the process with hypothetical amount of Rs. 5,00,000 or $ 5,00,000.

Section – C (Marks : 1 × 10 = 10)

Answer any **1** *of the following question, which carries* **10** *marks.*

7. Discuss, with an example each, the various types of currency exposures faced by a firm. Do you agree with the following statement. "The only exposure that really matters is operating exposure that cannot be hedged; hedging activities are a waste of time and resources".

8. Airbus sold an aircraft, A400, to Delta Airlines, a U.S. company, and billed $ 30 million payable in six months. Airbus is concerned with the euro proceeds from international sales and would like to control exchange risk. The current spot exchange rate is $1.05/€ and six month forward exchange rate is $ 1.10/€ at the moment. Airbus can buy a six-month put option on U.S. dollars with a strike price of € 0.95/$ for a premium of € 0.02 per U.S. dollar. Currently, six-month interest rate is 2.5% in the euro zone and 3.0% in the U.S.

a) Compute the guaranteed euro proceeds from the American sale if Airbus decides to hedge using a forward contract.

b) If Airbus decides to hedge using money market instruments, what action does Airbus need to take? What would be the guaranteed euro proceeds from the American sale in this case?

c) If Airbus decides to hedge using put options on U.S. dollars, what would be the 'expected' euro proceeds from the American sale? Assume that Airbus regards the current forward exchange rate as an unbiased predictor of the future spot exchange rate.

d) At what future spot exchange rate do you think Airbus will be indifferent between the option and money market hedge?

Section – D (Marks : 10)

(Compulsory)

9. Read the following case and answer the questions given in the case. This section carries **10** marks.

AU.K. based MNC is planning to install a unit to produce 10,00,000 units of Mobile Hands free sets in India. This will involve an investment outlay of Rs. 90 million. The plant is expected to have a useful life of 5 years with Rs. 10 million salvage values. MNC will follow a straight line method of depreciation. To support the operations, working capital of Rs. 10 million has to be invested. Variable cost of production will be Rs. 40 per unit. Additional fixed cost per annum is estimated at Rs. 6 million.

The forecasted selling price is Rs. 120 per unit. The MNC will subject to 30% tax rate in India and its required rate of return is 15% p.a. It is forecasted that the rupee will depreciate against British Pound at 3% p.a., with an initial exchange rate of Rs. 95/£. Accordingly the exchange rate for the relevant 5 year period of the project will be as follows:

Year	Exchange Rate
0	Rs. 95/£
1	Rs. 97.85/£
2	Rs. 100.7855/£
3	Rs. 103.8091/£
4	Rs. 106.9234/£
5	Rs. 110.1311/£

Advise the MNC regarding the financial viability of the proposal. Whether your answer will change, if the rupee depreciate at 1.5% p.a. instead of 3% p.a. in relation to £.

6092 – C21 – IIIS MBA – D – 15

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2015

C21: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Time : 3 Hours] [Max. Marks : 50

All sections are compulsory.
Read instructions given at each section.
Relevant illustrations must be given wherever required.

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** mark.

   a) State the economic meaning of investment.

   b) What do you mean by odd lot trading?

   c) Why does an investor need stock market inides?

   d) Give the meaning of cyclical shares.

   e) What are the factors that affect the EPS of the company?

   f) What is point and figure chart?

   g) State any three distinguish between systematic and unsystematic risk.

   h) What are the statistical tools used to measure the risk of the securities return?

   i) What is fitter rule?

   j) State the assumptions of the Markowitz model.

   k) What are the advantages of professionally managed portfolio?

   l) What are the basic assumptions of CAPM?

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. Explain the stock selection criteria adopted in the NSE-Nifty.

3. Can stock prices have a support level and resistance level? If so, explain.

4. Anil has bought the Everest company stock that has paid Rs. 3.00 as dividend per share during the last financial year. He anticipates two situations either a 5% decline in the dividend or 5% growth in the dividend in the next year. His anticipated return is 20%. Fix the price for both the situations.

5. If the following assets are correctly priced on the security market line, what is the return of the market portfolio? What is risk free rate of return.

   R = 10% $\beta_1 = .9$

   R = 14% $\beta_2 = 1.2$

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6. Stocks L and M have yielded the following returns for the past two years.

Years	Return %	
	L	M
2014	12	14
2015	18	12

a) Find out the standard deviation of each stock.

b) What is the portfolio risk of a portfolio made up of 60% of L and 40% of M?

Section – C (Marks : $1 \times 10 = 10$)

Answer any **one** *question which carries* **ten** *marks.*

7. How are multiple year holding stock prices estimated with two stage and three stage growth model? Explain.

8. The returns on securities A and B are given below:

Probability	Security A	Security B
0.5	4	0
0.4	2	3
0.1	0	3

Give the security of your preference. The security has to be selected on the basic of return and risk.

Section – D (Marks : 10)

(Compulsory)

9. Investor Mr. Harish wants to analyse the capital structure of a company. He has the following information.

ABC Company (Rs. in million)

Particulars	2005	2010	2015
Long-term debt (11%)	12.27	9.46	11.19
Preferred stock (10%)	0.13	0.13	0.12
Common stock (par value Rs.10)	0.01	0.14	12.6
Capital surplus	5.67	6.35	6.19
Retained earnings	33.93	60.31	125.2
Dividend paid	3.005	3.684	10.08

The present price of the share in Mumbai stock market is Rs. 450/-. There is a rumour in the market that the ABC Company may issue bonus shares shortly. The investor wants the answer for the following:

a) Is there any ground for such rumour?

b) Is the capital structure sound?

c) Is it proper to purchase the shares?

d) Analysis the given data and advise him.

6093 – C22 – IIIS MBA – D – 15

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2015

C22 : INVESTMENT DECISIONS

Time : 90 Minutes] [*Max. Marks* : 25

All sections are compulsory.
Read instructions given at each section.
Relevant illustrations must be given wherever required.

Section A – (Marks : 5 × 1 = 5)

1. Answer any **five** out of **seven** of the following sub-questions. Each question carries **one** mark.

   a) What do you mean by Risk?

   b) What are mutually exclusive Investment?

   c) Give the meaning of Modified Internal Rate of Return.

   d) How to Compute Discounted Payback Period?

   e) Give the meaning of Equity NPV?

   f) What is capital Rationing?

Section B – (Marks : 2 × 5 = 10)

Answer any **two** *questions. Each question carries* **five** *marks.*

2. State and discuss the various types of investment decisions.

3. Pepsi Ltd. provides you the following information:

   a) Purchase price of New Machinery Rs. 20,00,000/-

   b) Installation Expenses Rs. 3,00,000/-

   c) Workers Training Expenses incurred to put the asset to use Rs. 1,00,000/-

   d) Subsidy receivable from Govt. 50% of purchase price now and 10% of purchase price at the end of 1st year.

   e) Working capital requirements: Beginning of 1st year Rs. 4,00,000/- beginning of 2nd year Rs. 6,00,000/- and beginning of 3rd year Rs. 5,00,000/-

   f) Useful life of the machine 5 years.

   g) Book salvage value 10% of purchase price.

   h) Cash salvage value Rs. 1,60,000/-

   i) Additional equipment costing Rs. 6,00,000/- will be needed at the beginning of 3rd year (Useful life 3 years, Salvage Value Nil).

   j) Method of depreciation is straight line.

   k) Tax rate 30%.

[P.T.O.

l) Cost capital 10%

m) Sales units: 1st year 1,00,000 units, 2nd year 2,00,000 units 3rd year 3,00,000 uni 4th year 4,00,000 units and 5th year 5,00,000 units.

n) Initial selling price per unit of Rs. 20/- will continue for first 2 years and Rs. 18 thereafte Variable cost is 40% of initial selling price. Annual fixed cost other than depreciation Rs. 4,00,000 is which will increase to Rs. 6,00,000/- after 3rd year.

You are required to advise the company whether the machinery should be purchased or n on the basis of the Net Present Value.

4. Why is there conflict in choice of mutually exclusive projects by using NPV and IRR cirterion

Section – C (Marks : 1 × 10 = 10)

(Compulsory)

5. Cipla company Ltd. is considering two mutually exclusive products A and B. Project A costs Rs. 40,000/- and Project B Rs. 50,000/- You have been given below the net present value probability distribution for each project.

Project A		Project B	
NPV estimates (Rs.)	Probability	NPV estimates (Rs.)	Probability
10,000	0.2	10,000	0.1
20,000	0.3	20,000	0.4
30,000	0.3	30,000	0.4
40,000	0.2	40,000	0.1

a) Compute the expected net present values of project A and B

b) Compute the risk attached to each project i.e., standard deviation of each probability distribution.

c) Compute the probability index of each project.

d) Which project do you recommend? State with reasons.

6094 – C23 – IIIS MBA – D – 15

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2015

Paper: C23: ORGANISATIONAL DEVELOPMENT & INSTITUTION BUILDING

Time : 3 Hours] [Max. Marks : 50

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** questions:
   a) What is system view?
   b) What is goal setting?
   c) Define management development.
   d) What is change management?
   e) What is diagnosis?
   f) Who is a change agent?
   g) Differentiate between incremental and radical change.
   h) What is refreezing?
   i) What is job design?
   j) What is funnel interview?
   k) What are double barrelled questions?
   l) What are leading questions?

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *out of* **five** *questions.*

2. What is Diversity Management? How?
3. Discuss the process of courier planning? What is the role of a mentor in courier planning?
4. Explain the difficulties in Institution building. What are the basic ingredients required for I.B?
5. What are the functions of a consultant? What are his limitations?
6. Diagnostic approach for organisational development is important for many problem solving initiatives. Discuss.

Section C – (Marks : 1 × 10 = 10)

Answer any **one** out of **two**:

7. Group the interventions at different levels for solving business problems and critically evaluate all the interventions.
8. Global worming is an issue to be addressed. As a consultant design a O.D. system to overcome the problem.

[P.T.O.

Section D – (Marks : 1 × 10 = 10)

Case Study (Compulsory)

Dinesh, a machine operator, worked as a machinist for Ganesh, the supervisor. Ganesh told Dinesh to pick up some trash that had fallen from Dinesh's work area, and Dinesh replied, "I won't do the janitor's work"

Ganesh replied, "When you drop it, you pick it up". Dinesh became angry and abusive, calling Ganesh a number of names in a loud voice and refusing to pick up the trash. All employees in the department heard Dinesh's comments.

Ganesh had been trying for two weeks to get his employees to pick up trash in order to have cleaner workplace and prevent accidents. He talked to all employees in a weekly departmental meeting and to each employee individually at least once. He stated that he was following the instructions of the General Manager. The only objection came from Dinesh.

Dinesh has been with the company for five years, and in this department for six months. Ganesh had spoken to him twice about excessive alcoholism, but otherwise his record was good. He was known to have quick lamper.

This outburst by Dinesh hurt Ganesh badly. Ganesh told Dinesh to come to the office and suspended him for one day for insubordination and abusive language to a supervisor. The decision was within company policy and similar behaviours had been punished in other departments.

After Dinesh left Ganesh's office, Ganesh phoned the HR manager, reported what he had done and said that he was sending a copy of the suspension order for Dinesh's file.

Questions:

a) How would you rate Dinesh's behaviour? What method of appraisal would you use why?

b) Do you assess any training needs of employees? If yes, what inputs should be embodied in the training programme?

6097 – C26 – IIIS MBA – D – 15

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2015

Paper: C26: COMPETENCY MAPPING

Time : 3 Hours] [*Max. Marks : 50*

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** sub questions. Each carries **one** mark.

   a) Write the main objectives of competency mapping.

   b) Write two meaning of competency.

   c) What are the five types of competency characteristics?

   d) Differenciate between threshold competency and differentiating competency.

   e) What do you understand by Generic competencies?

   f) Give example of the psychological instrument available in selecting the candidates.

   g) What is meant by BEI?

   h) What is meant by negatively balanced question asked in competency based interview? Give example.

   i) What is meant by competency Assessment?

   j) What is multi-rater feedback?

   k) What is 'SOAR' Analysis?

   l) What is meant by competency profile?

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *out of* **five** *questions.*

Each question carries **five** *marks.*

2. Differentiate between job analysis and competency model.
3. Explain competency mapping process.
4. Differentiate between performance related pay and competency related pay.

[P.T.O.

5. What aspects need to be considered before implementing 360° feedback system?

6. Prepare a competency model for customer care Executives.

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *out of* **two** *questions. It carries* **ten** *marks.*

7. Explain the personal competency framework.

8. Prepare a competency dictionary for non-technical, generic and Managerial proficiencies.

Section D – (Marks : 1 × 10 = 10)

(Compulsory)

9. Read the case and answer the questions given at the end. This section carries **10** marks.

Competency Model at Global line Limited (GLL)

Suman was working with talent Acquisition team of the Human Resources Function at GLL She had completed her Masters in Management studies specializing in Human Resource from Scott Institute of Management, Mumbai. She was the star student of her college alway appreciated by her professors and peers.

Suman's friends and professors were very proud of her. Suman got through the fina recruitment process of GLL, and was offered a placement in Mumbai Location. She had bee interviewed for over an hour and the interview questions were quite specific and skill based She was totally fascinated by the BEI technique that she had to undergo for the final intervie She was in awe of the robust selection process followed by GLL. She joined GLL's Mumba office on January 19, 2013.

About GLL

GLL is one of India's leading television media and entertainment company. It is among th largest producers and aggregators of Hindi programming in the world, with an extensiv library housing over 1,00,000 hours of television content. With rights to more than 3,00 movies title from foremost studios and of conic film stars, GLL houses the world's larges Hindi film library. Through its strong presence worldwide, GLL entertains over 650 millio viewers across 168 countries. As of March 31st, 2015, GLL films had an employee strength o approximately 3,400.

Suman's Choice

After going through an extensive induction program of 15 days, Suman was questioned regarding her choice of the department she wanted to work with, Suman recalled her positiv experience with the selection process and how impressed she was with the competency based selection format, and she also thought that she always had a knack towards talent acquisition

Her choice was crystal clear. Considering the interest of their new recruit Mr.Rakesh Shetty, Director Human Resources at GLL decided to depute Suman in the talent acquisition team.

The Challenge

Recently, GLL found that they were unable to select the right candidate for the right job. After a tough brain storming session, they discovered that though the structure was extensive to access a potential recruit on all the competencies. It was exhaustive enough to confuse the assessors.

As her first assignment in the department, Suman was asked to assess the competency model of GLL. She knew that GLL had 44 competencies on which a candidate was assessed.

Suman knew deep in her heart that she had began to feel apprehensive about the model being followed at GLL. Suman went to have a word with Mr. Shetty. Mr. Shetty told Suman "We are very satisfied with the performance of the current model as it has helped in reducing the attrition rate and recruitment cost. The board is also supportive of this model as it gives us a competitive standing within the industry".

Pursuing the sheets of the competency mapping process of GLL. Suman observed that followed a behavioural competency mapping technique. The attributes on which the candidate was are (Refer Table 1)

a) Skill

b) Knowledge

c) Talent Striving, Thinking, Relating

Table 1: Attributes on which a candidate is assessed at GLL

Section A: Skills Assessment

- Technical skills
- Verbal communication skills
- Written communication skills
- Negotiation skills

Section B: Knowledge Assessment

- Qualification
- Years of experience in a good organisation, relevant to the job role.
- Domain knowledge.

Section C: Talent Assessment

Striving talent

Achiever: Demonstrates a drive that is internal, constant and self imposed

Stamina: Displays a capacity for physical endurance.

Competition:Ability to guide one's success comparatively.

Desire: Demonstrates a need to claim significance, through independence, excellence risk and recognition.

Competence: Seeks to achieve expertise and mastery.

Belief: Displays a need to orient one's life around certain prevailing.

Mission: Demonstrates a drive to put one's beliefs into action.

Service: Demonstrates clear understanding of right and wrong, which guides one's actions.

Vision: Able to paint value based world pictures about the future.

Thinking Talent

Focus: Able to set goals and use them every day to guide actions.

Discipline: Demonstrates the need to impose structure on to life and work.

Work orientation: Mentally rehearse and review

Gestalt: Demonstrates a need to see order and accuracy.

Responsibility: A need to assume personal accountability for your work.

Concept: Able to develop a frame work by which to make sense of things.

Performance orientation: Demonstrates a need to be objective and to measure performance.

Strategic thinking: Able to playout alternative scenarios in future.

Business thinking: Demonstrates ability to apply strategic thinking talent in financial decisions.

Problem solving: Able to think things through with incomplete data.

Formulation: Able to find coherent patterns with incoherent data sets.

Numerical: Exhibits on affinity for numbers.

Creativity: Able to break existing configurations in favour of more effective appealing ones

Relating talent

Woo: Enable a need to gain the approval of others.

Empathy: Able to identify feelings and perspectives of others.

Relater: Exhibits a need to build bonds that last.

Multi Relater: Able to build extensive network of acquaintances.

Inter personal: Able to purposely capitalize on relationships.

Individualized Perception: Displays an awareness of individual differences.

Table 2 : Attrition Data

Year	2007	2008	2009	2010	2011
Attrition Rate	21%	22%	25%	27%	23%
Increase in recruitment cost over the previous year	5%	5%	7%	7%	7%
Source : Company information					

Suman overheard two middle managers from the marketing division talking to each other while she was waiting near the conference room. One of them said, "Rating the employee on the 44 listed competencies was the most tedious task for me as manager, as I believed that a lot of competencies were very similar. Some of the competencies were redundant for some positions, while they were important for other positions. They need to make a set of competencies which are universal across departments for honing leadership skills". His colleague responded, "Lack of Universal application was the most important problem with the 44 competency model. A few competencies were not measurable, while a few were unimportant for a specific position. These some unimportant competencies could be very important for other positions". Suman was quick to have realized that a set of 44 generic competencies was making the structure redundant and confusing. She knew that analyzing the case of GLL would reveal that a lot of competencies are redundant in their model.

Developer: Exhibits a need to invest in others and to derive satisfaction in doing so.

Stimulator: Able to create enthusiasm and drama.

Team: Exhibits a need to build feeling of mutual support

Positivity: Demonstrates a need to look on the bright side.

Persuasion: Able to persuade other logically

Command : Able to take charge

Activator: Demonstrates an impatience to more others into action.

Courage: Able to use emotion to overcome resistance.

Source: Company information

Suman found out that overall, GLL had 44 sub-competencies upon which a candidate was assessed. They had further mapped these 44 competencies to the different job roles of their company as to which competency is required for a particular role in what intensity.

GLL had started following this model in the year 2010. It had been two years since they had implemented this model without any significant changes. To measure the effectiveness of this model, they used the following metrics (Table-2 refer)

Suman shared these with Mr.Shetty. She said Sir, I have been talking to some of our heads of businesses and other key personnel. One feedback is repetitive, that the model must be further refined. Many of our managers are finding it very difficult to assess the 44 competencies. They find it just too exhaustive. Some competencies are redundant, some are very difficult to measure, while there are even a few that appear repetitive. For Example the difference between activator and stimulator are not very clear. Also, discipline is taken in terms of both work and life, and arranger is taken for work. Sir, we must do something about all these problems. Mr. Shetty did not respond; he only smiled and signalled Suman that he will discuss this later. She felt the current model was too extensive and she always had a view that the more compact the structure, the better is the measurement and assessment of competencies, Suman knew she had to carry critical analysis, she knew someone in IT department and got in touch with this person for her comments. Suman pleaded Jayanti to be truthful as this was an informal chat, and that she would not disclose it officially. Jayanti commented, "My biggest difficulty with the 44 competency and why they fail is all jobs cannot be measured on them, not because they didn't have those skills, but because they weren't getting the chances to display them".

Questions:

a) Critically evaluate the existing competency model at GLL. Which five out of the 44 according to you are the most crucial generic competencies? Why?

b) Do you think the metrics used by GLL for measuring the effectiveness of the competency model is appropriate? In what other way can the effectiveness of the GLL competency model be measured.

c) If you were Suman, what recommendations would you make to the board for improving the competency model of GLL? What barriers would you anticipate?

6398 – C01 – IIIS MBA – D – 16

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2016

MANAGEMENT

(Strategic Management)

Time :3 hours] [Max. Marks : 50

Answers should be focussed and specific.
Quote examples to substantiate your answers.
While answering keep strategic management perspective.

Section A – (Marks : 10 × 1 = 10)

1. Answer any **10** out of 12 sub-questions. Each carries **1** mark.

   a) How does strategic management differs from business policy?

   b) How are mission and vision statements of a firm related?

   c) Explain horizontal and vertical growth strategies with examples.

   d) What is strategic window?

   e) What is a co-operative strategy? Illustrate.

   f) List out the 3 basic approaches to ethical behaviour.

   g) What do you understand by 'hyper competition'?

   h) What do you mean by strategic type?

   i) Distinguish between core competency and distinctive competency.

   j) Explain Barney's VRIO framework.

   k) Define the term 'Corporate culture.'

   l) What is collusion?

Section B – (Marks : 4 × 5 = 20)

*Answer any **4** out of **5** questions. Each carries **5** marks.*

2. Explain the role of the Board in strategic management.
3. How do Milton Friedman and Archie Carrol differ on 'Responsibilities of Business'?
4. Explain the BCG Growth Share Matrix and its limitations.
5. What is a Retrenchment Strategy? Explain in brief the different types of retrenchment strategies?
6. "Managers who have made poor analyses or lack creativity may be trapped into considering some of the strategies to avoid." Explain the strategies to Avoid.

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Section C – (Marks : 1 × 10 = 10)

Answer any 1 out of 2 questions. It carries 10 marks.

7. What is EFAS table? Explain the steps involved in constructing an EFAS table. Illustrate by preparing EFAS table for any 1 company of your choice and explain your learning from it.

8. Explain the 5 forces model proposed by Michael Porter. How would you apply Michael Porter's 5-Forces model? Select an industry of your choice.

   Explain the levels of intensity of 5 forces you visualize in the industry you have chosen.

Section D – (Marks : 10)

(Compulsory)

9. Read the following case study and answer the questions given at the end.

HINDUSTAN LEVER LIMITED.

HLL came into existence in 1956, with the merger of three companies namely Hindustan Vanaspati Manufacturing Company, Lever Brothers India Ltd. and United Traders. HLL is an Indian subsidiary of Unilever and is a Fast Moving Consumer Goods Company (FMCG) in India.

HLL has become a household name in India. In 2000, HLL had 110 brands and a turnover of Rs. 10,000 crores with business portfolio of soaps, detergents, personal products, food products portfolio and Frozen desserts. After 2000, HLL faced many setbacks with market saturation and entry of new multi-national players like Proctor and Gamble. (P & G).

HLL adopted a three fold strategy to accelerate its growth. It acquired Lakme, TOMCO and Kissan to enter into new product categories such as cosmetics and culinary products. HLL introduced more than one brand in a product category with different pricing tactics. HLL had already served the oral care market with Close up and it pushed Pepsodent into the market and thereby gained 25% of market share where Colgate was the market leader with 70% market share. Thirdly, HLL focussed on the growing rural market with shows and educated rural consumers about hygiene, health and cleanliness.

In 1999, a downward trend was noticed in FMCG products and HLL was no exception to this phenomena. K B Dediseth, the then CEO launched Project Millennium with the aim of making HLL lean, active and decentralized with independent business units. Consequently HLL's 18 different businesses were reclassified into seven major divisions such personal care,frozen food, culinary products, agro business, oils and fats, beverages and detergents . These divisions aimed at growth through prompt customer response with their strategic decision making power.

Dediseth's successor, Malvinder Singh Banga adopted the strategy of rationalization in the wake of slow growth of sales in 2000. Out of 110 brands, Banga identified 30 as power brands on the basis of brand size, profit delivery, competitive advantage and potential for growth. Consequently, agro food business, adhesive business and nickel catalyst business were divested. HLL invested in information technology to strengthen its supply chain. In 2000, it entered into confectionery market with its brand MAX.

Under Project Shakti, HLL collaborated with SHGs and extended Micro credit to Self Help Groups (SHG) women who bought HLL products and sold in villages. In 2004, 12,500 Self Help Group women worked for Project Shakti to cover 52,000 villages. Besides HLL entered into direct marketing venture through 'Sangam Direct' an e-tailing venture with 35,000 customers, and HLL Network with 1,00,000 consultants with the network in 300 towns.

However, the failure of monsoon and poor harvest proved to be a heavy blow for HLL business in rural markets. Moreover, phasing out brands other the an "Power Brands" out of HLL distribution network was also a big challenge.

The period between 2000 and 2003, was a difficult period for HLL. It divested 8 businesses which were making huge loss. It resulted in increase of profitability from Rs. 1,714 crore in 2001 to Rs. 1,977 crore in 2003 in spite of declining sales. During the same period, HLL had to cope up with price war launched by Proctor and Gamble which reduced its prices heavily for premium products. HLL was forced to go for price cuts and promotional discounts. In 2004, the top management restructuring took place on the line of its parent company Unilever. In addition, the five business divisions of HLL were brought under two divisions namely Home and personal care division and Food Division. Detergents and personal care products were under personal care and home divisions and beverages, food, ice-cream and confectionery were under the food division. The organizational restructuring was expected to provide synergies in manufacturing, sourcing, sales & distribution. A new top management team known as National Management was held responsible for HLL's performance. In spite of all these measures, no visible sign of perceptible growth was noticed. Industry experts could not predict the trends.

NOTE: HLL is now re-named as HUL (Hindustan Unilever Limited). HLL has been recognized as a "Golden Super Share Trading House" by Govt. of India. Unilever hold 51.55% equity share in the company while rest of the shareholding is distributed among 3,80,000 individual shareholders and Financial Institutions. Unilever has some 40 factories across India, 2000 suppliers, 4000 distribution and 6.3 Million retail outlet channels in the consumer market.

Questions:

a) Analyze HLL's strategies followed from time to time.

b) Identify the factors that forced HLL to re-look at their strategies.

c) Prepare SWOT analysis of HLL.

d) What strategies HLL should pursue in future to maintain & improve it's position in market for FMCG products. (2 + 2 + 3 + 3 = 10)

Jesus

6399 – C02 – IIIS MBA – D – 16

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2016

MANAGEMENT

(Business Ethics)

Time : 1½ Hours] [Max. Marks : 25

Answer in brief and neatly.
Give illustrations/examples to justify your views.

Section A – (Marks : 5 × 1 = 5)

1. Answer any **5** of the following sub-questions. Each carries **one** mark.

a) "Values and judgements play crucial role in ethical decisions." Explain.

b) Explain the reason(s) for growing importance of business ethics.

c) "Ethics results in profits." Do you agree or disagree? Justify.

d) What do you mean by "Ethical Dilemma"?

e) What is meant by "stakeholder-orientation"?

f) "Managers have to balance their personal values with organizational values for making ethical decisions". Explain.

Section B – (Marks : 2 × 5 = 10)

Answer any **2** *out of the following* **3** *questions. Each carries* **five** *marks.*

2. What is Code of Ethics? Explain the purpose and importance of Code of Ethics in modern business organizations.

3. How can a business firm create an ethical climate within the organization to ensure that highest ethical standards are maintained?

4. Explain any four unethical practices found prevailing in present-age business firms. Substantiate your answer with supporting examples.

Section C – (Marks : 10)

(*Compulsory*)

5. **Case Study:** PORTLAND MACHINERY COMPANY

Portland Machinery Company is an industrial conglomerate that has grown rapidly through acquisitions. The Company has the reputation of taking over other firms, often in depressed industries, and then improving financial performance through cost controls and large staff reduction.

Portland recently acquired another company named 'Advanced Engineering Products' and goes for reduction of manpower. A son of displaced manager of company expresses his feelings as under:

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Alternat

"My Father worked for Advanced Engineering Products for over three decades. He was a plant manager in the compressor division. About a week after Portland bought the company, one of their hotshots walked into Dad's office and told him he was through; said his performance has been "unacceptable". I am just a physician, but I remember enough of freshman economics to know that compressors are an industrial product, and that industrial sales are cyclical. You wait until the bottom of the cycle, and everyone's performance looks bad.

Dad got 11 weeks' severance pay; no pension because he left before he was 60, and no medical insurance. At age 58, Dad is out looking for work, and you know he is not going to be able to find anything. Fortunately, my brother and I can help Mom and Dad, but this has just about destroyed him. He is decent, hard-working man who devoted his life to a company, and some M.B.A. can come in and say, "Get out".

The really incredible part is that Dad's secretary, who had been with him for over 20 years, began to cry as she watched him start to leave So they fire her. She doesn't have any children to help her, instead she was supporting her mother. Then, got about 40 per cent of the staff. Sure, you can build profits if you cut people, the ones who are left will work twice as hard to be able to stay. And if you cut the older people you save lots of money on the pension obligations and medical insurance. But, what a way to do it. Is this what you teach at the business school?"

Questions

a) What ethical issues are raised by the son of plant manager?

b) How could the company have gone about man-power reduction in a more ethical way? What else could have been done?

Jesus

6400 – C03 – IIIS MBA – D – 16

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, DECEMBER 2016

MANAGEMENT

Paper : C03 – (Company and Business Law)

Time : 1½ Hours] [Max. Marks : 25

Answer **all** *the sub-questions at one place.*

Section A – (Marks : 5 × 1 = 5)

1. Answer any **5** sub-questions, each question carry **one** mark.

   a) Valid contract

   b) Quasi contract

   c) Characteristics of negotiable instrument

   d) Patent act.

   e) Memorandum of Association

   f) Essentials of agency.

Section B – (Marks : 2 × 5 = 10)

Answer any **two** *questions. Each question carries* **five** *marks.*

2. What do you mean by RTI Act? What kind of information you can seek from this act?

3. "All contracts are agreement but all agreements are not contract". Discuss.

4. Explain the remedies available to a buyer in case of breach of contract by seller. Give examples.

Section C – (Marks : 5 × 5 = 10)

(Compulsory)

5. Read the following independent case and answer.

   a) A sold 100 qtls of groundnut oil to B. Before it could be delivered to B, the Govt. of India requisitioned the whole quantity lying with A in public interest. B wants to sue for A, for a breach of contract. Advise B. Give a valid law point.

   b) A white tiger was entrusted by B to the railway for carriage. The cage broke by the jolts received during the journey and the tiger escaped. It killed a bullock belonging to C and was almost immediately crushed by the engine. Discuss the liability of railway administration to B & C.

Jesus

6406 – C08 – IIIS MBA – D – 16

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2016

MANAGEMENT

C08 : Project Management

Time : 90 Minutes] [Max. Marks : 25

Answer **all** *Sections. Marks are indicated against each Section.*

Section A – (Marks : 5 × 1 = 5)

1. Answer any **five** of the following sub-questions, each carries **one mark.**
   a) Define Project Life Cycle.
   b) What is Working Capital Margin?
   c) State the significance of Critical Path in a project.
   d) What is Performance Analysis?
   e) Distinguish between WBS & OBS.
   f) What do you understand by Project Audit?

Section B – (Marks : 2 × 5 = 10)

Answer any **2** *of the following questions, each carries* **5** *marks.*

2. What is a Project? Describe the essential features of a project. How are project investment decisions taken? Discuss.

3. (a) What are Network Techniques? Explain the procedure involved in CPM.
   (b) Describe the qualities of an effective Project Manager.

4. ABC Industries, a registered partnership firm proposes to set up a new industrial unit for undertaking machining job works. The firm proposes to set up the unit in a rented premises. There are firm orders in hand from reputed customers. The customers will supply components to be machined (i.e. raw material) and take back machined components, paying the charges quoted by the firm. The firm proposes to purchase an indigenous CNC milling machine for the purpose. The other relevant details about the project are as under :

   * Monthly lease rent payable for the factory premises: Rs. 8,000
   * Cost of machine (including taxes), including electrical: Rs. 25,22,000
   * Transport and erection charges (estimated): Rs. 1,05,000
   * Miscellaneous assets proposed to be purchased : Rs. 19,000
   * Advance payable to lessor of the premises : Rs. 80,000
   * Electricity power charges per month (estimated): Rs. 6,750
   * Wages and salaries per month (estimated) : Rs. 55,000
   * Administrative and other overhead expenses per month (estimated) : Rs. 9,000.
   * Insurance premium for machine : 0.6%

Sal

[P.T.O.

The customers are not expected to make any advance payment, but are expected to pay the charges quoted for executing orders immediately after receiving the finished products. The partners of the firm have decided to invest their own capital for both meeting the fixed cost of the project cost and for meeting the working capital requirements of the project.

Estimate the capital cost of the project. Make suitable assumptions wherever required.

Section C – (Marks : 1 × 10 = 10)

(Compulsory)

5. Read the case and answer the question given at the end. This section carries **10** marks.

A project consists of the following activities represented in terms of proceeding and succeeding events:

Activity	Optimistic Time (in months)	Most likely Time (in months)	Pessimistic Time (in months)
1 - 2	3	6	15
1 - 6	2	5	14
2 - 3	6	12	30
2 - 4	2	5	8
3 - 5	5	11	17
4 - 5	3	6	15
5 - 8	1	4	25
6 - 7	3	9	27
7 - 8	4	19	22

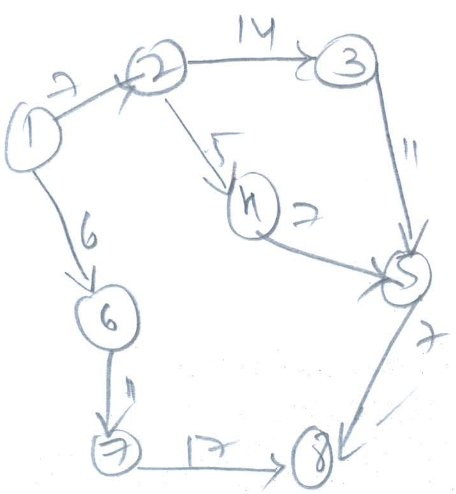
a) Draw the network diagram.

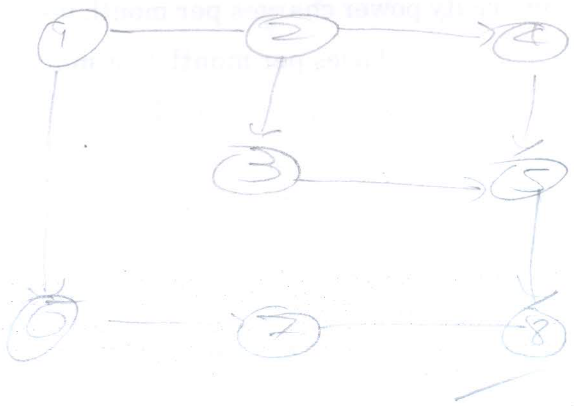
b) Determine the critical path and corresponding project completion time.

c) Calculate event slacks and activity floats.

d) Find the Standard Deviation of the critical path duration.

e) Compute the probability of completing the project in 36 months.





Jesus

6407 – C09 – IIIS MBA – D – 16

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2016

C09 : SALES MANAGEMENT

Time : 3 Hours] [Max. Marks : 50

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** sub-questions. Each carries **one** mark.

a) What is cross functional selling?

b) What are the different types of personal selling?

c) Give example of outside order taker.

d) What are the objectives of sales management?

e) Define personal selling.

f) What does buying formula approach say?

g) What is prospecting?

h) Differentiate between market potential and sales potential. structure

i) What is canned presentation? having propere design & well plan structure

j) What is the formula used in exponential smoothing technique for forecasting?

k) What is territorial control?

l) What is cross functional training?

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *out of* **five** *questions. Each carries* **5** *marks.*

2. What are the different stages of sales management process?

3. What do you mean by closing the sale? What are the different closing methods?

4. Giving suitable examples explain the methods for handling customer objections.

5. What are the different interviewing techniques?

6. What are the steps in sales territory design?

I loose y. win. meet customer analysis

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *of the* **two** *questions. It carries* **10** *marks.*

7. Consider a suitable example and apply the AIDAS model.

8. You are the sales manager for a company. You are required to design a sales training program for your sales force. How will you go about designing the complete thing? Give necessary situational examples wherever needed.

[P.T.O.

I win

y loos

I win y win

I loos y [illegible]

Section D – (Marks : 1 × 10 = 10)

(Compulsory)

5. Read the case and answer the questions.

Integrating sales force compensation to sales potentials of territories vis-a-vis sales quotas is a common and controlled attempt of an organization to manage compensation costs. In fact, strategic compensation plans (SCPs) strictly vouch for an optimal balance between sales revenues, and sales and distribution costs for a long term. Any planned compensation package always tries to achieve two ends—one, that the compensation expenses are in line with the estimated expenditure patterns on salaries, commissions, dearness allowances, bonuses that are apportioned in the overall sales budget for a financial year. Two—It should make sales people contented and motivated enough to apply them more enthusiastically. Another important aspect of SCP is to make the organization prepared to withstand any slack in market demands or loss of customers so that the expenses do not eat away the revenue components.

Ferguson Equipments Corporation (FEC). headquartered in Vadodara, is not a strong practitioner of SCP. The Company is in a business of selling and servicing medical equipments all over India. It prepared a compensation package for its sales executives in force two years ago and was cruising along with it nicely, i.e. sales executives were seen to be demonstrating a progressive pace in meeting sales targets and the company was in sound economic health. In fact, the company even had a firm control on the sales and distribution costs and a steady rise of net profits, and Return On Investments (ROI) which marked the progress chart of FEC.

But for the last six months, the Company has been experiencing otherwise. The sales turnover which remained steady for the initial two months have been showing a little downward trend leaving a trail of despondence from director (marketing) lately. On the whole, the business is somewhat sluggish. But the industry leader Dolphine Mediotronics Ltd, based in New Delhi has made subtle modifications in compensation schemes that pay dividends to their sales managers. In a bid to reverse the trend, FEC has adopted a tactical ploy to introduce performance-based incentives. This is a bonus based compensation scheme that entails cash prizes of ₹ 15, 10, and 5 thousand for the top three sales performers respectively. But unfortunately, this ploy proved wrong and so no sign of recovery is in sight. The company as a measure to address the situation has collected the compensation formula of Dolphine Mediotronics. Tables (A) and (B) presents the compensation items of the two companies for junior sales executives.

Table (A) FEC's breakup of compensation

Items	**Rupees (₹)**
Basic salary	30,000 p.m.
Dearness allowances @ 15%	4,500 p.m.
House rent allowances (consolidated)	5,000 p.m.
Fuel allowances—60 litres of petrol p.m.	3,000 p.m. approx.
Medical allowances (employee and spouse)	12,000 p.m. every year

Table (B) Dolphine Mediotronic's breakup of compensation

Items	Rupees (₹)
Basic salary	30,000 p.m.
Dearness allowances @ 18%	5,400 p.m.
House rent allowances (consolidated)	5,000 p.m.
Fuel allowances—80 litres of petrol p.m.	4,800 p.m. approx.
Medical allowances (employee, spouse and children)	15,000 p.m. per year

Besides this, Dolphine Mediotronics also announces a raise in dearness allowances at least twice in a year. On the contrary, the FEC declares 5 per cent commission for every sales executive for meeting sales targets but has freezed the dearness allowance for the next two years. The compensation plans of the two firms results in a difference of ₹4000 to 5000 per month draws between sales executives and of course, the sales executives of Mediotronics are gainers. This has brewed a fume amongst sales executives in FEC who have not been able to accept the compensation policy of the company by heart and soul. Indeed, this leaves a cascading effect in their sales performances and the company has been feeling a pinch of it. To bounce back, the company has taken another tactical move to gift a Hero Honda two-wheeler to each sales executive but the situation remains same and the expected sales becomes elusive as yet. The company has decided to convene a meeting with sales executives to discuss the situations and know their demands.

Discussion Questions

a) As a director (marketing), what are the items you would include in the meeting's agenda.

b) Should the company detract from one year freeze of dearness allowance?

c) What compensation plans would you suggest to freeze the pay differences of ₹ 4000 to 5000 between your company's sales executives and that of Dolphine Mediotronics?

Jesus

6408 – C10 – IIIS MBA – D – 16

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, DECEMBER 2016

C 10 : CUSTOMER RELATIONSHIP MANAGEMENT

Time : 1½ Hours] [Max. Marks : 25

Section A – (Marks : 5 × 1 = 5)

1. Answer any **five** sub-questions, each sub-question carries 1 mark.

   a) What is sales-force automation?

   b) What is the Apostles?

   c) What is Customer life time value?

   d) What is relationship value?

   e) What are loyalty program?

   f) What is analytical CRM?

Section B – (Marks : 2 × 5 = 10)

Answer any **two** *questions, each question carries* 5 *marks.*

2. What is customer value? Explain types of customer value.

3. Write a note on the role of information technology in CRM.

4. 'Customer retention is cheaper than customer acquisition'. Comment on the statement.

Section C – (Marks : 1 × 10 = 10)

5. Read the following case and answer the question given at the end.

Today, CRM is considered as a new trend in business but this practice is not new to India. This practice was followed by our old retailers, the Kirana Stores. Kirana Store owners used to maintain good relationship with their customers and took care of their requirements personally. Although the scale of the practice was much small, these merchants knew the preferences, interests, needs, and wants of their customers. They knew about the happenings and events in their families, emergencies, financial issues, etc., as they maintained a personal touch with them. The merchants even used to offer credit to them at times, even had trust in them and accepted cheques if required, arranged home delivery at a nominal cost, etc.

This was all possible as they knew their customers personally and also of their financial abilities as well as their needs. The merchants always rendered a helping hand at the time of emergency and thus gained the trust and loyalty of customers. There was the true bond that existed in the Indian market before the emergence of the organized retail stores. Thus Kirana Stores were able to sell the right products to the right customers at the right price.

But with the advent of organized retail, these personal bonds started to relax. Organizations today are trying to build artificial relationships where the customer loyalty and trust are only superficial. They are enrolling customers as members, but the customers do not trust the retailers because there is no real relationship between them as they lack human touch. This is one of the reasons why some Kirana Shops are still thriving by enhancing personal services in the form of home delivery and credit keeping.

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Brand retailers must, therefore, do a thorough root cause analysis to find the missing links. In the process of CRM building, the strategy of relationship building with customers can be implemented in their system to gain customer trust. They can take further cue from the *dabbawalas* of Mumbai, who have proved their excellence in supply chain.

But with the emergence of social media, CRM features might change and in building better customer relationships. This is only possible if the organization leverages itself property on building trust rather than using the customer as a tool to gain information. Social CRM might be one of the strategic keys for unlocking customer relationship tactics used by the Kirana Shops. Patience is the key in implementing these programmes as many of these fail unless the retailer recognizes the benefits of Social CRM. It will only succeed if Social CRM is followed consistently, with an objective to enhance customer trust/relation.

Discussion Questions

a) What are the reasons for Kirana Stores to thrive in some places in spite of the advent of organized retail stores?

b) Why is CRM necessary in a retail store? How is it being practised in a Kirana Store?

c) Suppose you have been appointed as a consultant of a decade old successful Kirana Stores in a market place in Delhi which has a sound customer base. But upcoming organized retail is posing a big threat to them. Suggest various CRM initiatives which can help them in regaining their lost market share.

6410 – C12 – IIIS MBA – D – 16

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, DECEMBER 2016

C12 : BRAND MANAGEMENT

Time : 1½ Hours] [Max. Marks : 25

Section A – (Marks : 5 × 1 = 5)

1. Answer any **five** sub-questions, each sub-question carries 1 mark.

   a) What is brand personality?

   b) What is perceptual mapping?

   c) What is brand extension strategy?

   d) What is blind taste testing?

   e) What is brand image?

   f) What is brand portfolio?

Section B – (Marks : 2 × 5 = 10)

Answer any **two** *questions, each question carries* 5 *marks.*

2. What is brand salience? Explain the sources of brand id~~entity~~. equity

3. Choose your favourite brand. Explain how brand elements contribute to its brand equity.

4. What is brand positioning? Explain the guidelines of brand positioning.

Section C – (Marks : 1 × 10 = 10)

5. Read the following case and answer questions given at the end.

Background

The Indian skincare industry has been displaying considerable growth at over 10 per cent since the last few years (Shree Shilpa 2011) and is expected to register a CAGR of nearly 19 per cent during 2010-13 (RNCOS Report 2010). The changing life-styles and increasing disposable incomes has made both women and men more conscious of their appearance. Pegged at ₹ 3500 crore (in 2010), the skincare segment has two primary growth drivers anti aging and skin whitening creams apart from moisturisers, face washes, etc. Estimated at ₹ 80-100 crore, the anti aging category is growing at 40 per cent compared to the ₹ 600-crore whitening segment, whose growth rate is pegged at 15-20 per cent (Chatterjee 2010). The anti-aging segment has attracted a host of players, both domestic and international, which include Elder Pharma, Hindustan Unilever Limited (HUL), Procter & Gamble (P&G), Garnier, and L'Oreal to name just a few.

HUL is Unilever's Indian subsidiary and market leader in most categories of FMCG products in which it operates. The major challenge for HUL in the anti-aging category came from Olay, P&G's anti-aging brand. Launched in 2007, Olay has been an aggressive player in this segment from the very onset and leads the category with 36 per cent market share in 2010 (Sagar 2010). Since HUL lacked a brand that could cater to this segment, it decided to extend the Pond's brand to address to both the anti aging as well as whitening segments. Pond's Age Miracle was thus launched in 2006 with a promise to bring back candlelight dinners, long drives, and the lost romance into the lives of women aged 35 and above.

Pond's was invented by a New York based pharmacist Theron T Pond. It has been present in the Indian market since 1947 and Unilever bought Pond's in 1987. Until a few years ago, Pond's was a brand restricted to cold cream and talcum powder. The brand displayed minor changes in the form of extension into moisturizer through Pond's Body Lotion, which did not meet with a lot of success. Always known as the hard working women's brand, the anti aging category posed formidable challenge for Pond's, since the category was premium in nature and, therefore, required an image change. Despite owning a number of successful brands in the skincare segment, such as Vaseline, Lakme, Fair & Lovely, HUL still had to identify a brand that could help it plug the gaps in the anti aging segment. Ponds, thus, became a natural choice, since it had connotations of a heritage brand that stood for international quality. Pond's success became slightly easier as the international brands present had limited equity in India, especially in the masstige (mass + prestige) segment. The Pond's brand was also extended to include skin-lightening products.

The anti-aging products in India had initially catered to the 35+ women who had the disposable income to purchase anti aging products that were priced at a premium, but later even 20+ women and men began using these products as awareness of preventive care grew. To cater to the mass premium market, pricing of the Pond's Age Miracle range was restricted to less than ₹ 1000, thus avoiding head-on competition with counterparts. It was positioned as a solution to tell tale signs of aging brought about by rising pollution levels, hectic work schedules, and growing stress. Rising disposable incomes, growing consciousness towards personal grooming, and the presence of organized retail also fuelled the rapid growth acceptance of the brand. Banking on its heritage and international equity, the brand was able to register with the target group. As the market for complete skincare in India was evolving, HUL extended the Pond's Age Miracle range to include products, such as cleanser, toner, serum, cream, under-eye cream, and Pond's double white and botanical hydration range. Buoyed by the success of its age miracle range, HUL launched a slew of products under the Pond's range to include Flawless White, White Beauty, and Perfect Result. The growth of organized retail also ensured that the products could be sold in a manner skin to international brands, with skin analyzers/experts available at counters to address and guide consumers. Though initially the range was imported from Thailand, HUL began manufacturing 'Pond's Age Miracle' in India in 2008. With local manufacturing, the prices of Pond's age miracle were further reduced, making the new price points at ₹ 299, ₹ 199 and ₹ 99, thereby making the products more accessible to consumers (PTI 2010). Having gained considerable foothold in the lower end of the anti aging market, Ponds now required an equally strong presence in the premium end of the category. Hence, in 2010, HUL launched Pond's Gold Radiance range, priced between ₹ 500 - ₹ 1000. This became the most expensive brand in HUL's skin care range. The new range came infused with real gold micro particles and included youth serum, glow day cream, youth reviving eye cream, etc. Launched after years of research by the Pond's Institute, the range is said to revitalize across four key dimensions - texture, colour, evenness of tone, and hydration. The move was also undertaken in light of numerous global players, such as L'Oreal, P&G, Beiersdorf-owned Nivea increasing their presence in mass premium and premium segments.

Campaigning for a miracle

The transition of Pond's from a mass brand to a premium one was achieved by a series of well-planned and executed campaigns. The launch pad for Pond's age miracle range in 2007 was a campaign that featured users giving their feedback on the product. This was followed by a 'romance revival' campaign that featured a husband turned chef vying to bring romance back into his married life.

These campaigns were followed by the launch of miracle boutiques, where women could consult beauty experts as well as post their queries and feedback on the website. To induce trial of the anti aging products, it launched the '7 day challenge with money back guarantee' campaign from 1 September to 20 October 2007. The seven-day challenge was a truly unique campaign since nothing like it had been previously tried. It played a major role in developing a favorable attitude towards the range (Media news line 2007).

In December 2008, HUL took a major step towards enticing the affluent class by launching a concept show titled Pond's Age Miracle Salaam-e-Ishq on Star One. The show showcased real life couples reliving the romance of their relationships. With this move, HUL attempted to move beyond product placement to co-creation of entertainment, ensuring that the brand's proposition remained central to the show's theme. To appeal to the price conscious customer, HUL offered trial packs of Pond's Age Miracle cream at ₹ 295 for 50 ml; it followed rival Olay's strategy by giving away new jars of cream in exchange for old ones. HUL also followed up the campaign by an endorsement programme featuring the likes of Mehr Jesia Rampal, former Miss India and super model, and Rina Dhaka, fashion designer, all discussing how the product had changed their lives. As the brand was extended to include skin-lightening products, a number of titillating campaigns were unleashed. HUL brought back the previously successful seven-day challenge, however, this time for the Flawless White range. The campaign guaranteed women positive effects on the skin post a seven-day usage of the cream. Promoted from the 1 March to 30 April 2008, the campaign was supported by a massive multimedia presence (Business Wire 2008). Under the campaign, women were invited to try the cream for seven days, if they were unsatisfied by the product they could call a toll free number mentioned in the TV commercial, following which Pond's helpline would get in touch with them, collect the product, and reimburse their money if the claim was valid. The Company also used Malaika Arora Khan to endorse its products, and Pond's Gold Radiance was the title sponsor for Zee Cine Awards 2011.

The road ahead

As consumer needs and life-styles undergo a change, brands need to resonate the change to stay contemporary and meaningful for its consumers. HUL made the Pond's magic work by seizing an emerging opportunity. The extension of the Pond's brand to other categories helped HUL plug a gaping role in its portfolio and simultaneously provided the aging Pond's brand with a new lease of life. How Pond's is able to cope with skincare experts, such as L'Oreal, Nivea, Garnier, and P&G, in the long run as they garner stronger footholds remains to be seen.

Discussion Questions

a) Why did HUL extend Pond's into the skincare segment and not launch a new brand instead?

b) Why has the anti aging segment grown lucrative in India?

c) Which competitors did HUL fear the most and why?

d) What were the promotion campaigns that helped Pond's Age Miracle establish itself as a key contender in the anti aging category?

Jesus

6415 – C17 – IIIS MBA – D – 16

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2016

Paper : C 17 : FINANCIAL DECISIONS

Time : 3 Hours] [Max. Marks : 50

All sections are compulsory.
Read instructions given at each section.
Relevant illustrations must be given wherever required.

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of the following sub-questions. Each question carries **one** mark.

a) Define operating leverage.

b) What is indifference point?

c) What is bird-in-hand argument?

d) What is clientele effect? stress leadto pro

e) What is signalling hypothesis?

f) What do you mean by underwriting? 2 in the bush

g) A company has 8 per cent perpetual debt of Rs.2,00,000. The tax rate is 35 per cent. Determine the cost of capital after tax assuming the debt is issued at 10 per cent premium.

h) What is financial distress?

i) Define stock splits and reverse stock splits.

j) What is systematic and unsystematic risk?

k) What do you mean by tax differential?

l) Define optimum capital structure.

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. Why must the finance manager keep in mind the degree of financial leverage in evaluating various financing plans? When does financial leverage become favourable?

3. What is the 'indifference point' and why is it so called? What is its usefulness?

4. Calculate the operating leverage for each of the four firms A, B, C and D from the following price and cost data. What conclusions can you draw with respect to levels of fixed cost and the degree of operating leverage result? Explain. Assume number of units sold is 5,000.

	Firms			
	A	B	C	D
Sale price per unit	Rs.20	Rs.32	Rs.50	Rs.70
Variable cost per unit	Rs. 6	Rs.16	Rs.20	Rs.50
Fixed operating cost	80,000	40,000	2,00,000	Nil

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5. The values of two firms X and Y in accordance with the traditional theory are given below:

Particulars	X	Y
Expected operating income	Rs. 50,000	Rs. 50,000
Total cost of debt (K_d.D=R)	0	10,000
Net income (X-R)	50,000	40,000
Cost of equity (K_e)	0.10	0.1111
Market value of shares (S)	5,00,000	3,60,000
Market value of debt (D)	0	2,00,000
Total value of firm (V=S+D)	5,00,000	5,60,000
Average cost of capital (K_e)	0.10	0.09
Debt equity ratio	0	0.556

Compute the values of firms X and Y as per the MM thesis. Assume that i) corporate income taxes do not exist, and ii) the equilibrium value of k_0 is 12.5 per cent.

6. Write short notes on :
   a) Homemade leverage
   b) Cost of capital
   c) Buyback of shares
   d) Equity shares

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. Explain in detail Walter model for determining the value of firm. What is (are) the crux(s) of this argument?

8. Excel limited is considering three financing plans. The key information is as follows :
   a) Total funds to be raised, Rs. 2,00,000.
   b) Financing Plans

Plans	Equity(%)	Debt(%)	Preference (%)
A	100	-	-
B	50	50	-
C	50	-	50

   c) Cost of debt, 8 per cent, cost of preference shares 8 per cent.
   d) Tax rate, 35 per cent
   e) Equity shares of the face value of Rs. 10 each will be issued at a premium of Rs. 10 per share.
   f) Expected EBIT, Rs. 80,000

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Determine for each plan:

i) Earnings Per Share (EPS) and financial breakeven point.

ii) Indicate if any of the plans dominate, and compute the EBIT range among the plans for indifference.

Section D – (Marks : 10)

(Compulsory)

9. As a financial analyst of a large electronics company, you are required to determine the weighted average cost of capital of the company using (a) book value weights and (b) market value weights. The following information is available for your perusal.

The company's present book value capital structure is :

Debentures (Rs.100 per debenture)	Rs. 8,00,000
Preference shares (Rs.100 per share)	2,00,000
Equity shares (Rs. 10 per share)	10,00,000
	Rs. 20,00,000

All these securities are traded in the capital markets. Recent prices are :

Debentures Rs. 110 per debenture, preference shares Rs. 120 per share, and equity shares Rs.22 per share.

Anticipated external financing opportunities are :

i) Rs. 100 per debenture redeemable at par; 10 year maturity, 11 per cent coupon rate, 4 per cent floatation costs, sale price Rs. 100.

ii) Rs.100 preference shares redeemable at par; 10 year maturity, 12 per cent dividend rate, 5 per cent floatation costs, sale price Rs. 100

iii) Equity shares; Rs. 2 per share floatation costs, sale price Rs. 22.

In addition, the dividend expected on the equity shares at the end of the year is Rs. 2 per share; the anticipated growth rate in dividends is 7 per cent and the firm has the practice of paying all its earnings in the form of dividends. The corporate tax rate is 35 per cent.

cost of debt =

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6419 – C21 – IIIS MBA – D – 16

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2016

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Time : 3 Hours] [Max. Marks : 50

All sections are compulsory.
Read instructions given at each section.
Relevant illustrations must be given wherever required.

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** of the following sub-questions, each question carries **one** mark.
   a) State the economic meaning of investment.
   b) Why are warrants issued?
   c) What do you mean by money market securities?
   d) What are the factors that differentiate one index from another?
   e) What is meant by fundamental analysis?
   f) State the qualitative factors that affect a company's performance.
   g) What is a point and figure chart?
   h) Define Risk.
   i) What do you mean by animalization of returns?
   j) What are the factors influencing the market behaviour?
   k) What is meant by levered portfolio?
   l) What are the basic assumptions of CAPM?

no of share
Index

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. Discuss the features of various types of debentures.
3. 'Stock market indices are the barometers of the stock market' Discuss.
4. An investor owns the share of TATA Company, whose current cash dividend is Rs. 3. The constant growth rate in dividend is 16 per cent per year and the required rate of return is 20 per cent. What is the value of the TATA Company's share?
5. Remi's current production of Fans is worth Rs. 85 million annually. The Company's variable costs of sales are 45 per cent of sales, and its fixed costs are Rs. 28 million. The company's annual interest expense is Rs. 5 million annually. If we increase Remi's EBIT by 20 per cent, how much will the company's EPS increase?
6. Vimal Enterprise has a beta of 1.5. the risk-free rate is 7 per cent, and the expected return on the market portfolio is 14 per cent. The company pays a dividend of Rs. 2.50 per share and investors expect a growth in dividend of 12 per cent per annum for many years to come. Compute the required rate of return on the equity according to CAPM. What is the present market price of the equity share assuming the computed return is the required return?

[P.T.O

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. What are the advantages of APT over CAPM? Explain in detail. x^2 y^2

8. Wisdom fund, T bills and BSE — Sensex have had the following returns over the past 5 years.

Period	**Wisdom fund Return %**	**T Bills Returns %**	**BSE Sensex Returns %**
20X1	9	6	6
20X2	– 6	10	– 5
20X3	14	8	11
20X4	12	7	10
20X5	16	9	13

What is the predictive ability of the fund?

Section D – (Marks : 10)

(Compulsory)

9. An investor wants to invest in company A based on his analysis of the balance sheet and the income statement. The details are given in below tables.

Balance Sheet of Company A (2009) (Rs. in lakh)	
Particulars	Amount
Current Assets	400
Fixed Assets	1,000
Total Assets	1,400
Current Liabilities	200
Long-term Liabilities @ 9% interest	600
Net Worth	600
Total Liabilities and Net Worth	1,400

Income Statement of Company (Rs. in lakh)		
Particulars	2009	2008
Sales	1,920	1,740
Less: Cost of goods sold	1,200	1,000
Gross Profit	720	740
Less: Operating expenses	640	600
EBIT	80	140

Assume that Company A pays Rs. 54 lakhs per year as interest expenses, is in the 30% tax bracket and pays out 40% of its after-tax earnings as cash dividends. Carry out the financial analysis and find out the answer for the following questions:

a) What is the reason for the fall in EBIT in 2009?

b) What is the rate of growth of earnings if the company does not raise capital externally?

Section C – (Marks : 1 × 10 = 10)

(Compulsory)

5. Cipla Co. Ltd. is considering two mutually exclusive Projects A and B. Project A costs Rs. 40,000 and Project B costs Rs. 50,000. You have been given below the NPV probability distribution for each project.

Project-A		Project-B	
NPV estimates (Rs)	Probability	NPV estimates (Rs)	Probability
10,000	0.2	10,000	0.1
20,000	0.3	20,000	0.4
30,000	0.3	30,000	0.4
40,000	0.2	40,000	0.1

Case 1 : Compute the expected NPV of Project A and Project B.

Case 2 : Compute risk attached to each Project.

Case 3 : Compute P.I. of each Project.

Case 4 : Which project do you recommend.

A – D – 16

Rs. 40,000
bution for

Jesus.

6985B – IIISPSY (N) – OE – D – 16

THIRD SEMESTER M.A. (CBCS) DEGREE EXAMINATION, DEC. 2016

PSYCHOLOGY (New)

Paper – 3.6 : Developing Effective Self (OEC)

Time : 3 Hours] [Max. Marks : 75

Instructions : *1) Answer **all** questions.*
*2) **All** questions carry **equal** marks.*

1. a) Discuss the need for self-awareness through Johari Window. **15**

OR

b) Define worry and the techniques to break worry habit.

2. a) Discuss the need for strength spotting for success. **15**

OR

b) Define self-esteem and strategies for developing self esteem.

3. a) What are the methods to manage feeling effectively ? **15**

OR

b) Discuss the strategies for managing conflicts.

4. a) Which are the ten cornerstones for success in changing world ? **15**

OR

b) What are the methods to create success through positive change ? Explain.

[P.T.O.

Section C – (Marks : 1 × 10 = 10)

5. Write short notes on **any three** : **(3×5=15)**

a) Communication

b) Theory on listening and responding

c) Emotions

d) Conformation

e) Goal setting.

ಕನ್ನಡ ಆವೃತ್ತಿ

ಸೂಚನೆಗಳು: 1) *ಎಲ್ಲಾ ಪ್ರಶ್ನೆಗಳಿಗೂ ಉತ್ತರಿಸಿ.*
2) *ಎಲ್ಲಾ ಪ್ರಶ್ನೆಗಳಿಗೂ ಸಮಾನ ಅಂಕಗಳು.*

1. a) ಜೊಹಾರಿ ವಿಂಡೊ ಪ್ರಕಾರ ಸ್ವಯಂ ತಿಳುವಳಿಕೆಯ ಅವಶ್ಯಕತೆಯನ್ನು ಚರ್ಚಿಸಿ. **15**

ಅಥವಾ

b) ಚಿಂತೆಯನ್ನು ವ್ಯಾಖ್ಯಾನಿಸಿ ಮತ್ತು ಚಿಂತೆಯನ್ನು ತಡೆಯುವ ತಂತ್ರಗಳಾವುವು ?

2. a) ಯಶಸ್ಸಿನ ಶಕ್ತಿಯನ್ನು ಗುರುತಿಸುವ ಅವಶ್ಯಕತೆಯನ್ನು ಚರ್ಚಿಸಿ. **15**

ಅಥವಾ

b) ಸ್ವಗೌರವವನ್ನು ವ್ಯಾಖ್ಯಾನಿಸಿ ಮತ್ತು ಸ್ವಗೌರವ ಹೆಚ್ಚಿಸುವಲ್ಲಿನ ಪಾತ್ರವನ್ನು ವಿವರಿಸಿ.

3. a) ಭಾವನೆಗಳನ್ನು ಪರಿಣಾಮಕಾರಿಯಾಗಿ ನಿಯಂತ್ರಿಸುವ ವಿಧಾನಗಳನ್ನು ಚರ್ಚಿಸಿ. **15**

ಅಥವಾ

b) ಸಂಘರ್ಷ (ಗೊಂದಲ)ಗಳನ್ನು ನಿಯಂತ್ರಿಸುವ ತಂತ್ರಗಳು ಯಾವುವು ? ಚರ್ಚಿಸಿ.

4. a) ಬದಲಾಗುತ್ತಿರುವ ಜಗತ್ತಿನಲ್ಲಿ ಯಶಸ್ಸಿನ 10 ಅವಶ್ಯಕ ಕಾರಕಗಳನ್ನು ತಿಳಿಸಿ. **15**

ಅಥವಾ

b) ಸಕಾರಾತ್ಮಕ ಬದಲಾವಣೆ ಮೂಲಕ ಯಶಸ್ಸನ್ನು ನಿರ್ಧರಿಸುವ ವಿಧಗಳು ಯಾವುವು ? ವಿವರಿಸಿ.

5. ಬೇಕಾದ ಮೂರಕ್ಕೆ ಉತ್ತರಿಸಿ : **(3×5=15)**

a) ಸಂವಹನ

b) ಆಲಿಸುವಿಕೆ ಮತ್ತು ಪ್ರತಿಕ್ರಿಯಿಸುವಿಕೆ ಸಿದ್ಧಾಂತ

c) ಸಂವೇಗಗಳು

d) ಖಚಿತಪಡಿಸಿಕೊಳ್ಳುವಿಕೆ/ದೃಢೀಕರಣ

e) ಗುರಿ ನಿರ್ಧಾರ.

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4369-C01-IIISMBA-D-17

M.B.A. DEGREE EXAMINATION DECEMBER 2017.

Third Semester

(CBCS)

MANAGEMENT

Paper C01 – STRATEGIC MANAGEMENT

(Revised)

Time : Three hours Maximum : 50 marks

SECTION A — (10 × 1 = 10 marks)

1. Explain any **TEN**. Each carries **1** mark.

(a) Guerrilla Warfare

(b) ETOP Matrix

(c) Strategic rollup

(d) Quasi Integration

(e) Collusion

(f) Competitive Advantage

(g) BOT Concept

(h) Corporate parenting

(i) Strategic Alliance

(j) Liquidation Strategy

(k) Stewardship Theory

(l) Turnkey operations

SECTION B — (4 × 5 = 20 marks)

Answer any **FOUR** out of five questions.

Each question carries **5** marks.

2. Discuss Porters Generic Strategies and identify companies which are following these strategies.

3. "CSR has become one of the strategies for companies to promote themselves". Discuss.

4. Write a short note on Competitive Tactics.

5. Explain different Directional Growth Strategies. In your opinion which one is better?

6. In what way companies structure and culture can become an internal strength or weakness for them? Discuss.

SECTION C — (1 × 10 = 10 marks)

Answer any **ONE** question.

It carries **10** marks.

7. Prepare TOWS matrix for any of company of your choice and also explain its relevance.

8. Compare and contrast IFAS Matrix with EFAS matrix.

SECTION D — (10 marks)

(**Compulsory**)

9. Answer :

   Pick an Indian Industry and evaluate the industry by using Porters Five Force model. What is our outcome based on Porters Model and also what strategies you suggest to convert unattractive forces into attractive forces for that particular industry.

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M.B.A. DEGREE EXAMINATION DECEMBER 2017.

Third Semester

(CBCS)

MANAGEMENT

Paper C02 – BUSINESS ETHICS

(Revised)

Time : One and a half hours   Maximum : 25 marks

SECTION A — (5 × 1 = 5 marks)

1. Answer any **FIVE** questions out of 6 sub-questions. Each carries **1** mark.

   (a) Define Business ethics.

   (b) What is Morality?

   (c) What is whistle blowing?

   (d) What is ethical dilemma?

   (e) What is money laundering?

   (f) What is ethical hacking?

SECTION B — (2 × 5 = 10 marks)

Answer any **TWO** of the following.

Each question carries **5** marks.

2. Explain the nature and importance of Business Ethics.

3. "Ethics is considered as everybody's Justice". Do you agree? Comment.

4. Explain the factors influencing the business ethics.

SECTION C — (1 × 10 = 10 marks)

5. Solve the following case study :

   Bhopal Express

   Twenty years ago, Bhopal choked over methyl isocynate fumes from the Union Carbide India Limited (UCIL) factory. According to the Madhya Pradesh Gas Relief and Rehabilitation Department, over 15,000 lost their lives and 550,000 suffered serious injuries. The Supreme Court awarded a compensation package of $470 million in 1989, based on estimates of 3,000 dead and 15,000 injured. The judgement absolved UCIL and its parent company in the US, Union Carbide Corporation (UCC), of criminal liability and appointed the Indian government as the sole representative of the victims, thereby ruling out individual suits against UCC and UCIL. Neither the Centre nor the State government has acted sincerely in that capacity. The Centre dragged its feet over carrying out a comprehensive medical survey as a result of which documentation of medical disorders, crucial to establishing the corporate's guilt, remains inadequate. Former UCC chief Warren Andersen, charged for culpable homicide, remains an absconder from Bhopal courts for a decade, yet it is learnt that the then state government did not try to hold him back when he was here. Today, the $470 million has multiplied by way of interest to about $700 million, but courts have disbursed only $335 million. On July 14 this year, the Supreme Court ordered the immediate disbursal of the remaining sum. Over 5.5 lakh Individuals have on an average received Rs.25,000; the latest order would entitle each person to another Rs.25,000. Is Rs.50,000 per person a compensation or a pittance for a people economically and physically destroyed over two generations?

In 2001, Dow Chemicals acquired UCC and said it owed nothing to the Bhopal victims. It is high time the SC reopened the 1989 settlement in view of the unfolding magnitude of the disaster. The Bhopal chief judicial magistrate should summon Dow at the earliest. Class action suits in the US have led to huge compensations; the Indian system should allow for the same in an age of 'corporate accountability'. Dow and Indian Oil Corporation are reportedly working on a facility in Paradip, Orissa. The government should put a stop to any such exercise. Meanwhile, globalisation has altered the nature of transnational corporate operations. A present day company covers the world in a spider-web of holdings, rendering it impossible for laws of individual countries to pin it down. In the interest of world trade and business, episodes like Bhopal should be referred to an international court set up under the aegis of the World Trade Organisation. Faceless enterprise needs swift and neutral arbiters. Or else, death will continue to stalk commerce its shadow.

Questions

(a) What are the unethical events taken place so far in the tragedy according to you?

(b) What lessons on corporate governance lapses you find, two decades after the tragedy?

4371-C03-IIISMBA-D-17

M.B.A. DEGREE EXAMINATION DECEMBER 2017.

Third Semester

(CBCS)

MANAGEMENT

Paper C03 – COMPANY AND BUSINESS LAW

(Revised)

Time : One and a half hours Maximum : 25 marks

Answer all Sections.

Answer all sub-questions of Section-A in one place.

SECTION A — (5 × 1 = 5 marks)

1. Answer any **FIVE** of the following. Each carries **1** mark.

(a) Define contingent contract.

(b) What is Deemed Prospectus?

(c) What do you mean by Bills of Exchange?

(d) What is Copyright?

(e) Define writ of 'Habeas Corpus'.

(f) Define Digital Signature.

SECTION B — (2 × 5 = 10 marks)

Answer any **TWO** out of three questions.

Each question carries **5** marks.

2. What are the different IPR's that India supports?

3. "All contracts are agreement but all agreements are not contract" Elucidate with support to the essentials of the valid contract.

4. What is Memorandum of Association? Explain briefly the clauses of Memorandum of Association.

SECTION C — (10 marks)

(Case Study – **Compulsory**)

5. (a) A Hindu husband executed and registered a document in favour of his wife whereby referring to quarrels and disagreement between the parties, he agreed to transfer one of his properties to her. Later, he refused to effect the transfer. Can the wife file a suit against the husband for enforcing the contract? Explain.

   (b) A sells to B a quantity of sugar in A's warehouse. It is agreed that B shall get two months audit. B allows the sugar to remain in A's warehouse. B becomes an insolvent before the expiry of the two months, and the official Receiver demands delivery of the sugar without offering to pay. What are the rights of A? Explain the matter with supporting answer.

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4377-C08-IIISMBA-D-17

M.B.A. DEGREE EXAMINATION DECEMBER 2017.

Third Semester

(CBCS)

MANAGEMENT

Paper C08 – PROJECT MANAGEMENT

(Revised)

Time : One and a half hours — Maximum : 25 marks

Answer all Sections.

SECTION A — (5 × 1 = 5 marks)

1. Answer any **FIVE** of the following sub-questions. Each carries **1** mark.

   (a) What is a Project?

   (b) Define Project Scheduling.

   (c) What do you understand by Organisation Breakdown Structure?

   (d) What is Working Capital Margin?

   (e) What is e-Tender?

   (f) What are the objectives of Project Audit?

SECTION B — (2 × 5 = 10 marks)

Answer any **TWO** of the following questions.

Each question carries **5** marks.

2. "Project feasibility is a complex issue which involves appraisal of all aspects of starting a business" What are the aspects required to be analyzed? Elaborate with examples.

3. Discuss the factors to be considered in selecting a Project Manager and various members of the project team. Suggest a suitable organizational structure for project implementation.

4. (a) Explain the different types of contracts.

   (b) Explain the procedure involved in PERT analysis.

SECTION C — (1 × 10 = 10 marks)

(**Compulsory**)

5. Read the case and the answer the questions given below at the end. This section carries **10** marks :

Normal and crash times and direct costs for the activities of a project are as follows :

Activity	Time (in weeks)		Direct costs (in Rupees)	
	Normal	Crash	Normal	Crash
1–2	8	4	30,000	60,000
1–3	5	3	40,000	80,000
2–4	9	6	40,000	55,000
3–5	7	5	20,000	32,000
2–5	5	1	80,000	1,20,000
4–6	3	2.5	1,00,000	1,12,000
5–6	6	2	40,000	68,000
5–7	9	5	42,000	90,000
6–7	10	7	60,000	87,000

(a) Draw the network diagram.

(b) Determine all normal and critical paths.

(c) Find the minimum cost project schedule if the indirect costs are Rs.20,000 per week.

4378-C09-IIISMBA-D-17

M.B.A. DEGREE EXAMINATION DECEMBER 2017.

Third Semester

(CBCS)

MANAGEMENT

Paper C09 – SALES MANAGEMENT

(Revised)

Time : Three hours | Maximum : 50 marks

SECTION A — (10 × 1 = 10 marks)

1. Answer any **TEN** questions out of 12 sub-questions. Each carries **1** mark.

   (a) Define personal selling.

   (b) What is inside selling?

   (c) What is job analysis?

   (d) What is missionary selling?

   (e) What is stimulus response selling?

   (f) What are the different elements of learning process as given by behavioural equation approach?

   (g) What is sales analysis?

   (h) What is prospecting?

   (i) What is socialisation?

   (j) What is sales budget quota?

   (k) What is meant by A-C-M-E-E decision for meeting?

   (l) What is recruitment?

SECTION B — (4 × 5 = 20 marks)

Answer any **FOUR** out of five questions.

Each question carries **5** marks.

2. Quoting suitable examples, explain the different types of selling approaches.

3. Develop a job description for the job of sales executive to sell software solutions.

4. With a suitable example explain the buying formula theory of selling.

5. Why is motivation needed for sales people?

6. Explain in detail the A-C-M-E-E decision for training.

SECTION C — (1 × 10 = 10 marks)

Answer any **ONE** out of two questions.

It carries **10** marks.

7. Consider yourself as a sales manager with 50 sales people working under yo design a sales contest for your sales people.

8. What are the different methods for setting sales quota?

SECTION D — (10 marks)

(Compulsory)

9. Read the case and the answer the questions :

Induplicate Copiers, Inc., manufactures and markets photocopiers. The compan operates throughout the United States and is divided into four regions, each consisting of four districts with a district sales manager in charge of each. A regional sales manager is assigned ultimate responsibility for each region. The company manufactures its copiers in San Diego, California, and ships them directly to regional warehouses.

For the most part, salespeople at Induplicate are well qualified and experienced All its salespeople have a college degree, and several have prior sales experience The average salesperson tenure at Induplicate is seven years.

Current Situation

Despite competing with major copier manufacturers such as Xerox and Minolta, Induplicate has done well. It continues to produce some of the most innovative and advanced machines on the market. However, Induplicate's president, Alicia Doubleit, believes that the company can do much better. The following is a conversation she recently had with her national sales manager, Rich Getmore:

Alicia : I believe that the key to our growth lies in having a successful sales force.

Rich : Absolutely. We have made great strides over the past three years, consistently increasing our sales volume.

Alicia : Sales growth is a must. However, we need to measure up to the performance of our competition in other ways.

Rick : What do you mean?

Alicia : If we want to reach the top, we have to have a sales force that performs like those at the top, How convenient and quick is our service? How long does it take from order to delivery and setup?

Rich : I suppose we could always improve our service. However, our sales people are well qualified and do a competent job.

Alicia : What about our user training program? Can it be made more convenient for customers? Is it possible to accomplish it more quickly and less expensively without sacrificing the quality of the training?

Rich : We seem to be doing okay in this area. There haven't been a lot of complaints that I am aware of, so I assume everything is going well.

Alicia : If we are going to be the best, we have to have the best salesforce. Rich, I'm counting on you to lead our salesforce to the top. I can't stress how important it is for us to have a high performing salesforce. I'd like to meet with you in two weeks to discuss your plan for addressing these issues.

Rich : Perhaps it's time to take a closer look at our sales organization. I'll do my best.

Questions :

(a) How could Rich use benchmarking to address Alicia's concerns?

(b) Outline a benchmarking study that could be used to help make Induplicate's salesforce more effective.

(c) What else can be done to ensure that Induplicate's salesforce is performing effectively?

4379-C10-IIISMBA-D-17

M.B.A. DEGREE EXAMINATION DECEMBER 2017.

Third Semester

(CBCS)

MANAGEMENT

Paper C10 – CUSTOMER RELATIONSHIP MANAGEMENT

(Revised)

Time : One and a half hours　　　　Maximum : 25 marks

SECTION A — (5 × 1 = 5 marks)

1. Answer any **FIVE** out of 6 sub-questions. Each carries **1** mark.

   (a) Define CRM.

   (b) What is analytical CRM?

   (c) What is customer loyalty?

   (d) What is CLV?

   (e) What are the four actions proposed in the Peppers and Rogers CRM model?

   (f) What is the use of customer knowledge in CRM?

SECTION B — (2 × 5 = 10 marks)

Answer any **TWO** out of three questions.

Each question carries **5** marks.

2. Explain the different stages of CRM implementation.

3. Quoting suitable examples, explain why companies should practices CRM?

4. What do you understand by crafting the right value propositions?

SECTION C — (10 marks)

(Compulsory)

5. What is the role of CRM in Marketing? Explain with examples.

4381-C12-IIISMBA-D-17

M.B.A. DEGREE EXAMINATION DECEMBER 2017.

Third Semester

(CBCS)

MANAGEMENT

Paper C12 – BRAND MANAGEMENT

(Revised)

Time : One and a half hours | Maximum : 25 marks

SECTION A — (5 × 1 = 5 marks)

1. Answer any **FIVE** sub-questions. Each carries **1** mark.

   (a) What do you mean by co-branding?

   (b) Define brand value.

   (c) What is brand audit?

   (d) What is generic brand?

   (e) What is re-branding?

   (f) Is Xerox a brand or a product?

SECTION B — (2 × 5 = 10 marks)

Answer any **TWO** questions of the following.

Each question carries **5** marks.

2. Explain the importance of branding with suitable example.

3. Explain the role of brand ambassador's with respect to successful brands in India.

4. Explain in detail how brand loyalty helps the customer and the organization in the customer life cycle.

SECTION C — (1 × 10 = 10 marks)

(**Compulsory**)

Case Study :

5. Select your favourite brand. Identify all its brand elements and assess their ability to contribute brand equity according to the choice criteria.

4383-C14-IIISMBA-D-17

M.B.A. DEGREE EXAMINATION DECEMBER 2017.

Third Semester

(CBCS)

MANAGEMENT

Paper C14 — RETAIL MANAGEMENT

(Revised)

Time : One and half a hours | Maximum : 25 marks

SECTION A – (5 × 1 = 5 marks)

1. Answer any **FIVE** out of SIX sub-questions. Each carries **1** mark :
   - (a) Assortment merchandise
   - (b) Convenience store
   - (c) Loss leader strategy
   - (d) Multi-channel retailing
   - (e) Private retail brands
   - (f) Visual merchandising

SECTION B – (2 × 5 = 10 marks)

Answer any **TWO** out of THREE questions

Each carries **5** marks.

2. Explain the factors that contribute to the success of a retail outlet location.
3. What are the components of Retail Communication Mix?
4. Describe and evaluate the merchandising management philosophy of your favorite restaurant.

SECTION C – (1 × 10 = 10 marks)

(**Compulsory**)

5. Read the case and answer the questions :

SONY LOOKS TO A SMALL STORE FORMAT

Sony is now gearing up to sell its TVs, DVD players, and other electronics through a number of small company owned Sony-Style stores. Since it began this strategy, Sony gas opened more than 60 US stores. Although apparel manufacturers such as Coach, Ralph Lauren often have hundreds of company-owned stores, this strategy is uncommon for electronics manufacturers.

Due to its belief that many conventional electronics stores do a poor job in demonstrating merchandise to women, Sony is planning to place more Sony-Style stores in upscale shopping centers. It is opening stores near such female-oriented firms as Sephora, Tiffany and Louis Vuitton. This location strategy is in sharp contrast with that of large electronics stores such as Best Buy that are situated in smaller malls.

Sony's newest strategy focuses on using small store formats. It recently opened an in-store Sony shop in a 550 square foot store featuring Sony cyber shot digital cameras, portable MP3 players. Vaio notebooks and Sony readers. Employees are specially trained to allow shoppers to try out Sony products in the store so that they can get hands-on experience prior to purchasing goods.

Sony Style feature a concierge desk where each shopper is greeted. Aisles are designed to easily accommodate strollers. And unlike conventional electronics store where competing brands are lined up in rows, every Sony model is placed on a different stand. This gives consumers a better idea of what the TVs or home theaters will look like in their living room or den. And all TVs are tuned to the Discovery channel or to movie clips from Sony Corporation movies, not to sports channels.

Sales at Sony Style locations reached $ 470 million, making this division the 22nd largest consumer electronics chain in US. Many electronics retailers fear that Sony will become a direct competitor, as well as their supplier. To reduce their concerns, Sony invites retailers that have nearby stores to their newest locations prior to their opening. Sony has also undertaken marketing research studies showing that new stores, by better educating customers about the features of a Sony model, increase the sales of all stores in the area.

Questions :

(a) Identify the pros and cons of Sony's small store format.

(b) Describe the advantages and disadvantages of a top-down space management approach for Sony, as well a bottom-up space management system.

(c) Discuss the inventory management issues Sony needs to understand in managing its stores.

4386-C17-IIISMBA-D-17

M.B.A. DEGREE EXAMINATION DECEMBER 2017.

Third Semester

(CBCS)

MANAGEMENT

Paper C17 — FINANCING DECISIONS

(Revised)

Time : Three hours | Maximum : 50 marks

Answer all Sections.

Marks are indicated against each Section.

Students are allowed to use calculator.

Working notes need to be provided, wherever necessary.

SECTION A – (10 × 1 = 10 marks)

1. Answer any **TEN** of the following sub-questions. Each carries **1** mark :

(a) What do you understand by "Optimum Capital Structure"?

(b) What is bridge loan?

(c) What is meant by share split?

(d) What is underwriting commission?

(e) How equity is different from debt?

(f) What is meant by EBIT-EPS Analysis?

(g) What do you understand by Financial Signaling?

(h) Can P/E ratio mislead? Give justification for your answer.

(i) How do you compute :

(i) Market Value of Debt

(ii) Market Value of Equity and

(iii) Total Market Value of a Firm (V)?

(j) Given : Operating leverage is 2.5, Fixed cost Rs. 30,000. Calculate contribution and EBIT.

(k) What are hybrid financing instruments? State any two of such instruments.

(l) Differentiate between cash dividend and stock dividend.

SECTION B – (4 × 5 = 20 marks)

Answer any **FOUR** of the following questions.

Each carries **5** marks.

2. Define Capital structure. Briefly explain the factors that influence the plannin the capital structure in practice.

3. What is meant by the buyback of shares? What are its effects? Is it re beneficial to the company and shareholders?

4. What are the factors that determines the dividend policy of a company? Expla Do you believe it will be justifiable for a company to obtain short term loan fr back to allow payment of a dividend?

5. Calculate the total Market Value and Overall Cost of capital of the follow firms, using NI approach :

Firms	Operating Income (Rs.)	Interest (Rs.)	Ke (%)
P	2,00,000	20,000	12
Q	3,00,000	60,000	16
R	5,00,000	2,00,000	15
S	6,00,000	2,40,000	18

Assuming there are no taxes and debt capitalization rate is 10%.

6. Hypothetical Co. Ltd., New Delhi, provides the following information :

Rate of ROI (r) : 16%

Capitalization rate (K) : 15%

Determine the value of its shares, using Gordon's Dividend Model, assuming

Situations	D/P Ratio (1-b)	Retention Ratio (b)
1	10	90
2	20	80
3	30	70
4	40	60
5	50	50

SECTION C – (1 × 10 = 10 marks)

Answer any **ONE** of the following question, which carries **10** marks.

7. Why must the finance manager keep in mind the degree of financial leverage in evaluating financing plans? When does financial leverage become favourable?

8. X and Y are two fast growing companies in the engineering industry. They are close competitors and their assets composition, capital structure and profitability records have been very similar for several years. The primary difference between them from a financial management perspective is their dividend policy.

   The company X tries to maintain a non-decreasing dividend per share, while the company Y maintains a constant dividend payout ratio.

   The recent Earnings Per Share (EPS), Dividend Per Share (DPS) and Share Price (P) history are as follows :

Years	Company-X			Company-Y		
	EPS (Rs.)	DPS (Rs.)	P (Range) (Rs.)	EPS (Rs.)	DPS (Rs.)	P (Range) (Rs.)
1	9.30	2	75-90	9.50	1.90	60-80
2	7.40	2	55-80	7.00	1.40	25-65
3	10.50	2	70-110	10.50	2.10	35-80
4	12.75	2.25	85-135	12.25	2.45	80-120
5	20.00	2.50	135-200	20.25	4.05	110-225
6	16.00	2.50	150-190	17.00	3.40	140-180
7	19.00	2.50	155-210	20.00	4.00	130-190

   In all calculations below that require a share price (P), use the average of the two prices given in the share price range.

   (a) Determine the Dividend Payment ratio (D/P) and Price to Earning (P/E) ratio for both companies for all the years.

   (b) Determine the average D/P and P/E for both the companies over the period 1 through 7.

SECTION D – (10 marks)

(Compulsory)

9. The following is the balance sheet as at 31st March, 2007 of S Co. Ltd.

	Rs.	Rs.
Share Capital :		
10,000 equity shares of Rs. 100 each fully paid up	10,00,000	
25,000 11% cumulative preference shares of Rs. 10 each fully paid up	2,50,000	12,50,000
Reserves and Surplus		25,00,000
Secured Loans		20,00,000
Unsecured Loans		12,00,000

	Rs.	Rs.
Trade Creditors		18,00,000
Outstanding Expenses		7,50,000
		95,00,000
Represented by		
Fixed Assets	55,00,000	
Current Assets	37,00,000	
Advances and Deposits	3,00,000	95,00,000

The company plans to manufacture a new product in line with its current production, the capital cost of which is estimated to be Rs. 25 lakh. The company desires to finance the new project to the extent of Rs. 16 lakh by issue of equity shares at a premium of Rs. 100 per share and the balance to be raised from internal sources.

Additional information made available to you are :

(a) Rate of dividends declared in the past five years (including 2007) i.e. year ended 31st March, 2007, 31st March, 2006, 31st March, 2005, 31st March, 2004 and 31st March 2003 were 24 per cent, 24 per cent, 20 per cent, 20 per cent, 18 per cent respectively.

(b) Normal earning capacity (net of tax) of the business is 10 per cent.

(c) Turnover in the last three years was Rs. 80 lakh (31.3.2007) Rs. 60 lakh (31.3.2006) and Rs. 50 lakh (31.3.2005).

(d) Anticipated additional sales from the new project Rs. 30 lakh annually.

(e) Net profit before tax from the existing business which was 10 per cent in the last three years (2005-07) is expected to increase to 12 per cent on account of new product sales.

(f) Income-tax rate is 35 per cent.

(g) The trend of market price of the equity share of the company, quoted on the stock exchange was :

Year	High	Low
	Rs.	Rs.
2006-2007	300	190
2005-2006	250	180
2004-2005	240	180

You are required to examine whether the company's proposal is justified. Do you have any suggestions to offer in this regard? All workings must form part of your answer.

M.B.A. DEGREE EXAMINATION DECEMBER 2017.

Third Semester

(CBCS)

MANAGEMENT

Paper C19 — INTERNATIONAL FINANCIAL MANAGEMENT

(Revised)

Time : Three hours | Maximum : 50 marks

Answer all Sections.

Marks are indicated against each Section.

SECTION A – (10 × 1 = 10 marks)

1. Answer any **TEN** of the following sub-questions. Each carries **1** mark :

   (a) What do you understand by International Monetary System?

   (b) What is J-Curve effect in Balance of Payments?

   (c) What is meant by Covered Interest Arbitrage?

   (d) What is Currency Risk?

   (e) Distinguish between currency option and currency future.

   (f) State the objectives of IMF.

   (g) What is meant by Spread in Forex Market?

   (h) What is Transaction Exposure?

   (i) Differentiate between ADRs and IDRs.

   (j) What is foreign exchange risk management?

   (k) What are LIBOR and MIBOR?

   (l) Define Letter of Credit.

SECTION B – (4 × 5 = 20 marks)

Answer any **FOUR** of the following questions.

Each carries **5** marks.

2. Explain the meaning and significance of Balance of Payments. Why would it be useful to examine a country's balance of payments? Show a typical balance of payments statement with sub-headings.

3. What is an Accounting Exposure? What is its significance? How do we manage this exposure?

4. Write a short note on :

   (a) International Working Capital Management and

   (b) Interest Rate Parity Theory

5. (a) Explain the Purchasing Power Parity Theory with its limitations.

   (b) The rupee and US $ rate is Rs. 64/1 Us $ as on 29.06.2017. The inflat rate in India and USA is as follows :

Months	Inflation Rate in India	Inflation Rate in USA
30.07.2017	15%	10%
30.08.2017	13%	12%
30.09.2017	14%	13%
30.10.2017	12%	13%
30.11.2017	10%	14%

You are require to compute the expected rupee against US $ for above mentio periods.

6. The X Company has its receivables of £5.0 million due in 3 months. The Ru has tendency to appreciate. The current rate is Rs. 86.80/£. The Company wo like to hedge in the options market. The data are as follows :

   Strike price is Rs. 85.50/£

   Premium is 2%

   Which type of option is involved? How is this option to be used if

   (a) rupee appreciate and settles at Rs. 84.20%/£ and

   (b) rupee depreciate and settles at Rs. 87.30/£ on the due date?

SECTION C – (1 × 10 = 10 marks)

Answer any **ONE** of the following question, which carries **10** marks.

7. What do you know about Foreign Exchange Market? Why do Foreign Excha Rates fluctuate? How do these fluctuations affect us? What can be done minimise these fluctuations? Discuss.

8. (a) 'Capital budgeting for a foreign project is considerably more complex th the domestic case'. What are the factors that add complexity?

   (b) The following rates appear in the Forex Market :

Particulars	Spot Rate	3 Month Forward Rate
Rs./$	Rs. 65.10/66.15	Rs. 66.50/67.50

9.

From the above information you are required to compute the following :

(i) How many US$ should a firm sell to get Rs. 58.10 million after 3 months?

(ii) How many rupees does the firm required to pay to obtain US$ 3,00,000 in spot market?

(iii) Assume the firm has $ 60,000, how many rupees does the firm obtain in exchange at 3-month forward rate?

(iv) Are forward rates at premium or discount?

SECTION D – (10 marks)

(Compulsory)

9. Read the Case and answer the questions given at the end. This section carries :

The US based manufacturer considering a proposal to produce plastic glass in India. The necessary equipments to manufacture the glasses would cost Rs. 1,00,000 and the expected life of the project is 5 years. The relevant rate of depreciation is 25% on written down value. The expected salvage value is Rs. 10,000. The glass will be sold at Rs. 4 each. Fixed cost will be Rs. 25,000 each year and variable cost will be Rs. 2 per glass. The manufacturer estimated sales to be 75,000 glasses per year. Tax in India is 20%. The US manufacturer estimated 15% of cost of capital. Additional working capital will be Rs. 50,000. The US manufacturer would be allowed 100% repatriation each year and withhold tax is 10%.

Other information :

(a) Spot rate is Rs. 64/1 US $

(b) The value of rupee decrease by 2% every year against dollar up to 3 years and from 4th year, it increases by 3% every year up to expected life of the project.

Advise the company about the feasibility of the project with appropriate workings.

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4390-C21-IIISMBA-D-17

M.B.A. DEGREE EXAMINATION DECEMBER 2017.

Third Semester

(CBCS)

MANAGEMENT

Paper C21 — SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

(Revised – New)

Time : Three hours | Maximum : 50 marks

All Sections are compulsory.

Read instructions given at each Section.

Relevant illustrations must be given wherever required.

SECTION A – (10 × 1 = 10 marks)

1. Answer any **TEN** out of TWELVE of the following sub-questions. Each question carries **1** mark :

(a) State the financial meaning of investment.

(b) What is a 'Repurchase Agreement – Repo'?

(c) Define securities.

(d) What are the factors that differentiate one index from another?

(e) State the importance of economic analysis.

(f) What is meant by P/E ratio?

(g) What is technical analysis?

(h) Differentiate between systematic risk and unsystematic risk.

(i) State the importance of require rate of return in estimating the theoretical value of stock.

(j) What do you mean by informational efficiency?

(k) What is residual analysis?

(l) What is upside potential ratio?

SECTION B – (4 × 5 = 20 marks)

Answer any **FOUR** questions.

Each question carries **5** marks.

2. Explain the process of investment undertaken by the investor.

3. Give a brief explanation of NSE Nifty, Nifty Junior and S & P CNX-500.

4. Do stock prices have a support level and resistance level? If so, explain.

5. Mr. Bhuvan is considering investing in X corporation. He expects X corpora to earn a return of 17% the next year. X's beta is 1.3, R_f is 7% and ma return is 15%.

   (a) Should Mr. Bhuvan invest in this stock?

   (b) What should Bhuvan do if the beta is 1.1?

6. Mr. Ajay, aged 26, is chalking out an investment programme to inves common stocks. He works in an MNC. He is paid nearly 5 lakh per year. He a well-furnished house and a car. He is a member of the life insurance sch He has purchased his house on loan. The MNC that he works for has given a 15-year contract. They may or may not renew it. Assist him in advising investment plan. Advise him about the components of his portfolio w Rs. 5 lakh.

SECTION C – (1 × 10 = 10 marks)

Answer any **ONE** question which carries **10** marks.

7. The following data give the market return and the Sun company scrip's ret for a particular period :

Index Return (R_m) :	0.50	0.60	0.50	0.60	0.80	0.50	0.80	0.40	0.70
Scrip Return (R_t) :	0.30	0.60	0.40	0.50	0.60	0.30	0.70	0.50	0.60

   (a) What is the beta value of the Sun Company scrip?

   (b) If the market return is 2, what would be the scrip return?

8. A financial analyst is analysing two investment alternatives, Stock Z and Stock Y, the estimated rates of return and their chances of occurrence for the next year are given below :

	Rate of Return (%)	
Probability Occurrence	Y	Z
0.20	22	5
0.60	14	15
0.20	–4	25

(a) Determine expected rates of return, variance and standard deviation of Y and Z.

(b) Is 'Y' comparatively riskless?

(c) If the financial analyst wishes to invest half in Z and another half in Y, would it reduce the risk? Explain.

SECTION D – (10 marks)

(Compulsory)

9. Case Study : A Question of Power :

Power is a critical input for all production. Depleting natural resources have made power even more important than before. Tata Power is India's largest integrated private power utility. Exploring various renewable sources of energy in India and Globally Tata Power has significant presence in wind, solar, hydro and geothermal energy.

It has successful public-private partnership in generation, transmission and distribution and has a significant international presence through our stake in coal mines in Indonesia and Clean energy projects in Bhutan and Indonesia. The face value of the equity share is Rs. 10. Other details are given below :

Balance Sheet of Tata Power Company

Particulars	March 2017 12 months	March 2016 12 months	March 2015 12 months
Sources of Funds :			
Total Share Capital	237.33	237.33	221.44
Equity Share Capital	237.33	237.33	221.44
Reserves	11,002.66	10,295.03	8.422.06
Net Worth	11,239.99	10,532.36	8,643.50
Secured Loans	4,753.91	4,105.38	3,931.71
Unsecured Loans	2,235.37	1,858.04	1,315.35
Total Debt	6,989.28	5,963.42	5.247.06
Total Liabilities	18,229.27	16,495.78	13,890.56

Particulars	March 2017 12 months	March 2016 12 months	March 2015 12 months
Income :			
Sales Turnover	6,910.23	7,105.77	7,257.65
Excise Duty	8.78	1.55	0.60
New Sales	6,901.45	7,104.22	7,257.05
Other Income	563.93	293.13	651.62
Total Income	7,465.38	7,397.35	7,908.60
Expenditure :			
Raw materials	4,360.49	4,353.68	5,360.08
Power and Fuel Cost	0.00	0.00	0.00
Employee Cost	341.12	305.29	291.90
Other Manufacturing Expenses	395.38	305.61	246.32
Selling and Administration Expenses	153.16	155.16	129.72
Miscellaneous Expenses	131.94	98.38	103.11
Preoperative Expenses Capitalised	0.00	–0.52	–3.15
Total Expenses	5,382.09	5,217.60	6,217.98
Interest	459.80	420.64	325.73
Tax	189.34	320.72	210.91
Equity Dividend	296.92	285.05	255.98
Corporate Dividend Tax	16.27	37.98	31.75

(a) Find out the earnings per share.

(b) Estimate the operating and financial leverage of Tata Power.

(c) Discuss the general health of the company. Is it advisable to buy Ta Power Stock? Elucidate.

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M.B.A. DEGREE EXAMINATION DECEMBER 2017.

Third Semester

(CBCS)

MANAGEMENT

Paper C22 — INVESTMENT DECISION

(Revised – New)

Time : One and half a hours | Maximum : 25 marks

All Sections are compulsory.

Read instructions given at each Section.

Relevant illustrations must be given wherever required.

SECTION A – (5 × 1 = 5 marks)

1. Answer any **FIVE** out of SEVEN of the following sub-questions. Each question carries **1** mark :

   (a) What do you mean by Minimising the risk?

   (b) What are the components of net cash outlay in the capital budgeting decision?

   (c) What are the Irrelevant Cash Outflows?

   (d) Define Net Present Value.

   (e) What do you mean by Non-Conventional Cash Flows?

   (f) How do you calculate Net Operating Income?

   (g) What is Certainty Equivalent (CEA) Approach?

SECTION B – (2 × 5 = 10 marks)

Answer any **TWO** questions.

Each question carries **5** marks.

2. A project costs an initial investment of Rs. 40,000 and is expected to generate annual cash inflow of Rs. 16,000 for four years. Calculate IRR.

3. From the following data of project P find out standard deviation :

Possible Events	Worst	Most likely	Best
Probability :	0.25	0.40	0.35
CF's (Rs.) :	30,000	80,000	1,00,000

4. Assume a firm has EBIT of Rs. 60,000. The firm has 9% debentures of Rs. 1,00,000 and its current equity capitalisation rate is 16%.

   (a) What is the current value of the firm (V)? And

   (b) What is the overall cost of capital?

SECTION C – (1 × 10 = 10 marks)

(Compulsory)

5. An Iron Ore Company is considering investing in a new processing facility. The company extracts ore from an open pit mine. During a year, 1,00,000 tonnes of ore is extracted. If the output from the extraction process is sold immediately upon removal of dirt, rocks and other impurities, a price of Rs. 1,000 per ton of ore can be obtained. The company has estimated that its extraction costs amount to 70 per cent of the net realizable value of the ore.

   As an alternative to selling all the ore at Rs. 1,000 per tonne, it is possible to process further 25 per cent of the output. The additional cash cost of further processing would be Rs. 100 per ton. The proposed ore would yield 80 per cent final output, and can be sold at Rs. 1,600 per ton.

   For additional processing, the company would have to install equipment costing Rs. 100 lakh. the equipment is subject to 20 per cent depreciation per annum on reducing balance (WDV) basis/method. It is expected to have useful life of 5 years. Additional working capital requirement is estimated as Rs. 10 lakh. The company's cut-off rate for such investments if 15 per cent. Corporate tax rate is 35 per cent.

   Assuming there is no other plant and machinery subject to 20 per cent depreciation, should the company install the equipment if

   (a) the expected salvage is Rs. 10 lakh and

   (b) there would be no salvage value at the end of year 5.

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M.B.A. DEGREE EXAMINATION DECEMBER 2017.

Third Semester

(CBCS)

MANAGEMENT

Paper C23 — ORGANISATIONAL DEVELOPMENT AND INSTITUTION BUILDING

(Revised)

Time : Three hours | Maximum : 50 marks

All Sections are compulsory.

Read instructions given at each Section.

Relevant illustrations must be given wherever required.

SECTION A – (10 × 1 = 10 marks)

1. Answer any **TEN** out of TWELVE of the following sub-questions. Each question carries **1** mark :

   (a) Define O.D.

   (b) What is M.D.P.?

   (c) What are conceptual skills?

   (d) What is an intervention?

   (e) What do you mean by diagnosis?

   (f) Define change management.

   (g) What is diversity?

   (h) What is contract in O.D.?

   (i) What is Inverted funnel interview?

   (j) What do you mean by double barrelled questions?

   (k) What is Action research?

   (l) What is survey feedback?

SECTION B – (4 × 5 = 20 marks)

Answer any **FOUR** questions.

Each question carries **5** marks.

2. Explain the process of effective change management.

3. What are the HR challenges during merger in the transition phase?

4. Describe the Lewin's model.

5. Who is a consultant and what is his role in O.D. design and implementation?

6. Critically assess Hofstede's theories on organizational change.

SECTION C – (1 × 10 = 10 marks)

Answer any **ONE** question which carries **10** marks.

7. Explain the different interventions used at individual level.

8. List the prerequisites for O.D. and discuss the challenges in implementing the O.D. interventions.

SECTION D – (10 marks)

(Compulsory)

9. A large transportation organization transferred in a new vice president for a large call centre. He wanted to gain an impartial overview of what employees liked and didn't like about the current work and environment. We conducted 20 focus groups of call centre, billing, accounting and technology employees working on three shifts at two sites. Input was gathered on topics such as the job, the work environment, leadership, and what's working well and what could be improved. We prepared a written report of themes and recommendations and presented these findings at an offsite retreat with Customer Service leaders. Through these efforts, the employees embraced the leadership of their new VP and he successfully used the plan as a roadmap during his time in this role. The Technology Department liked the approach and result and also asked for focus groups, a written report and presentation regarding how they could better support the Customer Service Dept.

   Question :

   What type of interventions should be introduced in this situation?

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M.B.A. DEGREE EXAMINATION DECEMBER 2017.

Third Semester

(CBCS)

MANAGEMENT

Paper C25 — GROUP DYNAMICS

(Revised)

Time : One and half a hours | Maximum : 25 marks

SECTION A – (5 × 1 = 5 marks)

1. Answer any **FIVE** sub-questions, each sub-question carries **1** mark :

   (a) Define Group think.

   (b) What do you understand by group dynamics?

   (c) What is social group?

   (d) What do you mean by T groups?

   (e) What is black sheep effects?

   (f) What is conflict?

SECTION B – (2 × 5 = 10 marks)

Answer any **TWO** questions, each question carries **5** marks.

2. What do you mean by large scale groups? Describe the stages of community group development.

3. What do quality circles, self managed teams and cross-functional teams have in common? How do they differ?

4. What is inter-group conflict? How it can be reduced?

SECTION C – (1 × 10 = 10 marks)

(Compulsory)

Case Study :

5. Read the following case and answer the questions given at the end :

   The Kimberly Toy Company board of directors called a meeting of all department heads and announced its goal for next year: a company profit increase of 20 percent. On the basis of this organizational goal, the managers were requested to establish goals for their own departments and to report them at the next week's meeting.

Each department head in turn requested suggestions from employees and hel numerous meetings with operating managers. the process turned out to be mor difficult than it had seemed. The board's new directive had to be considered i the context of many individual departmental objectives already established fo the year, and any changes had to uphold the integrity of those goals. It als became apparent that a department's activity in achieving a new goal eithe might enhance or threaten the well being of other departments. Thus, thei reactions had to be considered as well.

The following objectives were established independently and presented a wee later at the corporate goal-setting meeting.

- Marketing department increase sales by 25 percent, mainly through th introduction of new products.
- Production department; decrease costs and increase efficiency b eliminating new and low-volume production runs and providing safet training for all workers.
- Design research department create and develop a new line based o currently popular trends in television and motion pictures.
- Personnel department: cut back on nonessential training and redesign job to reduce turnover and subsequent new hires.
- Finance department: reduce interest costs by instituting a 30 percen cutback on short-term debt; expedite receipts by changing the due date o accounts receivable from 45 days to 30 days after billing.

Questions :

(a) How will each department's goal most likely be perceived by each of th other departments?

(b) How do you think the factors of time orientation, uncertainty substitutability, interdependence, resource sharing, power and climate wi shape the consequences of the goal-setting meeting?

(c) How successfully do you think each of these departmental goals wi contribute to achieving the board of directors' organizational goal o increasing Kimberly's profits by 20 percent? Explain your answers.

(d) What conflict resolution strategies would be most appropriate in thi situation?

M.A. DEGREE EXAMINATION DECEMBER 2017.

Third Semester

(CBCS)

PSYCHOLOGY

Paper 3.6 — DEVELOPING EFFECTIVE SELF (OEC)

(New)

Time : Three hours Maximum : 75 marks

Answer **ALL** questions.

All questions carry **equal** marks.

1. (a) Define worry. Explain the basic techniques in analyzing worry. (15)
ಚಿಂತನೆಯನ್ನು ವ್ಯಾಖ್ಯಾನಿಸಿ. ಚಿಂತೆಯನ್ನು ವಿಶ್ಲೇಷಿಸುವ ತಂತ್ರಗಳನ್ನು ವಿವರಿಸಿರಿ.

Or

(b) What is communication? How to send messages effectively?
ಸಂವಹನ ಎಂದರೇನು? ಸಂದೇಶಗಳನ್ನು ಪರಿಣಾಮಕಾರಿಯಾಗಿ ಹೇಗೆ ರವಾನಿಸಬಹುದು?

2. (a) What are the strength spotting spots? How to maximize unrealised strength for Growth and Development? (15)
ಬಲವನ್ನು ಗುರುತಿಸುವ ಅಂಶಗಳಾವುವು? ಅರಿವಿಗೆ ಬಾರದ ಬಲಗಳನ್ನು ಅಭಿವೃದ್ಧಿಗಾಗಿ ವರ್ಧಿಸುವುದು ಹೇಗೆ?

Or

(b) Define self-esteem and factors influences on self-esteem. Explain.
ಸ್ವ-ಗೌರವವನ್ನು ವ್ಯಾಖ್ಯಾನಿಸಿ ಹಾಗೂ ಸ್ವ-ಗೌರವದ ಮೇಲೆ ಪರಿಣಾಮ ಬೀರುವ ಅಂಶಗಳಾವುವು? ವಿವರಿಸಿ.

3. (a) Discuss the importance of Emotions. (15)
ಸಂವೇಗಗಳ ಮಹತ್ವವನ್ನು ಚರ್ಚಿಸಿ.

Or

(b) Discuss the five styles of managing conflicts.
ಸಂಘರ್ಷಣೆಗಳನ್ನು ನಿರ್ವಹಿಸುವ ಐದು ಶೈಲಿಗಳನ್ನು ವಿವರಿಸಿ.

4. (a) Explain the steps to manage the change. (15)
'ಬದಲಾವಣೆ'ಯನ್ನು ನಿರ್ವಹಿಸುವ ಹಂತಗಳನ್ನು ವಿವರಿಸಿ.

Or

(b) What are the ten essential cornerstones for Success? Describe.
ಯಶಸ್ಸಿಗೆ ಬೇಕಾದ ಹತ್ತು ಅವಶ್ಯಕ ಸಂಗತಿಗಳನ್ನು ವಿವರಿಸಿ.

5. Write short notes on any **THREE** of the following : (3 × 5 = 15)

ಈ ಕೆಳಗಿನ ಯಾವುದಾದರೂ **ಮೂರಕ್ಕೆ** ಟಿಪ್ಪಣಿ ಬರೆಯಿರಿ :

(a) Theory on Listening and Responding

ಆಲಿಸುವ ಮತ್ತು ಪ್ರತಿಕ್ರಿಯಿಸುವ ಸಿದ್ಧಾಂತ

(b) Self-esteem for Life

ಜೀವನಕ್ಕೆ ಸ್ವ-ಗೌರವ

(c) Confrontation and Negotiation

ಎದುರಿಸುವಿಕೆ ಮತ್ತು ಸಂಧಾನ

(d) Goal Setting

ಗುರಿ ನಿರ್ಧರಿಸುವಿಕೆ

(d) Johari's Window

ಜೋಹರಿ ವಿಂಡೋ

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THIRD SEMESTER M.B.A. DEGREE EXAMINATION, DECEMBER 2018

STRATEGIC MANAGEMENT

Paper C01

Time : 3 Hours] [Max. Marks : 50

Section – A (Marks: 10 × 1 = 10)

1. Explain following terms. **(Any 10)**
   a) Frontal assault
   b) Strategic window
   c) Focus strategy
   d) PESETEL Analysis
   e) Outsourcing
   f) Backward integration
   g) Mergers
   h) Value chain analysis
   i) Corporate governance
   j) Pause and proceed strategy
   k) Horizontal diversification
   l) Competency.

Section – B (Marks: 4 × 5 = 20)

Answer any **four** *questions. Each carries* **five** *marks.*

2. Discuss different competitive strategies.
3. In what way SWOT analysis is different from TOWS Matrix?
4. Explain Caroll's view of Social responsibility.
5. Discuss strategic management process in detail.
6. By taking example of any industry perform Porters Five Force Analysis.

Section – C (Marks : 1 × 10 = 10)

Answer any **one** *of the following questions.*

7. Discuss different growth strategies. Explain with example.
8. Whether corporate can use more than one competitive strategy at the same time? If they have to use, what are the consequences? Justify your answer.

Section – D (Marks : 1 × 10 = 10)

(Compulsory)

9. As a strategist, you have been asked to develop Strategic Factor Analysis Summary (SFAS) by taking an example of any company of your choice.

6468 – C02 – IIIS MBA – D – 18

THIRD SEMESTER M.B.A. (Revised-CBCS) DEGREE EXAMINATION, DECEMBER 2018

BUSINESS ETHICS

Paper C02

Time : 1½ Hours] [Max. Marks : 25

Section – A (Marks : 5 × 1 = 5)

1. Answer any **five** questions. Each question carries **one** mark.

   a) What is code of Ethics?

   b) What is code of Conduct?

   c) What is corporate culture?

   d) What are values?

   e) What is morality?

   f) What is cognitivism?

   g) Define Business Ethics.

Section – B (Marks : 2 × 5 = 10)

Answer any **two** *of the following questions. Each question carries* **five** *marks.*

2. What are the external factors influencing business ethics?

3. Explain the ethical decision-making process with examples.

4. What are the ethical practices you would prescribe for medical professionals?

Section – C (Marks : 1 × 10 = 10)

(Compulsory)

5. Design an ethical code of conduct for the Business Schools of Karnataka and discuss the merits and demerits of the existing system.

6469 – C03 – IIIS MBA – D – 18

THIRD SEMESTER M.B.A. (Revised CBCS) DEGREE EXAMINATION, DECEMBER 2018

COMPANY AND BUSINESS LAW

Paper : C03

Time : 1½ *Hours*] [*Max. Marks* : 25

Section – A (Marks : 5 × 1 = 5)

1. Answer any **five** out of six sub-questions. Each carries **one** mark.

   a) What is Permissive Law?

   b) What are the different Acts covered in the mercantile law?

   c) What is meant by "quid pro quo"?

   d) What is Novation?

   e) What is a contract of Indemnity?

   f) What is a company as per the Companies Act?

Section – B (Marks : 2 × 5 = 10)

Answer any **two** *out of* **three** *questions. Each carries* **five** *marks.*

2. What is acceptance? What are the rules governing a valid acceptance?

3. Explain in detail the discharge of a contract by breach.

4. Enumerate the different types of intellectual properties recognised by TRIP's agreement.

Section – C (Marks : 1 × 10 = 10)

(Compulsory)

5. Examine the fundamental rights and duties of an Indian citizen.

6475 – C08 – IIISMBA (R) – D – 18

THIRD SEMESTER MBA (CBCS) DEGREE EXAMINATION, DECEMBER 2018

MANAGEMENT

Paper C08

(Project Management)

(Revised)

Time : 1½ *Hours*] [*Max. Marks* : 25

Section – A (Marks : 5 × 1 = 5)

1. Answer any **five** of the following. Each question carries **one** mark.
   a) Define Project.
   b) What is Project plan?
   c) What is PERT?
   d) What is WBS?
   e) What is Project Feasibility?
   f) What are the financial ratios used to assess the project feasibility?
   g) What is Gantt Chart?

Section – B (Marks : 2 × 5 = 10)

Answer any **two** *of the following. Each question carries* **five** *marks.*

2. Explain the tools used in project planning with one example each.
3. Explain the resource allocation in project management.
4. What is closing of a project? Explain the types of project termination.

Section – C (Marks : 1 × 10 = 10)

(Compulsory)

Solve the following case.

5. A project undertaken by city municipality of Dharwad has the following data:

Task	A	B	C	D	E	F	G	H	I
Nodes	1–2	1–3	1–4	2–5	2–6	3–6	4–7	5–7	6–7
Optimistic Time (in weeks)	5	18	26	16	15	6	7	7	3
Pessimistic Time (in weeks)	10	22	4	20	25	12	12	9	5
Most Likely Time (in weeks)	8	20	33	18	20	9	10	8	4

Work out the following for the project.

a) Draw a neat network diagram for the project.

b) Determine the critical path assuming most likely time as the durations of the project.

c) Determine the expected task times and their variations.

d) What is the probability of completing the project within 41.5 weeks.

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6476 – C09 – IIISMBA (R) – D – 18

THIRD SEMESTER MBA (CBCS) DEGREE EXAMINATION, DECEMBER 2018

Paper : C 09

SALES MANAGEMENT

(Revised)

Time : 3 *Hours*] [*Max. Marks* : 50

Section – A (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** sub-questions. Each carries **one** mark.
   a) What is meant by adequacy of trade name?
   b) Which theory of selling suggests that "situation" is the psychological driver to evoke a response?
   c) What is a hot lead?
   d) What is role conflict in sales?
   e) What is market potential?
   f) List down the different forecasting methods.
   g) What is line and staff position in sales?
   h) What is expense-to-sales ratio?
   i) What is staff turnover?
   j) Define sales management?
   k) What are the different methods of presentation?
   l) What are rational objections?

Section – B (Marks : 4 × 5 = 20)

Answer any **four** *out of* **five** *questions. Each carries* **five** *marks.*

2. Consider yourself as sales executive selling water filters; use the buying formula theory of selling to sell the filter.
3. Discuss the relevance of Herzberg's two factor theory in sales force motivation.
4. Examine the different forecasting methods.
5. Examine the non-financial compensations that companies offer?
6. What are the quantitative and qualitative objectives of a sales person?

Section – C (Marks : 1 × 10 = 10)

Answer any **one** *out of* **two** *questions. It carries* **ten** *marks.*

7. Consider yourself as a sales manager in need of sales force, how would you plan to recruit and select your sales people?
8. What are the different methods for setting sales quota?

Section – D (Marks : 1 × 10 = 10)
(Compulsory)

9. Read the case and answer the questions.

Sally and Kara have recently begun working as trainees selling furniture for a large department store. Sally has a very aggressive style, whereas Kara strongly believes in giving the customer the best information possible and then selling them a product that best fits their needs.

Sally Tries to Steal Kara's Customer

One day, two of Kara's customers came in shopping for furniture. Sally told the couple that Kara was out of the store. After Sally determined they were shopping for a new dining table and chairs, she showed them a certain style and told the couple it was brand new. The couple left the store.

Kara happened to overhear the conversation and approached her co-worker with some concerns. Sally initially thought Kara was frustrated because the couple were Kara's customers and she wanted to make sure she got credit for the sale. Kara's main concern, however, was that Sally lied to the customers about the table being new when it was in fact a year old. Sally told Kara that everyone uses "hype" to make sales and if she wants to make her sales figures, she will have to do it too.

Kara is Concerned about Her Performance.

Performance appraisals are quickly approaching, and Kara knows she is getting a poor review because her sales pale in comparison to Sally's. She talks to a co-worker about the review process and asks him if she should tell management that Sally's high numbers are the result of her stealing customers and lying about products. He tells Kara he thinks that would be a bad idea because it might make her look like she is making excuses. He makes it sound as if management may condone the use of sales hype.

Questions:

a) Describe the situation faced by Kara.

b) What would you do if you were Kara?

c) What are the ethical considerations, if any, in this case?

d) What level of moral development are Sally and Kara operating at in this business situation?

6477 – C10 – IIISMBA (R) – D – 18

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

CUSTOMER RELATIONSHIP MANAGEMENT

Paper: C10

(Choice Based Credit System (CBCS))

(Revised)

Time : 1½ *Hours*] [*Max. Marks* : 25

Section – A (Marks : 5 × 1 = 5)

1. Answer any **five** out of **six** sub-questions. Each carries **one** mark.

   a) What is meant by acquisition cost of customer?

   b) What are the objectives of CRM?

   c) What is customer value?

   d) How does customer knowledge help in CRM?

   e) What is collaborative CRM?

   f) What is Siebel?

Section – B (Marks : 2 × 5 = 10)

Answer any **two** *out of* **three** *questions. Each carries* **five** *marks.*

2. Examine the role of IT in CRM.

3. Do you think Relationship Marketing is different from CRM? Comment.

4. How does a retailer like ShopperStop practices CRM?

Section – C (Marks : 10)

(Compulsory)

5. Read the case and answer the questions that follow.

A leading telecom operator in the MENA region lost 50 per cent of its market share after four years when they were awarded a new GSM licence. Since they did not have a solid foundation to support their data-driven decisions, they were not able to respond effectively to the market. The company therefore opted for a comprehensive assessment of its capabilities and developed a detailed roadmap for CRM implementation plan to leverage its data and improve its decision-making capability.

For understanding the data capabilities of the operator, they did a comprehensive assessment of their capabilities across the four pillars of data methodology, data availability, data accessibility, data effectiveness, and data operations. Based on these assessments, a detailed

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roadmap and implementation plan was developed for leveraging the data for various decisions. It included new frameworks and designs for data quality, implementation of processes in the organization, monitoring tools, and planning of corrective actions for major problems arising from the existing data.

For improving the effective use of recovered business data, they implemented an ideal data mart for every subject area as per business requirements (in regards to its revenue, usage, subscribers, sales cancellations, customer information, and customer service) and designed relevant dashboards. Systems were put in place to identify the moment of truth happening at the enterprise level to record the various events of their customers. They developed advanced analytics, churned models, social networking, behavioural segmentation, and product offers prevalent currently. Target campaigns were designed and implemented which helped the business units to analyse the data on a daily basis and generate the targeted campaign lists. The accuracy rate of these analytical models and hundreds of campaigns launched during the year got completed in minutes. It also helped the organization to improve its revenue by 3 per cent from the early stages.

Questions:

a) How did CRM help the leading telecom operator in the MENA region?

b) What was the reason due to which the leading telecom operator in the MENA region lost 50 per cent of its market share?

6479 – C12 – IIISMBA (R) – D – 18

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

BRAND MANAGEMENT

Paper : C12

(Revised)

Time : 1½ *Hours*] [*Max. Marks* : 25

Section – A (Marks : 5 × 1 = 5)

1. Answer any **five** sub-questions. Each sub-question carries **one** mark.

   a) What do you understand by brand reinforcement?

   b) What is brand audit?

   c) What do you mean by brand expansion? Give an example.

   d) What do you understand by brand portfolio?

   e) What is a brand management system?

   f) What do you mean by brand audits?

Section – B (Marks : 2 × 5 = 10)

Answer any **two** *of the following questions. Each question carries* **five** *marks.*

2. Explain the process by which a brand can leverage secondary associations.

3. Describe the range of brand revitalization options to a company.

4. Describe some of the unique characteristics of brand building in developing country like India.

Section – C (Marks : 1 × 10 = 10)

Answer the following questions which carry **ten** *marks.*

5. Case Study.

   It is interesting to see how Coca-Cola's perception has undergone a change between 2006 and 2014. India was ranked 19th in terms of sales volume in 2006 and was always considered to be having huge potential and inconsistent growth. The country is now ranked sixth and is the fastest growing market for Coke.

   The biggest change for Coke has been in rural areas. Companies cannot sell differentiated products in urban and rural markets. Indian rural consumers demand the same urban product, only perhaps in different package sizes to suit their pockets. The rural infrastructure has also changed, facilitating better distribution and storage in these markets. Other than these two market segments, Coke is also hit by the e-commerce

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and online bug in the country. Coke Zero cans were exclusively launched on Amazon for a fortnight and received good response. However, there is a strong belief that Amazon cannot replace *kirana* stores in India. The general view is that e-tailing and traditional retail will co-exist in the Indian market. Coke products as an 'impulse category' will have lesser dependence on e-commerce and may only serve high-end, niche customers.

Coca-Cola India has also pushed 200 ml. bottles at Rs.10 to woo new customers. Earlier, the same bottle was also being sold at Rs.5, which led to volume growth, but profits nosedived. It helped the brand gain entry into the market and bring in new retailers who never stored beverages. The value chain of production and transportation posed a problem. The Centre for Science and Environment (CSE) also discovered high levels of pesticides in cola brands, adding to the already existing problems of the brand.

CSE believed that there should be a limit to the percentage of the total portfolio mix which it should account for, after which prices should be raised. The company's objective is to make profits over the total product portfolio. In the earlier case, a 200 ml bottle accounted for 80% of the business.

There is another idea of a 'Splash Bar'–a cheaper version of a soda fountain that serves 125 ml of Cola in a cup for Rs.5. This innovation has to go a long way in the Indian market. It cannot be a solution to reach mass market with only 100 splash bars in the Indian market.

Coca-Cola follows a branding *mantra* of 'evolution' than 'revolution' as it takes time to grow and has to be consistent over a period of time with regard to value proposition and delivery. The company's current focus is on introducing more products. Coke Zero is also being launched and is expected to be a bigger brand than Coke Diet.

As a brand, Coke is being attacked globally by competitors, customers, and in general through social media platforms on health grounds. The company needs to look at their social media strategy across 206 countries in which they have substantial presence. Among recent initiatives, it is trying to capture the younger generation and has started Coke Studio – a live music show that is being aired on television.

Questions:

a) Is the proposition on the pricing of the 200ml bottle for Indian market valid? What role does 200ml Coke play in Coke's brand portfolio?

b) Social media is a challenge for a brand like Coke. How should the company propose to handle the brand on social media? How can it moderate the brand image and impact on social media?

c) What product should Coke market in the following segments?
   (i) Indian rural market
   (ii) New generation (born after 1996)

d) Have you ever watched Coke studio? If yes, how does this programme contribute to the popularity of the brand?

6481 – C14 – IIIS MBA (R) – D – 18

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION DECEMBER 2018

RETAIL MANAGEMENT

Paper : C14

(Revised)

Time : 1½ *Hours*] [*Max. Marks* : 25

Section – A (Marks : 5 × 1 = 5)

1. Answer any **five** out of **six** sub-questions. Each carries **one** mark.
   a) What is meant by Retail mix?
   b) What is franchising?
   c) Explain the term Category Specialists.
   d) What is meant by Power Centres?
   e) What is Leader Pricing?
   f) What is Planograms?

Section – B (Marks : 2 × 5 = 10)

Answer any **two** *out of* **three questions**. *Each carries* **five** *marks.*

2. How do retailers create value for consumers?
3. What are the different types of nonstore retail channels a retailer can use? Give suitable examples.
4. Giving suitable examples, explain why does a retailer like Raymonds want to run a relationship marketing program?

Section – C (Marks : 1 × 10 = 10)

(Compulsory)

5. Read the case and answer the questions that follows.

   Two individuals conceived an idea of promoting a retail business of selling computer parts. They first selected a location near the residential colony in Mumbai with the thought that there may be good demand of computer parts since there was no other shop engaged in selling computer hardware. The business failed. After spending good time on market research, it was found that though there was no competitor of the retail shop, the business failed because the customers' and retailer's perception with respect to products and market was different. Retailer selected the retail site with the thought that it would have good chances of success in a location where there is no competition. But in reality customers like a place for shopping Products where there are varieties of choices with different sellers for the same product with the thought that it helps in comparison and better choices. This difference of perception led to wrongful selection of retail site and resulting in business failure.

   Questions:

   a) Discuss the importance of location in retail. What are the key factors to be considered before deciding the location?
   b) How do you differentiate between an ideal site located in a CBD and one in the suburban location for the retail business?

6484 – C17 – IIIS MBA (R) – D – 18

THIRD SEMESTER MBA (CBCS) DEGREE EXAMINATION, DECEMBER 2018

MANAGEMENT

Paper : C17

(Financing Decisions)

(Revised)

Time : 3 *Hours*] [*Max. Marks*: 50

Answer **all** *Sections.*

Marks are indicated against each Section.

Section – A (Marks: 10 × 1 = 10)

1. Answer any **ten** of the following sub-questions. Each carries **one** mark.
   a) Define Financial Leverage.
   b) What is Break-even level of EBIT?
   c) What is Crowd funding?
   d) Differentiate between Cash Dividend and Stock Dividend.
   e) What do you understand by Pecking Order Theory?
   f) What is the effect of personal tax on the firm's market value?
   g) What is Implied Price of a share warrant?
   h) State the assumptions of Black & Schools study.
   i) Distinguish between Stock Split and Reverse Split.
   j) What is Bridge Loan?
   k) What do you know about Non-equity Instruments?
   l) Define Underwriting.

Section – B (Marks : 4 × 5 = 20)

Answer any **four** *of the following questions. Each carries* **five** *marks.*

2. Explain with example EBIT-EPS analysis as an approach to design capital structure.
3. What is Dividend Policy? How dividend policies affect the firm's value? Discuss the factors that should be considered while deciding a firm's dividend policies.
4. What are the different sources of finance available to an organization? Discuss briefly the features of venture capital as a source of long-term finance.
5. a) What is financial risk? How does it differ from operating risk?

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b) A new project under consideration by your company requires a capital investment of Rs.300 lakhs. Interest on term loan is 14% and tax rate is 35%. If the debt-equity ratio insisted by the financing agencies is 2:1, calculate the point of indifference for the project. Explain its meaning. Assume that the equity price per share is Rs.100.

6. a) What are Convertible Securities? Why the firms go for these securities?

b) The warrants of PQR Ltd allow the purchase of its 2 equity shares at Rs.75 per share. The price per share and the market value of the warrants associated with the relevant share prices are given below:

Per share price (Rs.)	63	69	72	81	87	93	99
Market value of warrant (Rs.)	3	12	13.5	27	42	57	72

Section – C (Marks : $1 \times 10 = 10$)

Answer any **one** *of the following questions, which carries* **ten** *marks.*

7. Discuss in brief the various theories of capital structure with their assumptions and limitations.

8. You are working as a Finance Manager with AC Ltd. The earnings available for its equity shareholders are Rs.50 lakhs. It has 5 lakhs equity shares outstanding. Its shares are currently sold at Rs.60 per share. The company is currently contemplating the payment of Rs.5 per share in cash dividend. The Board of AC Ltd has asked you to determine the following:

a) The current EPS and the P/E ratio.

b) If the firm can repurchase shares at Rs.65 per share, how many equity shares can be repurchased instead of cash dividend payment?

c) The EPS after the proposed share repurchase.

d) Assume no change in the current P/E ratio, compute the market price after share repurchases.

e) Are the equity shareholders who have sold the shares better off than the shareholders who have not sold their shares?

f) Are the equity shareholders who have not sold their shares are financially better off than those who have sold their shares when shares are repurchased at Rs.67 and Rs.62 per share?

Section – D (Marks : 1 × 10 = 10)

(Compulsory)

9. Read the case and answer the questions given at the end. This section carries 10 marks.

The finance advisor of XYZ Ltd is confronted with two alternative financing plans for raising Rs.10 lakh that is needed for plant expansion and modernization. One choice is 12% Debt issue. The other is to issue 8000 equity shares at the current market price per share of Rs.125.

The expansion and modernization programme is expected to increase the firm's operating profits (EBIT) by Rs.2,00,000 annualy. The firm's condensed financial statements for the current year are given below:

Balance Sheet on March 31, Current Year

Assets	**Amount Rs.**	**Liabilities**	**Amount Rs.**
Current Assets	16,00,000	Current Liabilities	5,00,000
Plant & Equipment (Net)	34,00,000	10% Long-term loan	15,00,000
		Reserves & surpluses	10,00,000
		Equity capital (shares Rs.100 each)	20,00,000
Total	**50,00,000**	**Total**	**50,00,000**

Income Statement for the year ended March 31, Current Year

Particulars	Amount Rs.
Operating profits	8,00,000
Less: Interest expenses (0.1x15,00,000)	1,50,000
Income before taxes	6,50,000
Less: Taxes at 35%	2,27,500
Net Income	4,22,500
EPS	21.12
DPS	10.56

However , the finance advisor is concerned about the effect that issuing debt might have on the firm. The average debt ratio for firms in industry is 45%. He believes that if this ratio is exceeded, the P/E ratio will be 7 because of the potentially greater risk. If the firm increases its equity capital, he expects the P/E ratio to increase to 8.5. He also wonders as to what will happen to the dividend yield under each plan. The firm follows the practice of paying dividends equal to 50% of net income.

a) Determine the debt ratio, under each financing plan, after the securities are issued.

b) Determine the expected net income in the next year, expected EPS and the expected market price of the equity shares.

c) Determine the dividend yield.

d) Which form of financing should be employed by the company, if the company is to follow a policy of maximizing market value of its shares?

6486 – C19 – IIISMBA (R) – D – 18

THIRD SEMESTER MBA (CBCS) DEGREE EXAMINATION, DECEMBER 2018

MANAGEMENT

Paper : C19

(International Financial Management)

(Revised)

Time : 3 *Hours*] [*Max. Marks* : 50

Answer **all** *sections.*
Marks are indicated against each section.

Section – A (Marks : 10 x 1 = 10)

1. Answer any **ten** of the following sub-questions. Each carries **one** marks.
   a) Define International Financial Management.
   b) What is foreign exchange quotation?
   c) What is Spread in foreign exchange market? How is it calculated in percentage?
   d) What is meant by Currency Forward Contracts?
   e) What are Cross Rates?
   f) Define Interest Rate Swap.
   g) What is Netting? State the different types of netting.
   h) What do you mean by External Commercial Borowings (ECBs)?
   i) What are GDRs and ADRs?
   j) What are Nostro and Vostro accounts in banking?
   k) What do know about SDRs?
   l) What are Currency Options?

Section – B (Marks : 4 x 5 = 20)

Answer any **four** *of the following. Each question carries* **five** *marks.*

2. What do you understand by Balance of Payments? Describe the balance of payments identity and disequilibrium.
3. What do you understand by foreign exchange exposure? Distinguish between Transaction Exposure and Translation Exposure.
4. a) State the recent changes that have taken place in international financial markets.
   b) Suppose that the treasurer of ABC Ltd has an extra cash reserve of $10,00,00,000 to invest for six months. The six-month interest rate is 8% per annum in the U.S. and 7% per annum in Germany. Currently, the spot exchange rate is €1.01 per dollar and the six-month forward exchange rate is €0.99 per dollar. The treasurer of ABC Ltd does not wish to bear any exchange risk. Where should he/she invest to maximize the return? Substantiate.
5. a) Explain International Fisher Effect (IFE). How IFE is different from Interest Rate Parity Theory?
   b) The spot rate of £ is Rs. 90. The inflation rate in U.K. is 4%, while it is 6.5% in India. What would be the £ rate in terms of Rs. two years hence?
6. What are the operational and financial hedging techniques can be used while managing the foreign exchange exposure of an MNC? Elaborate with examples.

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Section – C (Marks : 1 x 10 = 10)

Answer any **one** *of the following questions which carries* **ten** *marks.*

7. Discuss the foreign exchange market. Elaborate the factors influencing exchange rate determination. Describe the reasons for the recent depreciation of Indian Rupee vis-à-vis US Dollar.

8. An European MNC is planning to install a manufacturing unit to produce 8,00,000 units of an automobile component in India. Setting up of the manufacturing plant will involve an investment outlay of Rs.100 million. The plant is expected to have a useful life of 5 years with Rs. 20 million salvage value. MNC will follow the straight-line method of depreciation. To support the running of business, working capital of Rs. 10 millions will have to be invested; variable cost of production and sales will be Rs. 30 per unit. Additional fixed costs per annum are estimated at Rs. 5 million. The forecasted selling price is Rs.80 per unit. The MNC will be subjected to 30 per cent tax rate in India with a cess of 3% and its required rate of return is 16 per cent.

   It is forecasted that the rupee will depreciate in relation to Euro @ 1.5% per annum, with an initial exchange rate of Rs. 84/€.

   Advise the MNC regarding the financial viability of the proposal with necessary workings.

Section – D (Marks : 1 x 10 = 10)

(Compulsory)

9. Read the case and answer the questions given at the end. This section carries **10** marks.

   ABC Ltd places an order to buy machinery with an American company. As per the agreement, ABC Ltd will be paying US $200000 after 180 days. As the fluctuation in the spot rate of the US dollar over next 180 days will impact the rupee cost of import, the Board of ABC Ltd asks its Finance Manager to collect data from the currency forward market, money market, currency option market, etc. The Board also asks a consultant to assess various possible dollar spot rates after six months.

   The various findings are as follows:

   a) Possible spot rate of dollar after six months, as estimated by the consultant, is Rs. 61.25, Rs. 61.75, Rs. 62.00, Rs. 62.50 and Rs. 62.90.

   b) Spot rate of dollar as of today is Rs. 62/$.

   c) 180–day forward rate of dollar as of today is Rs. 62.48/$.

   d) Interest rates are as follows:

      For 180-day deposit rate per annum in India and USA are 7.5% and 1.5% respectively.

      For 180-day borrowing rate per annum in India and USA are 8% and 2% respectively.

   e) A call option on the dollar, which expires in 180 days, has an exercise price of Rs.62/$ and premium Rs. 0.52/$.

   f) A put option on the dollar, which expires in 180 days, has an exercise price of Rs.62/$ and premium Rs. 0.04/$.

   Carry out a comparative analysis of the various outcomes (rupee cost of import) under the alternatives of (i) not hedging, (ii) forward hedging, (iii) money market hedging and (iv) option hedging. Analyse with necessary workings.

6488 – C21 – IIISMBA (R) – D – 18

THIRD SEMESTER MBA (CBCS) DEGREE EXAMINATION, DECEMBER 2018

MANAGEMENT

Paper : C21

(Security Analysis and Portfolio Management)

(New)

Time : 3 *Hours*] [*Max. Marks* : 50

All sections are ***compulsory.***

Read instructions given at each section.

Relevant illustrations must be given wherever required.

Section – A (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** sub-questions. Each question carries **one** mark.

   a) Distinguish and state any two characteristics of an investor from that of a speculator.

   b) What are the common errors committed by investors?

   c) What do you mean by terminal tax benefit?

   d) What is company diversification?

   e) Define 'Price-Weighted Index'.

   f) Why is the base value set to 100 points?

   g) What is systematic risk?

   h) What are leading economic indicators? State any four.

   i) What do you mean by defensive industry?

   j) How do you calculate anticipated return?

   k) State the significance of gaps.

   l) What is superfluous diversification?

Section – B (Marks : 4 × 5 = 20)

Answer any **four**. *Each question carries* **five** *marks.*

2. What is Sensex? How the Sensex moves and why does its value fluctuate? Explain.

3. Define Markowitz diversification. Explain the statistical method used by Markowitz to reduce risks.

4. What is the modern approach to the construction of an investment portfolio? Explain.

[P.T.O.

5. The returns on securities A and B are given below:

Probability	Security A	Security B
0.5	5	0
0.4	3	4
0.1	0	4

Give the security of your preference. The security has to be selected on the basis of return and risk.

6. Tarun is considering the purchase of a bond currently selling at Rs. 878.50. The bond has four years to maturity, with a face value of Rs.1,000 and 8 per cent coupon rate. The next annual interest payment is due after one year. The required rate of return in 10 per cent.
   a) Calculate the intrinsic value (present value) of the bond. Should Tarun buy the bond?
   b) Calculate the yield to maturity of the bond.

Section – C (Marks : 1 x 10 = 10)

Answer any **one**. *It carries* **ten** *marks.*

7. Do you think that knowing the current status of the economy is useful in analyzing stock movements? If so, explain.

8. An investor wants to invest in Company A based on his Funds Flow statement analysis.

   The details are as follows:

   Following are the summarized balance sheets of A Co. Ltd as on 31st March, 2017 and 2018.

Liabilities	2017	2018	Assets	2017	2018
	Rs.	Rs.		Rs.	Rs.
Share capital	2,00,000	2,50,000	Land and building	2,00,000	1,90,000
General reserve	50,000	60,000	Machinery and plant	1,50,000	1,69,000
Profit and loss account	30,500	30,600	Stock		1,00,000
Bank loan	70,000	-	Sundry debtors	80,000	64,200
Sundry creditors	1,50,000	1,35,200	Cash	500	600
Provision for taxation	30,000	35,000	Bank	-	8,000
			Goodwill	-	5,000
	5,30,500	5,10,800		5,30,500	5,10,800

Additional information supplied:

During the year ended 31st March, 2018:

a) Dividend of Rs.23,000 was paid.

b) Assets of another company were purchased for a consideration of Rs.50,000 payable in shares. The total assets were purchased: stock Rs.20,000; Machinery Rs.25,000.

c) Machinery was purchased for Rs.8,000

d) Depreciation written off: building Rs.10,000; Machinery Rs.14,000

e) Income-tax paid during the year Rs.28,000. Provision of Rs.33,000 was charged to profit and loss account.

Prepare a statement of Sources and applications of funds for the year ended 31st March, 2018.

Section – D (Marks : 1 × 10 = 10)

(Compulsory)

9. Case Study: no pain, no gain.

Anil has to evaluate the following two specific bond issues. But he is not certain about future economic conditions. He has to take into account the possibility of a recession. The details are as given below:

Factors	**Bond X callable**	**Bond Y non-callable**
Maturity	2005 (seven years)	2005 (seven years)
Coupon	12%	8%
Yield to maturity	8%	7%
Modification duration	6.58 years	6.70 years

a) Which bond would he prefer to invest in during inflation and in a recession? Give reasons for your answer.

b) What would be the price change, if the yield to maturity falls 50 basis points?

If Anil has to build a bond portfolio with these two bonds, in what proportion would he buy both bonds?

6489 – C22 – IIIS MBA (R) – D – 18

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

MANAGEMENT

Paper : C22

(Investment Decisions)

(Revised)

Time : 1½ Hours] [Max. Marks : 25

Answer **all** *sections.*

Marks are indicated against each section.

Section – A (Marks : 5 × 1 = 5)

1. Answer any **five** of the following sub-questions. Each carries **one** mark.
   a) Distinguish between Savings and Investment.
   b) What is the difference between cash flows and profits?
   c) What do you understand by Multiple Internal Rate of return?
   d) Define Overall Cost of Capital.
   e) What is meant by Risk Analysis in Investment?
   f) What is Certainty Equivalent?

Section – B (Marks : 2 × 5 = 10)

Answer any **two** *of the following questions. Each carries* **five** *marks.*

2. Discuss the process and importance of investment decisions. How the investment appraisal is done in practice?

3. Contrast the IRR and the NPV methods. Under what circumstances may they lead to (a) comparable recommendations, and (b) give conflicting recommendations? In circumstances in which they give contradictory results, which criteria should be used to select the project and why?

4. X Company Ltd. is considering two different investment proposals. Proposal – I has an investment cost of Rs.10,00,000 and Proposal – II has an investment cost of Rs.28,00,000. Both the projects are expected to yield returns for a period of 5 years. The estimated income of the two proposals at the end of first year to fifth year are as under:

Year End	Proposal – I	Proposal – II
1	Rs.3,30,000	Rs.9,00,000
2	Rs.5,00,000	Rs.11,00,000
3	Rs.3,70,000	Rs.12,00,000
4	Rs.3,00,000	Rs.8,00,000
5	Rs.2,00,000	Rs.7,00,000

   a) Which is the most attractive investment proposal considering a discount rate of 12% on the future incomes that will be generated? Use NPV criteria to answer this question.
   b) Find out the internal rate of return and payback period of the two proposals.

[P.T.O.

Section – C (Marks : 1x10)

(Compulsory)

5. Read the case and answer the questions given at the end. This section carries 10 marks.

AB Company has an investment proposal, requiring an outlay of Rs.2,00,000 at present (t=0). The investment proposal is expected to have 2 years economic life with no salvage value. In year 1, there is a 30% chance that CFAT will be Rs.80,000, a 40% chance that CFAT will be Rs.1,10,000 and 30% chance that CFAT will be Rs.1,50,000. In year 2, the CFAT possibilities depend on the CFAT that occurs in year 1. That is, the CFAT for the year 2 are conditional on CFAT for the year 1. Accordingly, the probabilities assigned with the CFAT of the year 2 are conditional probabilities. The estimated conditional CFAT and their associated conditional probabilities are as follows:

If CFAT of yr. 1=80,000		**If CFAT of yr. 1=1,10,000**		**If CFAT of yr. 1=1,50,000**	
CFAT 2	**Probability**	**CFAT 2**	**Probability**	**CFAT 2**	**Probability**
40,000	0.2	1,30,000	0.3	1,60,000	0.1
1,00,000	0.6	1,50,000	0.4	2,00,000	0.8
1,50,000	0.2	1,60,000	0.3	2,40,000	0.1

Advise the company regarding the financial feasibility of the project by using decision-tree-approach assuming a cost of capital of 12%.

6490 – C23 – IIISMBA (R) – D – 18

THIRD SEMESTER MBA (CBCS) DEGREE EXAMINATION, DECEMBER 2018

Organizational Development and Institution Building

Paper : C23

(Revised)

Time : 3 *Hours*] [*Max. Marks* : 50

Section – A (Marks : 10 × 1 = 10)

1. Answer any **five** out of **twelve** questions.
   a) What is change management?
   b) What is Institution Building?
   c) Define intervention.
   d) Who is a consultant?
   e) What is refreezing?
   f) What is counselling?
   g) What is contract?
   h) What is diagnostic interview?
   i) What is funnel interview?
   j) What is Bipolar Question?
   k) What is leading Question?
   l) What is sensitivity training?

Section – B (Marks : 4 × 5 = 20)

Answer any **four** *questions.*

2. What is the role of OD in managing diversity?
3. Explain the process of change management with examples.
4. What is the use of structural redesign in OD process?
5. Change is the '*Norm*' for certain organisations and 'Exception' for many – Discuss.
6. Discuss Lewin's three phases of Change Management.

Section – C (Marks : 1 × 10 = 10)

Answer any **one** *question.*

7. Explain the process of job analysis and its importance in Organizational Development.
8. Explain any two types of group interventions and its application.

[P.T.O.

Section – D (Marks : 1 × 10 = 10)

(Compulsory)

9. Case Study.

Ashwin Kumar, who had recently joined Systems, as a training manager, was feeling uneasy at the end of his first meeting with Pesu Shroff, the managing director of the company.

Systems was a ten-year old unit employing 300 people. It had a turnover of Rs.25 crore the previous year. The company traded in several products – both domestic and imported. Nearly 80 per cent of its turnover came from selling electronic component products which were assembled locally from imports of semiknocked-down kits. The landed cost of its imports was about Rs.10 crore last year. The products had an assured demand in the country, with smuggled goods from Taiwan and Korea providing whatever little competition there was. The company had been operating in a seller's market for years and, as a result, most of its activities were production-oriented rather than market oriented.

Early during the current financial year, the Government of India had announced, as a part of its economic liberalisation strategy, several policy measures which made imports costlier. All imports had to be financed by exports – there were restrictions on margin money and interest rates for working capital had shot up at one stroke. With little export income in its account, Systems had no choice but to discontinue importing SKD kits.

The company management had three options before it. First, to build up its domestic trading activity rapidly; second, to assemble at least a few of the component products from raw materials sourced locally and third, pursue after sales service aggressively both to generate revenue in the short run and to establish an enduring client-base for the company's products in the long run.

Invariably, this meant that the survival of Systems depended on how quickly it could train its people-beginning from a handful of sales engineers to become market centred and customer-friendly in their approach to business.

"The days of easy revenue money are over for us", Shroff had told Kumar, who had a formal training in HRD and had been an officer in the training cell of a multinational firm before signing up with Systems. "We have to compete now in the market place and sell hard to be able to secure orders. Times are changing. We have to change too. And that is where you come in. It will be your responsibility, as the training manager, to ensure that people here acquire marketing skills," he said, adding, as a clincher, "Frankly, have always felt that a salesman is born, not trained.

I have had no belief in non-technical training. In fact, have found no need so far for a training manager at Systems. But I am prepared to do *anything* to get more sales."

That punching was what had made Kumar uneasy. But he decided to let it pass. Over the next few days, Kumar got busy evolving specific training packages for workers, shop-floor supervisors, administrative staff and senior functional executives and in intensive module for field salesmen. Deciding to start with the salesmen first, he met the sales manager to ask him to depute 10 salesmen for a training session the next day. The sales manager was skeptical and only half-heartedly consented to release people for the two-day training.

The session was a disaster. No one showed any interest in the proceedings. In fact, one of the salesmen came up to him during the coffee break and said, “You see, all this is a waste of time. Take the client for a drink and you get the sale. It is as simple as that. It has worked in the past and it will work in the future.” Kumar laughed it off but the message had been delivered.

The attendance for the second day session was thin. This lack of interest was again obvious at the session for workers next day. The works manager who had originally agreed to the idea was vague about the absence so many workers at the training session. “They are sick, I believe,” he said, making no attempts to hide his feeling that to him the whole thing was a big joke.

Kumar had encountered such resistance in the company where he had worked earlier. He also knew that his training capsule was very effective. He was aware that training needs were universal for all companies and so were the training techniques which were also easily transferable from one set of working conditions to another and from one industry to another. He also knew that he had the aptitude and interest to become a professional trainer.

But Kumar began to realize that he had made a few tactical errors in this particular case. He should have perhaps asked Shroff to personally inaugurate the training session to give the whole exercise an air of formality and, more importantly, of authority. He should have perhaps started with the module for senior executives first.

“I must find a way out of this and bring everyone round. There is simply no way I am going to accept failure. Whatever damage there has been must be undone. I must do something,” he said to himself. What should he do?

6492 – C25 – IIISMBA (R) – D – 18

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

GROUP DYNAMICS

Paper : C25

(Revised)

Time : 1½ *Hours*] [*Max. Marks* : 25

Section – A (Marks : 5 × 1= 5)

1. Answer any **ten** questions. Each question carries **one** mark.

   a) Define Interest group.

   b) What is efficiency?

   c) What is group behavior?

   d) What is small group?

   e) What is virtual organisation?

   f) What are flat organisations?

Section – B (Marks : 2 × 5 = 10)

Answer any **two** *questions.*

2. Distinguish between formal and Informal groups.

3. Why do people join groups?

4. Explain different steps of group development with examples.

Section – C (Marks : 1 × 10 = 10)
(Compulsory)

5. Design a Team building training module for a event management company.

6493 – C26 – IIISMBA (R) – D – 18

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

MANAGEMENT

Paper : C26

(Competency Mapping)

(Revised)

Time : 3 *Hours*] [*Max. Marks* : 50

Section – A (Marks : 10 x 1 = 10)

1. Answer any **ten** of the following. Each question carries **one** mark.

   a) Define competency Mapping.

   b) What are attitudes?

   c) What are skills?

   d) What is Critical Incidence technique?

   e) What are motives?

   f) What are traits?

   g) What is Job Analysis?

   h) What are Key Performance Indicators (KPI)?

   i) What is 360 Degree feedback?

   j) What is competency model?

   k) What is job description?

Section – B (Marks : 4 x 5 = 20)

Answer any **four** *of the following. Each question carries* **five** *marks.*

2. What is competency model? Explain.

3. Explain Repertory Grid with one example.

4. What is meant by competency based appraisal? Explain with an example.

5. Competency based payment system is more effective in modern management — Comment.

6. What is the function of an assessment centre in competency mapping.

Section – C (Marks : 2 x10 = 20)

Answer any **two** *of the following. Each carries* **ten** *marks.*

7. Explain in brief the steps involved in the process of competency mapping.

8. Explain the various competencies that are measured in the process of competency mapping.

P.T.O.

Section – D (Marks : 1 x 10 = 10)
(Compulsory)

Solve the following case.

Microsoft's competency Development Model

Microsoft steadily mentioned an edge over its competitors because of its competence advantage. The company achieved this competence advantage through a well crafted and implemented competency development model. Microsoft has a specific programme for development of competencies called Skills Development Programme. It is also called as SKUD within Microsoft terminology. This programme consists of five components as described below. Thomas Devenport conducted a detailed case study on Microsoft competency and knowledge management initiatives and published it in 1997 along with other cases with the title Knowledge Management case studies.

In developing the competency structure, Microsoft used a four type hierarchy model which included: (i) Foundation skills-base level skills, (ii) Local advanced skills that apply to a particular job, (iii) Global skills that are present in all employees within a particular function and (iv) Universal skills present in all employees within the entire company.

While matching jobs and competencies, Microsoft IT developed templates to measure competencies; the average template contained 40 to 60 competencies.

The goal of the employee rating process was to build a competency inventory that could be used all across Microsoft. For example, a manager who was building a new team for a specific project could query an online database for the employees who were qualified for the project.

Skills planning and development involved building an online system that contained the competency structure, the job rating system and rating database, and the competency levels for employees. The system had Web enabled front end for easy access through Microsoft intranet.

Microsoft's goal was to be able to recommend not only specific courses, but also even specific material or segments within a course that would be aimed at the targeted competency levels. Microsoft hoped to use the system to access course demand on the basis of role descriptions and the competencies required.

The above Microsoft competency development model has been implemented involving large number of employees on a global level and the evaluation reposts reveal that the programme is successful and contributed in keeping the company in the high competency one. This model will be helpful to the HR managers who can draw a number of lessors from this experience. The detailed study of this model can be considered as an important step in developing competency model for your organization.

Questions:

a) Explain the competency model used by Microsoft.

b) Explain in brief what competencies were measured by Microsoft and how they measure?

c) What was the goal of Microsoft in competency development and how did they implement it?

d) What are the managerial implications in the case?

6163 – IIIS PSY(N) – OE – D – 18

THIRD SEMESTER M.A. (CBCS) DEGREE EXAMINATION,
DECEMBER 2018

PSYCHOLOGY (New)

Paper – 3.6: Developing Effective Self (OEC)

Time : 3 Hours] [Max. Marks : 75

Instructions : *1)* ***All*** *questions are* ***compulsory****.*
2) ***All*** *questions carry* ***equal*** *marks.*

1. a) Define Worry. What are the basic techniques in analyzing worry ? **15**

OR

b) What is communication ? How to increase communication skills ? Explain.

2. a) Discuss strength spotting and methods to maximize unrealized strengths for growth and development. **15**

OR

b) Define self-esteem and factors influencing self-esteem.

3. a) Discuss the importance of emotions in life. **15**

OR

b) Discuss the five-styles of managing conflict.

4. a) Discuss the ten essential cornerstones for success in a changing world. **15**

OR

b) How to create success through positive change ? Explain.

[P.T.O.

5. Write short notes on **any three** of the following : **(3×5=15)**
   a) Sending messages effectively.
   b) Theory of listening and responding.
   c) Self esteem for life.
   d) Confrontation and negotiation.
   e) Goal setting.

ಕನ್ನಡ ಆವೃತ್ತಿ

1. a) ಚಿಂತೆಯನ್ನು ವ್ಯಾಖ್ಯಾನಿಸಿರಿ. ಚಿಂತೆಯನ್ನು ವಿಶ್ಲೇಷಿಸಲು ಇರುವ ಪ್ರಾಥಮಿಕ ತಂತ್ರಗಳನ್ನು ವಿವರಿಸಿರಿ. **15**

   ಅಥವಾ

   b) ಸಂವಹನ ಎಂದರೇನು ? ಸಂವಹನದ ಕೌಶಲ್ಯಗಳನ್ನು ಹೇಗೆ ಹೆಚ್ಚಿಸುವುದು ? ವಿವರಿಸಿ.

2. a) ಸಾಮರ್ಥ್ಯವನ್ನು ಪತ್ತೆಮಾಡುವ ಸಲಹೆಗಳನ್ನು ಚರ್ಚಿಸಿರಿ. ಅಭಿವೃದ್ಧಿ ಮತ್ತು ಬೆಳವಣಿಗೆಯನ್ನು ಸಾಮರ್ಥ್ಯಗೊಳಿಸುವ ಅರಿತುಕೊಳ್ಳದ ಸಾಮರ್ಥ್ಯಗಳನ್ನು ಹೆಚ್ಚಿಸುವ ತಂತ್ರಗಳನ್ನು ಚರ್ಚಿಸಿರಿ. **15**

   ಅಥವಾ

   b) ಆತ್ಮಗೌರವವನ್ನು ವ್ಯಾಖ್ಯಾನಿಸಿರಿ ಮತ್ತು ಆತ್ಮಗೌರವವನ್ನು ಪ್ರಭಾವಿಸುವ ಅಂಶಗಳನ್ನು ವಿವರಿಸಿರಿ.

3. a) ಜೀವನದಲ್ಲಿ ಸಂವೇಗಗಳ ಮಹತ್ವವನ್ನು ಚರ್ಚಿಸಿರಿ. **15**

   ಅಥವಾ

   b) ಸಂಘರ್ಷವನ್ನು ನಿರ್ವಹಿಸುವಲ್ಲಿ ಇರುವ ಐದು ಶೈಲಿಗಳನ್ನು ಚರ್ಚಿಸಿರಿ.

4. a) ಬದಲಾಗುತ್ತಿರುವ ಜಗತ್ತಿನಲ್ಲಿ ಯಶಸ್ಸಿಗೆ ಇರುವ ಹತ್ತು ಅವಶ್ಯಕ ಅಂಶಗಳನ್ನು ಚರ್ಚಿಸಿರಿ. **15**

   ಅಥವಾ

   b) ಧನಾತ್ಮಕ ಬದಲಾವಣೆಯಿಂದ ಯಶಸ್ಸನ್ನು ಹೇಗೆ ಸೃಷ್ಟಿಸುವುದು ? ವಿವರಿಸಿ.

5. ಕೆಳಗಿನ ಯಾವುದಾದರೂ **ಮೂರಕ್ಕೆ** ಲಘು ಟಿಪ್ಪಣಿ ಬರೆಯಿರಿ : **(3×5=15)**

a) ಪರಿಣಾಮಕಾರಿಯಾಗಿ ಸಂದೇಶವನ್ನು ಕಳುಹಿಸುವುದು.

b) ಆಲಿಸುವ ಮತ್ತು ಪ್ರತಿಕ್ರಿಯಿಸುವುದರ ಸಿದ್ಧಾಂತ.

c) ಜೀವನಕ್ಕೆ ಆತ್ಮಗೌರವ.

d) ಎದುರಿಸುವಿಕೆ ಮತ್ತು ಸಂಧಾನ.

e) ಗುರಿ ನಿರ್ಧಾರ.

2517 – C31 – IIIS MBA (N) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

MANAGEMENT

C31: Strategic Management

(New)

Time : 3 *Hours*] [*Max. Marks* : 50

Section A – (Marks: 10 × 1 = 10)

1. Answer any **ten** of the following in brief not exceeding a few sentences. You may give an example to elucidate. Each question carries **one** mark.

   a) Define Strategy.

   b) Distinguish between Strategy and Tactics.

   c) Define Mission.

   d) What do you mean by SWOT?

   e) What is Competitive Advantage?

   f) What do you understand by Average Disposable income?

   g) What is CSR?

   h) What do you understand by Exit barriers?

   i) What are Cash Cows? Give Example.

   j) What is Concentric Diversification? Give example.

   k) Distinguish between liquidation and Divestiture. Give example.

   l) What is Forward Integration? Give example.

Section B – (Marks: 4 × 5 = 20)

Answer any **four** *of the following questions. Each question carries* **five** *marks.*

2. What are the components and characteristics of effective Mission Statement? Take an example to elucidate.

3. List out the five broad categories of key External forces considered. Explain each in detail.

4. List out the relevant leverage and profitability ratios relevant for Internal Factor Analysis. Elucidate.

5. What are Porter's Generic Strategies? Explain each of them.

6. List out the different Defensive Strategies that the Companies can follow. Explain each of them with relevance to the Project that you have undertaken.

[P.T.O.

Section C – (Marks: 1 × 10 = 10)

Answer any **one** *of the* **two** *questions given below in great detail.*

7. Draw a Block diagram of the Strategic Management Process and explain each of the stage in detail with a proper example from your project.

8. Draw a BCG Matrix and explain each of the quadrants in dètail by taking example of your project work.

Section D – (Marks: 10)

9. Read the Case given below in detail and answer the following questions:

Repurposing the Supply Chain

Back-story: Wal-Mart, the largest retailer in the world, with over 7,800 stores, has been working steadily to improve sustainability. From installing green roofs to rolling out a more efficient trucking fleet, the company has moved forward internally, but now it is bringing its suppliers along.

Challenge: How do you green the supply chain?

Key moves: Wal-Mart has been pushing sustainability since adopting the strategy in 2005, establishing goals of being 100% fuelled by renewable energy, producing zero waste and selling products that will sustain the environment.

So how does that happen? In one famous example, the company began working with Unilever plc in 2005 to sell concentrated laundry detergent in a 32-ounce container (equivalent to 100 ounces under a previous formulation). Consumers got a more powerful detergent in a smaller package. Three years after rollout, the new container had saved 80 million pounds of plastic resin, 430 million gallons of water and 125 million pounds of cardboard, according to a company fact sheet. More importantly, it became an industry standard, prompting other packaged goods companies to switch to concentrated detergent as well.

Wal-Mart's zero waste initiative is also moving forward. The company, which is aiming to eliminate all its landfill waste by 2025, was able to reduce waste by 57% between 2008 and 2009. It did so by improving inventory management, increasing donations and ramping up recycling (including 25 billion pounds of cardboard).

Now it is striving to push these criteria down into the supply chain on a three-stage path. First, it wants suppliers to rate their products on sustainability criteria. Second, it wants to gather data on product life cycles. Third, it is creating a sustainability index that will increase transparency for the consumer.

The first initiative, rolled out earlier this year, involves a questionnaire sent to more than 100,000 suppliers. It polls them on four categories: their energy and greenhouse gas emissions, waste and quality initiatives, "responsibly sourced" materials and ethical production.

Products are also being measured through their life cycles. Collaborating with academics, retailers, NGOs, suppliers and government in a consortium, Wal-Mart's goal is to build a global database of product information. As environmental business consultant Joel Makower wrote on his blog, http://makower.typepad.com, "the consortium's mandate is to focus on how to evaluate products, which Wal-Mart hopes will become the basis for standards, ratings, or other product-level evaluations that it would use in its stores."

That data will be used to develop an index consumers can use to evaluate products, though it's still unclear how that information will be measured and presented. Nor is there a timeline for rolling out such an index.

Impact: Wal-Mart wants its sustainability index to be open to all, becoming a standard to measure and communicate the green credentials of a product and thus becoming "a tool for sustainable consumption." In the process, the exercise of measurement itself may reap rewards in more efficient production, less waste and lower emissions – all of which are also cost-saving measures.

Questions:

a) Do a thorough External Factor Analysis and Internal Factor Analysis for the above company and Come out with their TOWS matrix.

b) Do you agree with the Strategic Decisions taken by the Company? What would you like to change and why? (5 + 5 = 10)

2518 – C32 – IIIS MBA (N) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

BUSINESS ETHICS

Paper: C2

Time : 1½ Hours] [Max. Marks : 25

Section A

1. Answer any **5** sub-questions. (5 × 1 = 5)

   a) What is code of ethics?

   b) Define Ethics.

   c) What is Moral?

   d) Define Belief.

   e) What are Values?

   f) Define Norms.

Section B

Answer any **two** questions. Each question carries **five** marks: (2 × 5 = 10)

2. What are Ethical Issues in information technology? Explain with suitable examples.
3. Explain unethical practices in Banking Sector.
4. Explain the process of Ethical Decision-Making process.

Section C

(Compulsory)

5. Design broad guidelines for ethical practices for B-School graduates. (1 × 10 = 10)

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2519 – C33 – IIIS MBA (N) – D – 19

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2019

LEGAL ASPECTS OF BUSINESS

Paper: C03

(New)

Time : 1½ Hours] [Max. Marks : 25

Section A

1. Answer any **five** out of 6 sub-questions. Each carries **one** mark. (5 × 1 = 5)

   a) What is Coercion?

   b) What is E-Governance?

   c) Give an example for an agreement to do impossible act.

   d) Recently which institute has been included in RTI Act?

   e) What does WIPO stand for?

   f) List down the types of negotiable instruments.

Section B

Answer any **two** out of three questions. Each question carries **5** marks. (2 × 5 = 10)

2. What are the remedies for breach of contract? Explain each one of them with relevant example.

3. Explain in detail the provisions for removal of directors.

4. Explain in detail the different categories of intellectual property rights.

Section C – (Marks: 1 × 10 = 10)
(Compulsory)

5. a) It is not only the consent but free consent of the parties which is necessary for making the contract binding. Elaborate. (5)

   b) Bhaskar of Mumbai sold 1,000 bags of white cement to Karan of Kanpur and dispatched the same through railway. The goods reached Kanpur and the buyer after taking the delivery of the goods started loading the same in his truck. When the goods were in the process of being loaded on the truck, the seller came to know that the buyer became insolvent. He therefore pleaded to stop the loading and wished to take the delivery back in the exercise of his right of stoppage in transit arguing that the truck is still in the premises of railway station. Would Bhaskar succeed? (5)

2523 – C39 – IIIS MBA (N) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) EXAMINATION, DECEMBER 2019

C10: Supply Chain Management

(New)

Time : 3 *Hours*] [*Max. Marks* : 50

All sections are compulsory.
Read instructions given at each section.
Relevant illustrations must be given wherever required.

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** mark.

   a) Define marketing channels.
   b) What do you mean by logistics and physical distribution?
   c) What is the importance of customer services in logistics management?
   d) What is material handling?
   e) List the importance of transportation in logistics managements.
   f) What is channel conflict? How many types of channel conflicts are there?
   g) Define E-logistics.
   h) What do you mean by activity-based costing?
   i) What do you mean by order fulfillment strategies?
   j) Define Value added roles of logistics with an example.
   k) What do you mean by Inventory deployment?
   l) Define Supply chain Networks.

Section B – (Marks: 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. Define marketing channels. What is their role in company's success?
3. How do you assess the performance of marketing channels?
4. What role does packaging play in the success of distribution and logistics management?
5. What are the factors influence in implementing logistics strategy in an organization? Explain.
6. Explain major supply chain issues faced by Indian companies.

Section C – (Marks: 1 × 10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. Design distribution and logistics management channel for industrial product in India for a German automobile company.
8. Define Strategic sourcing methodology, Managing Sourcing and procurement Processes with appropriate examples.

[P.T.O.

Section D – (Marks: 1 × 10 = 10)

9. Compulsory case:

Supply Chain Management at Dream Beauty Company.

Dream Beauty (DB) Company is a manufacturer of consumer beauty supplies and cosmetics. Based out of Money City, Nevada, the company services its customers across the U.S. Recently, a supply chain expert was elected to the board of directors. With his insight into supply chain operations, heightened attention was turned toward that area. The costs in this area have been increasing, and management became very concerned about the issue. The company's annual sales reached $130,000,000 for the first time since inception. Management believed that some of the increase in supply chain costs may be attributed to additional sales, but they were confident that other factors existed that needed to be addressed. The situation had management's full attention, especially since supply chain costs (and savings for that matter), flow directly to the bottomline.

DB supplies its products through three distinct channels: retail stores (direct), convenience stores, and mass merchants. Each channel is considered an independent profit center with full financial responsibilities for income statement and balance sheet. From DB sales, retail accounted for 50 percent, convenience stores for 30 percent, while mass merchants picked up the remaining sales. Cost of goods sold accounted for 40 percent of sales. All three channels seem to be profitable, and contribute equally to DB, according to the company's cost accountant.

The order fulfillment cycle at DB consists of four areas:

Cost Category	**Total Cost**
Order Processing	$10,000,000
Packaging	8,000,000
Labeling	2,000,000
Delivery	$30,000,000
Total Supply Chain-Related Costs	$50,000,000

The total order fulfillment averages 3 days. All orders are processed through a central location, and delivered from distribution centers located across the U.S. Usually retail and convenience store orders are shipped unlabeled on standard nonmixed pallets. Mass merchants, on the other hand, have placed a lot of pressure on DB and want the company to take an active role in helping them manage their inventory. To accommodate this channel, DB has assumed some of the jobbers' functions in the store and started labelling the orders for mass merchants. To accomplish that, the company recently purchased a labelling machine that can process labels at a speed of 30 labels/second. The machine's historical value was determined to be $10,000,000. The company usually depreciates similar equipment on a straight-line basis over a period of 5 years.

The company has a discount policy for all three channels that it services. The net is due in 30 days. While this policy is explicitly stated on all DB's invoices, retail stores are the only ones that pay according to invoice terms. Mass merchants usually pay within 15 days, while convenience stores usually pay within 45 days. The company's cost accountant reported that all sales were sold on credit. Cash sales and C.O.D. sales were rare; therefore, they can be ignored for the purpose of this analysis. DB does not engage in any barter transactions.

The company received a total of 3,600 orders. Retail orders amounted to 1,000; convenience stores to 2,500; and mass merchants had 100 orders. Each order has a corresponding delivery that is usually completed within the 3-day fulfillment cycle. The company's practice has been to allocate logistics-related costs to its three channels based on their relative percentage of sales volume. The orders were shipped in 2,000 packages, with retail accounting for 800 packages, convenience stores for 1,100 packages and mass merchants for 100 packages. Packaging cost is estimated to be the same regardless of size. To service these orders, the company has maintained an inventory safety stock so that it can meet the level of service that it promises its customers (the 3-day fulfillment cycle). It is estimated that the company holds an average of 90 days' inventory for retail, 60 days' inventory for convenience stores, and 40 days' inventory for mass merchants. The company's cost accountant estimated the total carrying costs of inventory to be approximately 15 percent of total average annual inventory. These costs also include the cost of capital.

The company's customer base in convenience stores includes 13 different stores located in major U.S. cities. Table 1 provide a breakdown of sales per store, as well as the number of orders, and packages for each store.

Historically, DB has offered its customers a level of service that is of the highest standards. One of the fulfillment managers has been quoted, "We do not discriminate between customers; our 3-day fulfillment cycle in my opinion is becoming an industry benchmark, and I like it that way. I do not think that our strategy should change in that regard."

The board has some second thoughts about this strategy, and what type of value-added it is generating to the company.

On your first day, you get accustomed to your surroundings, and you become familiar with the computer system. On your second day, the vice president for supply chain (and your hiring manager) comes up to you. He proceeds to brief you on a high-level meeting that he just concluded with the top brass at the company. He states that management wants to know why supply chain costs seem skewed, as well as a full analysis of the three logistical channels that the company employs. Management would like you to answer the following questions.

1. Analyze the way that current costs are being allocated. What potential changes can you recommend to make the system more efficient and more accurate?
2. What is the profitability level and return on investment by distribution channel, both under the current and the recommended allocations?
3. What are your recommendations regarding the company policy of offering all its customers the same service level (3-day fulfillment cycle)?

2524 – C40 – IIIS MBA (N) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

MANAGEMENT

Paper: C11

(Sales Management)

(New)

Time : 3 Hours] [Max. Marks : 50

Section A

1. Answer any **ten** of the following: (10 × 1 = 10)
   a) Define marketing management.
   b) What is sales presentation?
   c) What is sales job analysis?
   d) What do you mean by sales budget?
   e) What is interpersonal communication?
   f) What do you mean by sales display?
   g) What is negotiation process?
   h) What is recruitment?
   i) What is door-to-door selling?
   j) Who is salesman?
   k) What do you mean by transaction analysis?
   l) What do you mean by territory planning?

Section B

Answer any **four** of the following: (4 × 5 = 20)

2. Explain the types of personal selling.
3. Write a note on evolution of sales department.
4. Describe the importance of sales motivation.
5. Explain the types of sales organizations.
6. Explain the importance of sales quotas.

Section C

Answer any **one** of the following: (1 × 10 = 10)

7. Elaborate the trends in sales management.
8. Elucidate the qualities and responsibilities of sales manager.

[P.T.O.

Section D (Marks: 10)

9. Solve the following case study/question:

Read the case given below and answer the questions given at the end of the case:

AG Refrigerators Ltd.

"The company's sales forecast for the year 2007-2008 is 9,20,000 numbers of refrigerators" said Satish Kumar, General Manager-Sales in the budget meeting held on January 20, 2007 at the company's headquarters at Bangalore. Another forecast made earlier put this figure as 10,00,000 units.

"For determining the company's sales budget, we also need information about market segments, such as the share of household and institutional customers as well as that of rural and urban markets. Production function would like to know product type share between frost-free and direct cool, as well as different sizes from 110 litres to 310 litres. These figures are absolutely essential for working marketing and production plans, and thereafter overall company's budget for the year 2007-2008," intervened Mr. Vinod, President of the company, before Vice President (Sales and Marketing) could say something.

Satish Kumar responded, "Yes, we can estimate the break-up of total numbers of refrigerators into product types and sizes, as well as market segments, but we have to first decide whether our sales budget would be equal to or lower than the sales forecast".

"I think before we take that decision, we would like to know how accurate is your sales forecast, and which forecasting method have you used," asked the Vice President (Sales and Marketing).

"Well, the method used by us was moving averages and the accuracy of our sales forecasting is good for short-term forecasting with stable market conditions and availability of historical data," said a confident Satish Kumar.

Questions:

a) What would you do in such a situation, when the sales forecasts differ?

b) The company plans to introduce a new product LCD Colour Televisions. How would you go about in forecasting the sales for the new product?

c) Explain the rationale of asking for the break-up of the total sales forecast figure by product types and sizes, as well as market segments.

2525 – C41 – IIIS MBA (N) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

E-COMMERCE AND DIGITAL MARKETING

Paper: C12

(New)

Time : 3 Hours] [Max. Marks : 50

Section A – (Marks : 10 × 1 = 10)

1. Explain the following terms. **(Any 10)**

   a) M-Commerce

   b) Sniffing

   c) Internet value chain

   d) Digital signature

   e) Website

   f) Firewalls

   g) Digital Wallets

   h) Encryption

   i) Consumer oriented E-Commerce

   j) Search Engine Optimisation

   k) Click & Brick Model

   l) Virtual stores.

Section B – (Marks : 4 × 5 = 20)

Answer any **four**. *Each question carries* **five** *marks.*

2. "Digital marketing is a game changer strategy for modern business". Justify your answer.

3. Discuss the importance of customer focused relationship marketing and how it is different from transactional marketing?

4. What special tools and techniques that enterprise can use in their brand building process on the web?

5. Describe the key dimensions of E-Commerce security.

6. Explain online marketing research process.

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Section C – (Marks : 1 × 10 = 10)

Answer any **one.** *Each question carries* **10** *marks.*

7. "Digital marketing creates need for unnecessary products". Justify your answer with relevant example.

8. What are the security threats E-Commerce player is exposed? How one has to protect themselves from such probable attacks?

Section D (Marks: 10)

(Compulsory)

9. You have been appointed as a Management Consultant for XYZ Company Limited, who will be entering into Digital Platform. You have been asked to guide them regarding ethical, social and legal issues. You have been asked to prepare a detailed report regarding this.

2526 – C42 – IIIS MBA (N) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

RETAIL MANAGEMENT

Paper : C13

Choise Based Credit System [CBCS]

(New)

Time : 3 *Hours*] [*Max. Marks* : 50

Section A – (Marks $10 \times 1 = 10$)

1. Answer any **ten** out of **twelve** sub-questions. Each carries **one** mark.

   a) Brand factory retail chain belongs to which organisation?

   b) What kind of retailer chain is IKEA?

   c) List down the key strategic decision areas for a firm.

   d) Define category killers.

   e) List down five retail stores in India, which can be called as speciality stores.

   f) Give four examples of corporate retail chain.

   g) What are infomercials?

   h) What are the different types of needs?

   i) What is a merchandise kiosk?

   j) What is visual merchandising?

   k) Name the founders of online store, Flipkart.

   l) Domino's pizza store comes under which kind of ownership?

Section B – (Marks: $4 \times 5 = 20$)

Answer any **four** *out of* **five** *questions. Each carries* **five** *marks.*

2. What is retailing? What are the activities they take up to create value for consumers?
3. With a suitable example explain the components of retail mix.
4. Giving suitable examples, explain the classification of retail stores on the basis of ownership.
5. Why is location an important component of retailing?
6. What are the different pricing strategies that retailers adopt to meet their financial objectives?

Section C – (Marks: $1 \times 10 = 10$)

Answer any **one** *out of* **two** *questions. It carries* **ten** *marks.*

7. Consider yourself as a merchandising manager, what is your role in the retail store? Give examples.
8. How do online stores like Amazon and Flipkart affect the performance of brick and mortar stores especially, when Amazon announce the Great Indian festival and Flipkart comes up with Big Billion Day.

Section D – (Marks: $1 \times 10 = 10$)

(Compulsory)

9. Read the case and answer the questions.

   From consultants ready to solve fashion crises to personal concierge services and spa treatments at Le Couvent des Minimes Spa by L'Occitane in Provence, France, Nordstrom is using its varied

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loyalty programs to retain and increase its share of wallet among key customers. The retailer's research indicates that customers who have relationships with Nordstrom through either the rewards program or a salesperson spend more at Nordstrom than those who do not.

Nordstrom shoppers automatically become members of Nordstrom's Fashion Rewards program when they sign up for the store's credit card. They earn points, or Nordstrom Notes, whenever they use the card – including on purchases made from other vendors-although Nordstrom purchases result in twice the points. Each time a customer accumulates 2,000 points, he or she receives a $20 Nordstrom Note, a gift certificate redeemable for Nordstrom merchandise or services. The program's different levels are based on annual net purchases; the higher the customer's annual spending, the more rewards earned. Nordstrom Notes encourage shoppers to move up to the higher levels by shopping at Nordstrom and by using the store's credit card no matter where they shop. Benefits available at different levels include free standard shipping, free trial size beauty products, invitations to private shopping events, Nordstrom On Call (a 24 hour fashion emergency hotline), early access to Nordstrom's Anniversary Sale (the biggest sale of the year), and complimentary tickets to Nordstrom designer runway shows and a private shopping party hosted by Nordstrom.

Nordstrom is not alone in its efforts. Its competitors have also ramped up their loyalty programs. Saks Fifth Avenue's SakFirst program allows shoppers to accrue points from in-store purchases made using a Saks credit card or another form of payment and from credit card purchases made outside the store with the Saks' 'little black card." Points earned vary depending on tier and whether the purchase was made at Saks or at an outside vendor. Diamond Plus customers, who spend at least $25,000 a year at the store, receive free local delivery, complimentary valet parking, storage of one fur item at no cost, advance notice of sales, invitations to special events, and complimentary shipping on online and catalog orders. Saks also partners with exclusive vendors such as Mercedes. The Palm restaurant, and The Yachts of Seabourn on exclusive offerings, and it rewards its top shoppers with elite travel services.

Of the various programs, though, Neiman Marcus's InCircle, launched nearly 30 years ago, remains the granddaddy of them all. Customers at different spending levels earn points by using their Neiman Marcus credit card. Customers usually get 1 point foreach dollar they spend, although at the highest tiers the point-earning formulas become more generous and members may choose one day each year on which to receive double points. Points are redeemable for gift certificates, in-store dining, alterations, fur storage, store delivery, or airline miles. The program's five tiers include the President's Circle, achieved by spending between $75,000 and $599,999 annually. Neiman's President's Circle members receive custom-designed travel, entertainment, or gifts. For example, members might take in a Broadway preview and dine with the cast, savor a private cooking class in a Tuscan villa with an Italian chef and sommelier, or enjoy the Kentucky Derby from Millionaire's Row seating and relax at the Barnstable Brown party.

Questions:

1. What are the design characteristics of an effective loyalty program?
2. How effective is Nordstrom's program in terms of developing customer loyalty?
3. Whom should Nordstrom target for its loyalty program?
4. Is the Nordstrom program worth what it spends to reward customers? Why or why not? Explain.
5. What do you see as the strengths or weaknesses of loyalty programs such as Nordstrom's Fashion Rewards or InCircle at Neiman Marcus?

2527 – C43 – IIIS MBA (N) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

MANAGEMENT

Paper: C14: Strategic Brand Management

Time : 3 *Hours*] [*Max. Marks* : 50

Section A – (Marks: 10 × 1 = 10)

1. Answer any **ten** sub-questions. Each sub-question carries **one** mark.

   a) What brands mean to you?

   b) Define brand portfolio.

   c) What do you understand by retiring brands?

   d) What is corporate brand?

   e) What is brand architecture?

   f) What is brand elasticity?

   g) What is brand salience?

   h) Define brand awareness.

   i) What do you mean by brand licensing?

   j) What is event marketing?

   k) What is cooperative advertising?

   l) Define brand positioning.

Section B – (Marks: 4 × 5 = 20)

Answer any **four** *questions from the following questions.*
Each question carries **five** *marks.*

2. What do you think of the new branding challenges and opportunities for any organizations?

3. Pick a category basically dominated by two main brands. Evaluate the positioning of each brand.

4. Choose a brand element and discuss its contribution to brand equity.

5. Choose a brand that has recently experienced a marketing crisis. How would you evaluate the marketers' response?

6. Pick a brand. Describe its breadth and depth of brand awareness.

[P.T.O

Section C – (Marks: 1 × 10 = 10)

Answer any **one** *question from the following carries which carry* **ten** *marks.*

7. Pick a brand. Evaluate how it leverages secondary associations. Suggest better way of leveraging secondary brand knowledge.

8. Choose any two market leaders and discuss their global branding strategies. How are they similar and how are they different? Why they are so well respected?

Section D – (Marks: 1 × 10 = 10)

9. Read the following case and answer the questions given at the end.

BMW is the ultimate driving machine. Manufactured by the German company Bayerische Motoren Werke AG, BMW stands for both performance and luxury. The company was founded in 1916 as an aircraft engine manufacturer and produced engines during World Wars I and II. It evolved into a motorcycle and automobile maker by the mid-20th century, and today it is an internationally respected company and brand with $106 billion in sales in 2012."

BMW's logo is one of the most distinctive and globally recognized symbols ever created. The signature BMW roundel looks like a spinning propeller blade set against a blue sky background – originally thought to be a tribute to the company's founding days as an aircraft-engine manufacturer. Recently, however, a *New York Times* reporter revealed that the logo, which features the letters BMW at the top of the outer ring and a blue-and-white checkered design in the inner ring, was trademarked in 1917 and meant to show the colors of the Free State of Bavaria, where the company is headquartered.

BMW's growth exploded in the 1980s and 1990s, when it successfully targeted the growing market of baby boomers and professional yuppies who put work first and wanted a car that spoke of their success. BMW gave them sporty sedans with exceptional performance and a brand that stood for prestige and achievement. The cars, which came in a 3, 5, or 7 Series, were basically the same design in three sizes. It was at this time that yuppies made Beemer and Bimmer the slang terms for BMW's cars and motorcycles, popular names still used today.

At the turn of the century, consumers' attitudes toward cars changed. Research showed that they cared less about the bragging rights of the BMW brand and instead desired a variety of design, size, price, and style choices. As a result, the company took several steps to grow its product line by targeting specific market segments. This resulted in unique premium priced cars such as SUVs, convertibles, and roadsters, as well as less expensive compact cars like the 1 Series. In addition, BMW redesigned its 3, 5, and 7 Series cars, making them unique in appearance yet maintaining their exceptional performance. BMW's full range of cars now includes the 1 Series, 3 Series, 5 Series, 6 Series, 7 Series, X Series, Z4 Roadster, M. Series, Hybrids and BMWi.

BMW created the lower-priced 1 Series and X1 SUV to target the 'modern mainstream', a group who are also family-focused and active but had previously avoided BMWs because of their premium cost. The 1 Series reached this group with its lower price point, sporty design, and luxury brand. The X1 and X3 also hit home with a smaller, less expensive SUV design.

The redesign of the 7 Series, BMW's most luxurious car, targeted a group called "upper conservatives." These wealthy, traditional consumers don't usually like sportier cars, so BMW added electronic components such as multiple options to control the windows, seats, airflow, and lights, a push-button ignition, and night vision, all controlled by a point-and-click system called iDrive. These enhancements added comfort and luxury, attracting drivers away from competitors like Jaguar and Mercedes.

BMW successfully launched the X series by targeting "upper liberals" who had achieved success in the 1990s and gone on to have children and take up extra curricular activities such as biking, golf, and skiing. These consumers needed a bigger car for their active lifestyles and growing families, so BMW created a high performance luxury SUV. BMW refers to its SUVs as sport *activity* vehicles in order to appeal even more to these active consumers.

BMW introduced convertibles and roadsters to target "post-moderns," a high-income group that continues to attract attention with more showy, flamboyant cars, BMW's 6 Series, a flashier version of the high-end 7 Series, also targeted this group.

BMW uses a wide range of advertising tactics to reach each of its target markets, However, the company's U.S. tagline, "The Ultimate Driving Machine," has remained consistent since it first launched there in 1974. During that time, sales have grown to more than 300,000 units in the United States in 2013. In recent years, BMW has returned to emphasizing performance over status, stating, "We only make one thing, the ultimate driving machine."

BMW owners are very loyal to the brand, and enthusiasts host an annual Bimmerfest each year to celebrate their cars. The company nurtures these loyal consumers and continues to research, innovate, and reach out to specific segment groups year after year.

Questions:

a) How does BMW segment its consumers? Why does this work for BMW?

b) What does BMW do well to market to each segment group? Where could it improve its marketing strategy?

c) Should BMW ever change its tagline. "The Ultimate Driving Machine"? Why or why not?

2532 – C48 – IIIS MBA (N) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

Paper: C19 DERIVATIVES MARKET AND RISK MANAGEMENT

(New)

Time : 3 Hours] [Max. Marks : 50

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** of the following sub-questions, each question carries **one** mark.

   a) What is the common motivation for entering into a forward contract?

   b) What do you mean by a currency derivative?

   c) What is the forward price?

   d) When the broker liquidate/closes out the position?

   e) What is the effect of marking to market?

   f) State any four assumptions for pricing of financial contracts.

   g) Give the meaning of Carry Pricing Model.

   h) How do you calculate New base year average?

   i) State the positions of the buyer and seller in call and put options.

   j) What do you mean by option premium?

   k) State two primary risks associated with an interest rate swap.

   l) Why is notional amount often exchanged in a currency swap?

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions, each question carries* **five** *marks.*

2. Briefly discuss the common underlying assets for derivatives.

3. Briefly discuss the major indices in the Indian Capital Market.

4. Consider the following information with regard to a call option on the stock of XYZ Company.

   Current price of the share, S_0 = Rs. 120

   Exercise price of the option, E = Rs. 115

   Time period to expiration = 3 months.

   Standard deviation of the distribution of continuously compounded rates of return $\sigma = 0.6$.

   Continuously compounded risk-free interest rate, $r = 0.10$.

   Calculate the value of the call using Black - Scholes formula.

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5. How are futures contracts on stock indices valued using the cost of carry model when no dividends are expected on securities included in the index?

6. Explain why interest rate swaps are more widely used than currency and equity swaps?

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. Assume that a market-capitalization weighted index consists of five stocks only. Currently, the index stands at 970. Obtain the price of a futures contract, with expiration in 115 days, on this index having reference to the following additional information:

   a) Dividend of Rs. 6 per share expected on share B, 20 days from now.

   b) Dividend of Rs. 6 per share expected on share E, 28 days from now.

   c) Continuously compounded risk-free rate of return = 8% p.a.

   d) Lot size: 300

   e) Other information:

Company	Share Price (Rs)	Market Capitalization (Crores of Rs)
A	22	110
B	85	170
C	124	372
D	54	216
E	25	200

8. Suppose that a party engages in a swap, but before the expiration date of the swap, the party decides that it would like to terminate the position. Explain how it can do so.

Section D – (Marks : 1 × 10 = 10)

(*Compulsory*)

9. The Rs. 660 call and put November options on a security are available at Rs. 23.25 and Rs. 9.80 respectively. Each contract involves 300 shares.

   Using this information, help an investor to create a (i) Bottom Straddle (ii) Strip and (iii) Strap.

   Also discuss under what conditions each of these is appropriate.

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2533 – C49 – IIIS MBA (N) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

PRINCIPLES AND PRACTICES IN MODERN BANKING

Paper:C20

(New)

Time : 3 Hours] [Max. Marks : 50

Section A – (Marks : 10 × 1 = 10)

1. Explain any **10** of the following terms. Each carries **one** mark.

   a) SLR

   b) Indigenous banker

   c) NBFC

   d) Letter of Credit

   e) Wholesale banking

   f) Promissory Note

   g) Plastic Money

   h) Exchange rate

   i) NPA

   j) List out the features of Negotiable instruments

   k) Liquidity

   l) Collateral security.

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. Explain the process of opening an account in Bank.
3. Write a short note on mobile banking.
4. What are different types of relationship do customer and banker has?
5. Explain ancillary services provided by Banks.
6. What are different types of facilities banks provide for exporter and importer?

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *of the following question. Which carries* **10** *marks.*

7. Discuss the role of banking in the development of Capital Market in India. Explain different roles performed by Bank in Capital market.
8. Is the Indian current banking system will hit crisis? What is your opinion and validate your answer with relevant facts.

[P.T.O.

Section D – (Marks : 10)

(Compulsory)

9. Answer the following which carries **10** marks:

"Demonetisation and changing marketing practices has changed the payment systems. Technology is playing a predominate role in digital banking concept. It has eased the way the transactions have been carried out." Discuss different digital payment systems and types of online banking frauds and how one should protect themselves against frauds?

2535 – C51 – IIIS MBA (N) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

MANAGEMENT

Paper: C22

(International Financial Management)

(New)

Time : 3 Hours] [Max. Marks : 50

Section A

1. Answer any **10** of the following sub-questions. Each sub-question carries **1** mark. (10 × 1 = 10)

a) What are Multilateral Financial Institutions?
b) Distinguish between Balance of Trade and Balance of Payments.
c) What is meant by European Monetary System?
d) What do you understand by appreciation and depreciation of a currency?
e) Distinguish between direct and indirect quote in exchange rate quotation.
f) What do you understand by Leads and Lags?
g) What is the difference between Hedgers and Speculators?
h) What is a Currency Swap?
i) What are Nostro and Vostro accounts?
j) What is meant by Efficient Market Approach of forecasting exchange rate?
k) What do you understand by Correspondent Bank?
l) Differentiate between ADRs and GDRs.

Section B

Answer any **4** *questions. Each question carries* **5** *marks.* (4 × 5 = 20)

2. Discuss the nature and scope of international financial management by a multinational firm.

3. "India's foreign exchange market is a very volatile and fluctuating market as far as the investors are concerned with". Elucidate this statement with illustrations and discuss how to overcome from this situation.

4. What do you understand by foreign exchange risk? What are the different internal and external exposure management techniques which are used by importers and exporters?

5. Explain the features of various theories of exchange rates.

6. The following rates appear in the forex market:

Particulars	Spot Rate	3 Month Forward Rate
Rs./$	Rs. 71.10/71.25	72.47/72.63

From the above information, you are required to compute the following:

a) How many US$ should a firm sell to get Rs. 80.10 million after 3 months?
b) How many rupees does the firm require to pay to obtain US$ 75,000 in spot market?

[P.T.O.

c) Assume the firm has \$ 50,000, how many rupees does the firm obtain in exchange at 3-month period?

d) Are forward rates at a premium or discount?

Section C

Answer any **1** *of the following questions which carries* **10** *marks.* (1 × 10 = 10)

7. (a) Discuss about international financial markets. State the recent changes that have taken place in international financial markets.

   (b) The currency prices in international money market are as follows:

   Spot rate: \$ 0.60 = Euro 1

   One year forward: \$ 0.63 = Euro 1

   Annualized interest for one year Euro = 6.5%

   Annualized interest for one year \$ = 8.5%

   (i) Verify whether there is any scope for arbitrage gain.

   (ii) If yes, compute the amount of such gain using hypothetical data.

8. (a) Briefly discuss the transaction and economic exposure faced by an MNC in the foreign exchange market.

   (b) Company X wishes to borrow US dollars at a fixed rate of interest. Company Y wishes to borrow Japanese yen at a fixed rate of interest. The amounts required by the two companies are roughly the same at current exchange rate. The companies have quoted the following interest rates:

Company	Yen	Dollars
X	5.0%	9.6%
Y	6.5%	10.0%

   Design a swap that will net a bank, acting as intermediary, 50 basis points per annum. Make a swap equally attractive to the two companies and ensure that all foreign exchange risk is assumed by the bank.

Section – D
(Compulsory)

9. Read the case and answer the questions. It carries 10 marks. (10)

The ABC Company has its receivables of € 2.5 million due in 3 months. The rupee has tendency to appreciate. The current rate is Rs. 84.2020/€. The company would like to hedge in the options market. The data are as follows:

Strike price is Rs. 83.50/€

Premium is 1.5%

Which type of option is involved? How is this option to be used (a) if rupee appreciates and settles at Rs. 82.01/€ on the due date, b) if rupee depreciates and settles at Rs. 84.26/€ on the due date and (c) if rupee settles at Rs. 83.50/€ on the due date? Answer with necessary working notes.

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2536 – C52 – IIIS MBA(N) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

C23: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

(New)

Time : 3 *Hours*] [*Max. Marks* : 50

All sections are compulsory.
Read instructions given at each section.
Relevant illustrations must be given wherever required.

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** mark.

   a) Give the meaning of financial investment.

   b) State the investment objectives.

   c) What are the factors that differentiate one index from another?

   d) What do you mean by unsystematic risk?

   e) How would you assess the present value of a bond?

   f) What are the factors that affect the EPS of the company?

   g) What is a point and figure chart?

   h) State clearly the importance of MACD.

   i) What do you mean by Operational efficiency?

   j) What is residual analysis?

   k) What is simple diversification?

   l) How would you calculate the systematic risk.

Section B – (Marks: 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. Bhuvan is considering buying a Rs.10,000 par value bond bearing a coupon rate 11 per cent that matures after five years. He wants a minimum yield to maturity of 15 per cent. The bond is currently sold at Rs.8,700. Should he buy the bond?

3. Nagaraj estimates that from investment on stock A he would get 16 per cent dividend in the coming year. It would continue to grow by 10 per cent for the rest of the years. The selling price is Rs.45. He needs a return of 20 per cent per year for his son's educational expenses. Can he invest on stock A?

4. What are the arguments against EMH? Explain.

5. What do technical analysts mean when they say that market is 90% psychological and 10% logical?

6. How is a portfolio managed? How is it revised?

Section C – (Marks: 1 × 10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. As a security analyst you will be responsible for analyzing various stocks and making buy, sell and hold recommendations for your clients. Briefly discuss the factors that you will take into account to determine the investment worthiness of a scrip.

8. Mr. Prem is very worried about the volatility of the market return. He also feels unsettled by the alternating bull and bear phases. He has two sets of portfolios before him. The details of the stocks in these portfolios are given below along with their beta values. The market variance is assumed to be 64.

Portfolio – I	β	Portfolio – II	β
Apple Cart Ltd	1.7	Lily Ltd	1.5
Deep Valley Ltd	1.1	Milky Way Ltd	1.2
Shadow Ltd	0.9	Star Ltd	0.7
Melody Ltd	0.3	Moon Ltd	1.2

a. Find out the risk related to the market for each portfolio. Assume that an equal amount of money is spent on each security in the respective portfolios.

b. After selecting the portfolio with minimum risk, can you change the proportions in such a way to reduce the risk further. But you should remember that Mr. Prem wants that at least 15% of his money should be invested in a single security and at the same time he does not want this to exceed 30%.

Section D – (Marks: 1 × 10 = 10)

(Compulsory)

9. X Ltd. present you the following:

Balance Sheet as on 31st December, 2018

Liabilities	Amount	Assets	Amount
Equity share capital	50,000	Fixed assets	87,500
8% Preference share capital	10,000	Investments	25,000
Reserve fund	40,000	Stock	30,000
6% Debentures	20,000	Sundry debtors	13,500
Sundry creditors	30,000	Bank balance	7,000
Profit and Loss A/c.		Preliminary expenses	8,000
2017 Rs. 1,000			
2018 Rs. 20,000	21,000		
	1,71,000		**1,71,000**

The directors intend to transfer a sum of Rs. 5,000 out of the current year profit to provision for tax. You are required to calculate the following:

a) Return on capital employed.

b) Fixed assets to net worth.

c) Debt to equity and

d) Productivity of assets employed.

2537 – C53 – IIIS MBA (N) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION DECEMBER 2019

ORGANIZATIONAL DEVELOPMENT AND INSTITUTION BUILDING

Paper: C24

(New)

Time : 3 Hours] [Max. Marks : 50

Section A

1. Answer any **10** sub-questions. (10 × 1 = 10)
   a) What is OD?
   b) Define Change Management.
   c) What is Diversity?
   d) What is Conflict Management?
   e) Define Intervention.
   f) What is Crisis Management?
   g) Define Organisational Culture.
   h) Define Diagnosis.
   i) Define BARS.
   j) What is Restructuring?
   k) Define Right-sizing.
   l) Who is a Consultant?

Section B

Answer any **four** *questions. Each question carries* **five** *marks.* (4 × 5 = 20)

2. Explain the process of OD with reference to service sector.
3. Explain your role as HR Consultant.
4. What is Sensitivity training?
5. What are the factors influencing institutional building?
6. Explain Lewin's model.

Section C

Answer any **one** *question.* (1 × 10 = 10)

7. Explain the organizational level interventions useful in building automobile sector.
8. Explain individual interventions with examples.

Section – D
(Compulsory) (1 × 10 = 10)

9. As the Director of your B School, design group interventions for your institution.

2538 – C54 – IIIS MBA (N) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

MANAGEMENT

C-25: Compensation Management

(New)

Time : 1½ *Hours*] [*Max. Marks* : 25

Section A – (Marks: 5 × 1 = 5)

1. Answer any **five** sub-questions. Each sub-question carries **one** mark.

   a) Why compensation management is important?

   b) What are the wage levels?

   c) What is fair and living wage?

   d) What are fringe benefits?

   e) What do you mean by ESOPs?

   f) What is productivity bargaining?

Section B – (Marks: 2 × 5 = 10)

Answer any **two** *questions from the following questions.*
Each question carries **five** *marks.*

2. Does the labour market influence employee compensation? Explain.

3. Discuss the salient features of employee compensation in India.

4. Explain the principles of compensation determination.

Section C – (Marks: 1 × 10 = 10)

5. Read the following case and answer the questions given at the end:

Performance related compensation schemes are commonly used by organizations to reward improved productivity through increased salary or benefits. Often, this scheme is misconstrued as an indirect management control system. Auto India, a leading manufacturer of automobile spares, recently adopted a bonus scheme with the basic intention of reaping benefits of increased productivity. This called for significant alteration of existing compensation systems, including making employees more accountable or responsible for results.

In the months succeeding the introduction of the new bonus scheme, the high achievers of the company significantly increased their compensation level, whereas a large number of employees faced significant reduction in their compensation package. The company had explained to all stakeholders the genesis and operational procedures before introduction of the new bonus scheme. All the line managers were trained individually to help them understand how the bonus scheme works and help in achieving business goals.

All the employees of the company are members of one of the two major registered and recognized unions. One of the union leaders collected payroll information for six months following the

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introduction of the new bonus schemes. Its analysis indicated that actual compensation costs have decreased over the period. Both the union leaders jointly issued a notice to the management explaining their understanding of the systems, an extract of which is reproduced here:

Performance related pay is defined as an approach of linking pay to performance. It is based on the assumption that organizations are able to measure output at the individual as well as team level as it contributes to organizational performance. In addition, performance related pay should be administered in a way that organizations can capitalize the expected value from employees. Any performance related pay initiative should match the organizational performance budgeting duly considering the economic constraints of the organization. Therefore, performance related pay should attempt to trade-off between various options, taking into account the background and culture of the organization.

While designing new performance-related pay schemes, organizations should ensure its acceptability to all cross sections of employees. The right fit performance appraisal tools form the basis for performance related pay scheme. It should balance individual and team performance, bring changes in the human resource management practices, understand the impact on employees' motivation, and develop a culture of mutual trust. Organisations, after introduction of the bonus scheme, should also ensure periodic evaluation to understand its success or otherwise.

'We feel that our organization has failed to account for all these issues, leading employees to survive in uncertainty and suffer from extreme financial hardships. Hence, we oppose the newly introduced performance related pay and appeal to the management to revert to the old compensation system, which followed the principles of equity and assigned weightage to seniority without harming the collective interests of the employees.'

While explaining the genesis of the new bonus scheme, the company did make it clear to both the unions that the company wanted to reward high achievers and differentiate them from others who failed to achieve. This would enable the company to relate the compensation to market rates and at the same time motivate employees to deliver their best performance.

Question:

1. As a compensation expert, critically analyse the case and suggest what was lacking in Auto India's introduction of performance related pay?

2540 – C56 – IIIS MBA (N) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS

Paper: C27

(New)

Time : 3 Hours] [Max. Marks : 50

All sections are **Compulsory**.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries one mark.

   a) Define emotional intelligence.

   b) What is meant by Tripartite Brain?

   c) What are social skills?

   d) What are positive emotions?

   e) What is trait EI?

   f) Define pessimism.

   g) What is self regulation?

   h) What are life positions?

   i) What is motivation?

   j) Mention any two barriers to empathy.

   k) What is being zealous?

   l) What are coping thoughts? Mention an example.

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question carriers* **five** *marks.*

2. Differentiate between trait EI and Ability EI.
3. What is empathy and explain how it is an essential emotional competence?
4. Brief the various traits of a person with high social skills.
5. Explain the various relaxation techniques and how to use them effectively.
6. "Giving in without the giving up" – Explain with the help of an example or situation.

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Section C – (Marks : 1 × 10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. What is an EQ brain and explain how it works?

8. Can emotions be managed? Bring out the importance of self regulation / Managing emotions.

Section D – (Marks: 10)

(Compulsory)

9. As a HR manager explain in detail what components / dimensions of Emotional intelligence would you emphasis on during recruitment and selection process and how would you measure them.

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2541 – C57 – IIIS MBA (N) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

C28: TALENT MANAGEMENT

Time : 3 *Hours*] [*Max. Marks* : 50

All sections are **Compulsory**.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

Section A – (Marks: 10 × 1 = 10)

1. Answer any **ten** out of **eleven** of the following sub-questions. Each question carries **one** mark.
   a) What is Talent Engagement?
   b) Define Skills Development.
   c) What is Talent Procurement?
   d) What do you mean by Talent Retention?
   e) Challenges of Diverse workforce.
   f) Talent Departure.
   g) Assessment centres.
   h) Succession Planning.
   i) On boarding.
   j) Reward Management.
   k) Behavioural Event Interview.

Section B – (Marks: 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. Explain Talent Management process.
3. Briefly explain the tools of Talent Management.
4. What is Talent Management? Discuss the strategic importance of Talent Management in an organisation.
5. Describe the process of diagnosing the various causes of talent departure in newly established companies. What challenges do you anticipate? Explain.
6. Explain the Role of employer branding in Talent Acquisition.

Section C – (Marks: 1 × 10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. Taking an example of a company explain the Talent Management Strategies or practices followed in the organisation.
8. "Is it possible to manage talents in a small organization where the number of employees is less than hundreds, and if yes how? How is it talent management different in large oroganisations?

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Section D – (Marks: 1 × 10 = 10)

9. **Compulsory:**

The Essar Group was founded in 1969, by Mr. Shashi Ruia and Mr. Ravi Ruia with the construction of an outer breakwater in Chennai port. It quickly moved to capitalize on every emerging business opportunity, becoming India's first private company to buy a tanker in 1976. The Group also invested in a diverse shipping fleet and oilrigs, when the Government of India opened up the shipping and drilling businesses to private players in the 1980s. With the turn of the century the group has been consolidating and growing the businesses with mergers and acquisitions, new revenue streams and strategic geographical expansion.

With every milestone which the company achieved, it got closer to understanding the crucial needs of talent management and development. The need to nurture internal talent has been integral to Essar where, as put in by a senior manager, 'environment is very conducive to self development. The top management – Shashi Ruia and Ravi Ruia were father figures guiding us through the maze of professional and personal challenges. And Prashant Ruia was one amongst us. Whether it was the reassuring guidance of Dileep Oommen, the scientific approach of Vikram Amin, or the astute coaching of S L Kaul and K Subramanium, I had all the support I required to scale new heights in record time'.

Organizational Programs to Nurture Coaching and Mentoring at Essar: As a part of its performance management process every employee is entitled to receive coaching and mentoring from the immediate supervisor, who is exposed to various coaching and mentoring techniques with abundant resources like internally developed Essar book of coaching and mentoring, which helps share success stories of the coaches and mentees; coaching and mentoring summits where Essar coaches and mentors come together to laud and learn from successes across businesses and locations; and performance coaching where all Essar managers undergo performance coaching workshops. The Essar certified coach for Essar managers undergo a 6-9 months program. Select coaches are awarded the prestigious Essar Starfish Award.

Find the GURU within workshop: This initiative has acted as one of the greatest gifts a mentor can offer as unconditional, open sharing of ideas and wisdom to grow their ideas and talents. Everyone benefits, not only obviously the person receiving advice and direction from a trusted mentor, but also the mentor himself benefits greatly from the experience. When a mentee takes the time to seek out a talented mentor, he/she should ask for advice, and aspire to a particular habit, behavior, or way of life that he/she can improve. The initiative helps the mentee in following aspects: Figure out what matters to him and his growth – Amplify his focus by removing lesser priorities – Connect with people and ideas more closely aligned – Identify and remove blind spots – The best mentors develop a deep emotional fluency such that they have strong understanding of their mentees strengths. Essar has developed a remarkably successful coaching and mentoring program by appealing to cultural influences. Indians believe in rebirth and the cyclical nature of life, which means aspiring towards being immortal becoming "AMAR" in Hindi.

Essar Certified Course: Under this course a kind of test is taken for all the mentors who have attended all the 50 sessions in a workshop of becoming a mentor. It is mainly done to understand how much have they learned out of the workshop and also to know whether they are capable of mentoring someone or not. Basically, their mentoring skills are tested and if they pass satisfactorily, they are granted a certificate of becoming a mentor and then can start with that designation into the organization.

Questions:

1. How would you differentiate between counselling, mentoring and coaching? Can a mentor be a coach? Can a coach also be a mentor? What according to you is a more challenging role and why?
2. What is the Role of mentoring on Talent Management at Essar.
3. What is the Impact of mentoring at Essar in creating a positive workplace. Explain?

2542 – C58 – IIIS MBA (N) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

LEARNING AND DEVELOPMENT

Paper: C29

(New)

Time : 3 Hours] [Max. Marks : 50

Section A

1. Explain any 10 of the following sub-questions: (10 × 1 = 10)

a) Social Learning
b) OJT
c) Coaching
d) Role play
e) OTP analysis
f) Cognitive outcomes
g) Job rotation
h) Team Teaching
i) T-Group Training
j) Training evaluation
k) Management development
l) ASK Model

Section B

Answer any **four** *questions. Each question carries* **five** *marks.* (4 × 5 = 20)

2. Discuss the importance of training in globalised environment.

3. "Training Designing is not free from constraints." Explain constraints in designing training program.

4. Explain different types of training methods.

5. Discuss Kolb's Learning Cycle.

6. Explain Donald Kirkpatrick's training evaluation model.

Section C

Answer any **one** *question which carries* **ten** *marks.* (1 × 10 = 10)

7. "There exists a relationship between learning and training". Why is it important to study and understand Learning process for the effectiveness of training program?

8. "Learning and development is one of the important functions of management and its effectiveness depends upon the type of training methods used. Discuss with proper justification.

Section D – (Marks: 10)

(Compulsory)

9. You have been appointed as HR Consultant for a leading MNC. Your organisation has diversified work force. Your organisation is adopting new technology in its operation. You have recruited 25 new employees for performing operational jobs. Existing work force have been appointed as senior level managers for the same job. You have been asked to perform TNA and design training program for both the levels. Also highlight evaluation process.

3078 – IIISSVS – OE – D – 19

THIRD SEMESTER M.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2019

SWAMI VIVEKANANDA STUDIES

Human Resource Development and Professional Skills (OEC)

Time : 3 Hours] [Max. Marks : 75

Instructions : *1) Answer **all five** questions.*

*2) Marks are indicated against **each** question.*

1. a) Explain Swami Vivekananda's message to the youth. **15**

OR

b) Describe Vivekananda's vision for development of personality. **15**

2. a) Discuss the psychological development involved in integrated human development. **15**

OR

b) Discuss the effect of spirituality on individual. **15**

3. a) Discuss the need and impact of positive thinking. **15**

OR

b) Define will power and explain its impact on various issues. **15**

4. a) Explain the functions of brain and mind. **15**

OR

b) Describe how meditation affects positive thinking. **15**

5. Write short notes on the following :

a) Character building. **8**

b) Unfolding empathetic and compassionate qualities. **7**

OR

c) Communication process. **8**

d) Interpersonal relationships. **7**

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ಕನ್ನಡ ಆವೃತ್ತಿ

ಸೂಚನೆಗಳು : 1) ಎಲ್ಲಾ ಐದು ಪ್ರಶ್ನೆಗಳಿಗೂ ಉತ್ತರಿಸಿ.
2) ಪ್ರತಿ ಪ್ರಶ್ನೆಯ ಎದುರಿಗೆ ಅಂಕಗಳನ್ನು ಸೂಚಿಸಲಾಗಿದೆ.

1. ಅ) ಯುವಕರಿಗೆ ಸ್ವಾಮಿ ವಿವೇಕಾನಂದರ ಸಂದೇಶವನ್ನು ವಿವರಿಸಿ. 15

ಅಥವಾ

ಬ) ವ್ಯಕ್ತಿತ್ವ ಬೆಳವಣಿಗೆಗೆ ಸ್ವಾಮಿ ವಿವೇಕಾನಂದರ ದೃಷ್ಟಿಕೋನವನ್ನು ವರ್ಣಿಸಿ. 15

2. ಅ) ಮಾನವನ ಸಮಗ್ರ ಬೆಳವಣಿಗೆಯಲ್ಲಿ ಮಾನಸಿಕ ಬೆಳವಣಿಗೆಯನ್ನು ಚರ್ಚಿಸಿ. 15

ಅಥವಾ

ಬ) ವ್ಯಕ್ತಿಯ ಮೇಲೆ ಆಧ್ಯಾತ್ಮಿಕತೆಯ ಪರಿಣಾಮವನ್ನು ಚರ್ಚಿಸಿ. 15

3. ಅ) ಧನಾತ್ಮಕ ಆಲೋಚನೆಯ ಅಗತ್ಯತೆ ಮತ್ತು ಪ್ರಭಾವವನ್ನು ಚರ್ಚಿಸಿ. 15

ಅಥವಾ

ಬ) ಆತ್ಮ ಸ್ಥೈರ್ಯವನ್ನು ವ್ಯಾಖ್ಯಾನಿಸಿ ಮತ್ತು ಅದರ ಪ್ರಭಾವವನ್ನು ವಿವಿಧ ಅಂಶಗಳ ಮೇಲೆ ವಿವರಿಸಿ. 15

4. ಅ) ಮಸ್ತಿಷ್ಕ ಮತ್ತು ಮನಸ್ಸಿನ ಕಾರ್ಯಗಳನ್ನು ವಿವರಿಸಿ. 15

ಅಥವಾ

ಬ) ಧನಾತ್ಮಕ ಆಲೋಚನೆಯನ್ನು ಧ್ಯಾನ ಹೇಗೆ ಪ್ರಭಾವಿಸುತ್ತದೆ ? ವರ್ಣಿಸಿ. 15

5. ಕೆಳಗಿನವುಗಳಿಗೆ ಲಘು ಟಿಪ್ಪಣಿ ಬರೆಯಿರಿ :

ಅ) ಚಾರಿತ್ರ್ಯ ಬೆಳವಣಿಗೆ. 8

ಬ) ಅನುಕಂಪ ಮತ್ತು ಅನುಭೂತಿ ಗುಣಗಳನ್ನು ಪ್ರಕಟಿಸಿ. 7

ಅಥವಾ

ಕ) ಸಂವಹನ ಪ್ರಕ್ರಿಯೆ. 8

ಡ) ಅಂತರ ವೈಯಕ್ತಿಕ ಸಂಬಂಧಗಳು. 7

2545 – C01 – IIIS MBA (O) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

C01: STRATEGIC MANAGEMENT

(Old Syllabus)

Time : 3 Hours] [Max. Marks : 50

Section A – (Marks: 10 × 1 = 10)

1. Answer any **ten** sub-questions of the following. Each question carries **one** mark.

   a. Strategic group

   b. Strategic thinking

   c. SBU

   d. Stewardship Theory

   e. Globalization

   f. Inside Directors

   g. Vertical integration

   h. Fragmented industry

   i. Franchising

   j. Strategic Alliances

   k. Guerrilla Warfare

   l. Corporate parenting.

Section B – (Marks: 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. Describe Basic Model of Strategic Management process.
3. Discuss Mintzberg's modes of strategic decision-making.
4. Explain different Retrenchment strategies.
5. Discuss the role of core competencies while framing competitive strategy.
6. Write a note on Corporate Governance.

Section C – (Marks: 1 × 10 = 10)

Answer any **one** of the following questions. It carries **ten** marks.

7. Critically evaluate various international market entry strategies available to a company for horizontal growth.
8. Discuss the role of organizational structure in Strategic Management.

Section D – (Marks: 1 × 10 = 10)

(Compulsory)

9. Prepare Internal Factor Analysis Summary (IFAS) by taking an example of any one company of your choice.

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2547 – C03 – IIIS MBA (O) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

C03: COMPANY AND BUSINESS LAW

(Old Syllabus)

Time : 1½ *Hours*] [*Max. Marks* : 25

Section A – (Marks: 5 × 1 = 5)

1. Answer any **five** sub-questions out of the following **six** questions. Each carries **one** mark.
   a) Define Contract.
   b) Define Business Law.
   c) What is Deemed Prospectus?
   d) Define Partnership.
   e) What do you mean by bills of exchange.

Section B – (Marks: 2 × 5 = 10)

Answer any **two** *out of* **three** *questions. Each question carries* **five** *marks.*

2. Explain the fundamental Rights and Duties of an Indian Citizens.
3. What do you mean by Sale of Goods Act? Explain the essentials of Sale, Right and duties of Buyer and Seller.
4. What is Memorandum of Association? Explain briefly the clauses of Memorandum of Association.

Section C – (Marks: 1 × 10 = 10)
(Compulsory)

5. Define Contract? Explain essentials and types of Contract.

2553 – C08 – IIIS MBA (O) – D – 19

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2019

MANAGEMENT

Paper : C08: Project Management

Time : 1½ *Hours*] [*Max. Marks* : 25

Section A – (Marks: 5 × 1 = 5)

1. Answer any **five** of the following:

   a) Define Project.

   b) What is PERT?

   c) What is WBS?

   d) What is Internal Rate of Return?

   e) What is project feasibility?

   f) What is the role of a Project Manager?

Section B – (Marks: 2 × 5 = 10)

Answer any **two** *of the following:*

2. Explain project scheduling with a suitable example.

3. Explain the elements of project planning.

4. What is project closing? What are the different ways in which a project can be closed.

Section C – (Marks: 1 × 10 = 10)

(Compulsory)

5. Explain the contents of a model project report by taking an example of your own project work done during your course (MB).

2554 – C09 – IIIS MBA (O) – D – 19

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2019

MANAGEMENT

Paper : C09: Sales Management

(Old Syllabus)

Time : 3 *Hours*] [*Max. Marks* : 50

Section A – (Marks: 10 × 1 = 10)

1. Answer any **ten** of the following sub-questions.

   a) Define sales management.

   b) What do you mean by personal selling?

   c) Expand AIDA.

   d) Who are order takers?

   e) What do you mean by sales force?

   f) What is recruitment?

   g) Define motivation.

   h) What do you mean by market potential?

   i) What is sales quota?

   j) What do you mean by sales organization?

   k) Give the meaning of customer objections.

   l) What do you mean by sales skills?

Section B – (Marks: 4 × 5 = 20)

Answer any **four** *of the following questions.*

2. What are the objectives of personal selling?

3. What are the functions of sales executive?

4. Explain the factors that influence the size of the sales territory.

5. Explain the methods used in training programs.

6. Elaborate some of the commonly used parameters to monitor the performance of a firm's sales force.

[P.T.O

Section C – (Marks: 1 × 10 = 10)

Answer any **one** *of the following, which carries* **ten** *marks.*

7. Describe about selling skills in detail.

8. Discuss the scope of Sales Management in a manufacturing and marketing organisation.

Section D – (Marks: 1 × 10 = 10)

9. Solve the following case study / Question:

   You have been retained as a consultant to develop sales training programme to improve productivity of middle-level sales managers of a company manufacturing personal-care products like shampoos, creams and moisturizers etc.

   Describe the key features of the training programme devised by you.

2555 – C10 – IIIS MBA (O) – D – 19

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2019

MANAGEMENT

Paper : C 10: Customer Relationship Management

(Old Syllabus)

Time : 1½ *Hours*] [*Max. Marks* : 25

Section A – (Marks: 5 × 1 = 5)

1. Answer any **five** of the following:

   a) Define Relationship?

   b) What is CRM?

   c) Mention any two Importance of CRM.

   d) Explain the term 'Creating Relationship Value".

   e) What is the purpose of Customer Relationship?

   f) What is "Life Time Value" of the Customer?

Section B – (Marks: 2 × 5 = 10)

Answer any **two** *of the following.*

2. Explain Relationship marketing in detail.

3. Explain the role of IT in CRM.

4. Explain the Process of implementing CRM.

Section C – (Marks: 1 × 10 = 10)

Answer the following.

5. Write a short note on the following:

   a) Right Value Propositions.

   b) Customer Acquisition.

   c) Customer Segmentation.

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2557 – C12 – IIIS MBA (O) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

MANAGEMENT

(Brand Management)

(Old)

Time : 1½ Hours] [Max. Marks : 25

Section A – (Marks: 5 × 1 = 5)

1. Answer any **five** of the following:

   a. What do you mean by brand marketing?

   b. What do you mean by brand building?

   c. What is channel strategy?

   d. What is brand equity?

   e. What do you mean by brand performance?

   f. What do you mean by brand positioning?

Section B – (Marks: 2 × 5 = 10)

Answer any **two** *of the following:*

2. What are the challenges in branding?

3. Explain the steps of brand building.

4. Write a note on branding.

Section C – (Marks: 1 × 10 = 10)

5. Solve the following case study.

On March 22, 2011, US-based popular search-engine Google.com (Google) acquired a US patent for its homepage logos, Google Doodles, nearly 10 years after first submitting it in 2001. The patent known as "Systems and Methods for Enticing Users to Access a Website" was to protect Google's practice of changing its logo to showcase special events. Doodles were customized versions of the Google logo that the company placed on its home page to celebrate holidays, anniversaries and other historical events.

Questions:

1. Marketers usually stick to a consistent logo. In this context, do you think Google Doodles is a powerful branding tool? Give reasons for your answer.

2. How helpful are the Doodles in building the Google brand?

2559 – C14 – IIIS MBA (O) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

MANAGEMENT

(Retail Management)

(Old Syllabus)

Time : 1½ Hours] [Max. Marks : 25

Section A – (Marks: 5 × 1 = 5)

1. Answer any **five** of the following:

   a. Define retail management.

   b. What is retail communication mix?

   c. What is store layout?

   d. What is relationship marketing?

   e. What do you mean by retail audit?

   f. Give the meaning of merchandise assortment.

Section B – (Marks: 2 × 5 = 10)

Answer any **two** of the following:

2. Explain the characteristics of retailing.

3. Write a note on visual merchandising.

4. Briefly explain the customer buying process.

Section C – (Marks: 1 × 10 = 10)

5. **Solve the following Case study**:

   A retail store requires comprehensive marketing planning, from determining the products being sold to how the in-store advertising materials will be displayed. Part of that planning is developing effective retail layout strategies. Each retail store needs to address basic strategy concepts, monitor customer response to any strategies used, and make changes that improve sales.

   You are required to design a layout for a retail store which can help to optimize the resources of the store.

2568 – C23 – IIIS MBA (O) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

C23: ORGANISATIONAL DEVELOPMENT AND INSTITUTION BUILDING

(Old Syllabus)

Time : 3 Hours] [Max. Marks : 50

Section A – (Marks: 10 × 1 = 10)

1. Answer any ten sub-questions.

   a. Define Organizational Development.

   b. What is Institution Building?

   c. What do you understand by Organization Culture?

   d. Define Organizational Change.

   e. Mention few Conceptual skills.

   f. What is Diversity?

   g. What do you mean by Action Research?

   h. What is Counselling?

   i. Define Contract.

   j. What is Diagnosis?

   k. What is Sensitivity training.

   l. What are T-groups?

Section B – (Marks: 4 × 5 = 20)

Answer any **four** *questions. Each question carries five mark.*

2. Briefly explain the characteristics of OD.
3. Explain the difficulties in Institution Building.
4. What are the basic elements required for Institution Building?
5. Explain Kurt Lewin's model.
6. Explain the process of Consultation.

[P.T.O.

Section C – (Marks: 1 × 10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. Explain different categories of Interventions.

8. Explain the Action Research model.

Section D – (Marks: 1 × 10 = 10)

(Compulsory)

9. Global warming is an issue to be addressed by corporate. As a OD consultant, design a OD system to overcome the challenges of Global warming.

2570 – C25 – IIIS MBA (O) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

MANAGEMENT

C25: (Group Dynamics)

(Old Syllabus)

Time : 1½ Hours] [Max. Marks : 25

Section A – (Marks 5 × 1 = 5)

1. Answer any **five** of the following:

   a) What do you mean by role conflict.

   b) Define Interest Group.

   c) What is group norms?

   d) What do you mean by Groups Synergy?

   e) What is virtual organization?

   f) What are the characteristics of a Group Leader?

Section B – (Marks: 2 × 5 = 10)

Answer any **two** *of the following*:

2. Distinguish between formal and informal groups.

3. Discuss some major factors influencing group decision-making.

4. What are the major stages in group formation process? Elaborate with an example.

Section C – (Marks: 1 × 10 = 10)
(Compulsory)

5. Design a Team building training module for any company of your choice.

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2571 – C26 – IIIS MBA (O) – D – 19

THIRD SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2019

C26: COMPETENCY MAPPING

(Old Syllabus)

Time : 3 *Hours*] [*Max. Marks* : 50

Section A – (Marks 10 × 1 = 10)

1. Answer any **ten** sub-questions of the following. Each carries **one** mark.

   a) Motives

   b) Thematic Analysis

   c) Psychometric tests

   d) Critical incidence technique

   e) Repertory Grid

   f) Assessment Centre

   g) Multi-Rater Feedback

   h) Attitudes

   i) Job Analysis

   j) Competency Mapping

   k) Behavioral indicators

   l) Thershold Competencies.

Section B – (Marks 4 × 5 = 20)

Answer any **four** *of the following. Each question carries* **five** *marks.*

2. What is the role of assessment centre as development tool?

3. "The competencies of the respective job description also become for assessment on performance evaluation" – Discuss.

4. Explain different issues related to developing competency model.

5. Discuss advantages of Competency Mapping for the company.

6. Differeniate between Job analysis and Competency Model.

[P.T.O

Section C – (Marks 10 × 1 = 10)

Answer any **one** *of the following and it carries* **ten** *marks.*

7. "Competency Mapping Forms an excellent tool for optimizing the human capital" – Explain.

8. Construct a sample questionnaire for Competency Mapping.

Section D – (Marks: 10 × 1 = 10)
(Compulsory)

9. Develop a Competency Mapping Framework for a Manager.
