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II Semester M.B.A. Degree Examination, July 2017
(CBCS Scheme)
MANAGEMENT
2.1 : Technology for Management

Time : 3 Hours Max. Marks : 70

Instruction : *Answer* ***all*** *Sections.*

SECTION – A

Answer **any five** of the following questions. **Each** carries **5** marks : **(5×5=25)**

1. What is the different network topologies used in network ?
2. What are the various steps in constructing in DSS ?
3. What do you mean by TPS ? Give an example.
4. What is business process reengineering ? Explain.
5. What are the various modules available in ERP ?
6. What are the merits and demerits of DBMS systems ?
7. What is IP and how does it work ?

SECTION – B

Answer **any three** of the following questions. **Each** carries **ten** marks : **(3×10=30)**

8. What do you mean by an operating system ? Outline the features of different operating systems.
9. Explain the system development methodologies with respect to MIS.
10. Enumerate the artificial intelligence technologies and its importance in business.
11. What are the risks associated with ERP implementation ? Discuss the risk management techniques that can be used during implementation.

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SECTION – C

Compulsory question : **(1×15=15)**

12. Case study :

Emerging as a multinational E commerce company, Amazon has turned out to be leading online retailer offering cloud computing services. Two technologies driving the growth of Amazon has been the integration of customer relationship management and information management to the overall business strategy. Linux has been a core strength behind the technology of Amazon, the IT infrastructure of the organization has been built in such a way that could handle more than millions of operations and also handles queries.

The company has been exposed to threats of storing and securing the credit cards and debit cards information. The company uses the customer relationship management module under enterprise resources management to store personalized information and purchasing trends of its customers which is integrated with the marketing and advertising campaigns of the organization. The sales strategy of Amazon has been very unique that reflects its MIS. The operations of the company have made a transition from a single level sales strategy to that of multi level e commerce strategy.

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The initial growth of the organization was favoured by business to consumer models of selling and business to business mode of operations. The recent development in the E commerce population has enhanced the interactions between the consumer and the business thus forcing Amazon to give more priority and customization to its IT to value and respect reviews of the customers as a part of their business operations. The exclusion of the retailers has been the signs of growth in Amazon as it allows the customers to sell and buy the products using Amazon as a platform.

The business model of Amazon reflects the management information systems. Elastic cloud computing has been yet another vibrant web service offered by Amazon. The objective of E2C at Amazon has been to serve the developers who

work with web scale computing. It offers the end users the complete control over computing actions and lets customers to use the computer environment of Amazon. The pros of E2C computing at Amazon are its ability to save more time there by ignoring the needs of booting a new server. Amazon machine image is being created by the end user to utilize E2C services. The most attractive part of E2C is the feature of paying only for the actual use and also helps the developers to customize their applications so that most common failure scenario is being isolated.

The technology used by Amazon comprises web service, middleware, group ware and most importantly networking. These lay the pillars of management information systems. The enterprise systems that are integrated with the internet are the logistics, accounting and the human resources. The technology and the enterprise systems at Amazon are interconnected with vibrant relational data base management systems which are interdependent on one another.

1) What would be the recommendations to sort products and anti-phishing interventions to Amazon as IT manager ?
2) How can the company establish customer relationship management interventions across the business operations ?
3) Advocate solution to resolve the existing gap between the marketing and sales activities of Amazon.

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II Semester M.B.A. Degree Examination, July 2017
(CBCS Scheme)
MANAGEMENT
2.2 : Managerial Research Methods

Time : 3 Hours Max. Marks : 70

Instruction *: Answer* ***all*** *Sections.*

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks : **(5×5=25)**

1. Define business research. What are the major components of good research study ?
2. Distinguish between stratified and cluster sampling.
3. Briefly explain the concept of validity of scale.
4. Discuss Type I and Type II error in hypothesis testing.
5. What is Descriptive analysis ? Illustrate.
6. Distinguish between pure research and applied research.
7. What do you mean by coding of data ? Illustrate a sample code book.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **10** marks : **(3×10=30)**

8. Define research design. Explain the various phases in research designing.
9. What should be the ideal structure of a research report ? What are the elements of structure defined by you ?

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10. Explain primary scales of measurement (Nominal, Ordinal, Interval, Ratio) with suitable examples and also give details of what statistical technique can be used with data from each type of scale ?

11. Write short notes on :
    1) Inferential analysis.
    2) Cronbach's alpha.

SECTION – C
(Case Study)

Compulsory : 15

12. You are employed by the product manager of Tral Foods Ltd. who wants to know the difference in promotional strategies between the company's frozen vegetables and those marketed by Mother Diary. The customers of the frozen vegetables are mostly working women. Identify your variables, objectives, hypothesis and the research design to be used. Develop a questionnaire to understand the perception of consumers regarding the same.

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II Semester M.B.A. Degree Examination, July 2017
(CBCS Scheme)
MANAGEMENT
Paper – 2.3 : Entrepreneurship and Ethics

Time : 3 Hours Max. Marks : 70

Instruction : *Answer* ***all*** *Sections.*

SECTION – A

Answer **any five** of the following questions. **Each** question carries **five** marks. **(5×5=25)**

1. "Entrepreneurs are not born, but made". Discuss.
2. How do small business estimate their financial requirements ?
3. Explain the social responsibilities of entrepreneurs.
4. What is franchising ? Explain the advantages of franchising.
5. Why do some business plans fail ? Explain.
6. Discuss the critical factors for new venture development.
7. What is code of conduct and how useful is it in promoting ethical behaviour ?

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SECTION – B

Answer **any three** questions. **Each** question carries **ten** marks. **(3×10=30)**

8. Describe the predominance and contribution of new ventures in the economy.
9. Briefly describe each of the major segments to be covered in a business plan.
10. Identify and discuss the legal forms available for entrepreneurs structuring their ventures.
11. Explain the goals of Business ethics. What are pros and cons of business ethics ?

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SECTION – C

Case study : **Compulsory.** 15

12. **Jane's Evaluation :**

Paul Medwick is a commercial banker. In the past month he has received loan applications from three entrepreneurs. All three have fledgling businesses with strong potential. However, Paul believes it is important to look at more than just the business itself; the individual also needs close scrutiny.

The three entrepreneurs are (1) Robin Wood, owner of a small delicatessen located in the heart of a thriving business district ; 2) Richard Trumpe, owner of a ten-minute oil-change-and-lube operation ; and 3) Phil Hartack, owner of a bookstore that specializes in best sellers and cookbooks. Paul has had the bank's outside consultant, Professor Jane Jackson, interview each of the three entrepreneurs. Jane has done a lot of work with entrepreneurs and after a couple of hours of discussion is usually able to evaluate a person's entrepreneurial qualities. In the past Jane has recommended 87 people for loans and only two of these ventures have failed. This success rate is much higher than that for commercial loans in general. Here is Jane's evaluation of the three people whom she interviewed.

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CHARACTERISTIC	ROBIN WOOD	RICHARD TRUMPE	PHIL HARTACK
Perseverance	H	M	M
Drive to achieve	M	H	M
Initiative	M	H	M
Persistent problem solving	M	M	H
Tolerance for ambiguity	L	M	H
Integrity and reliability	H	M	H
Tolerance for failure	H	H	H

Creativity and innovativeness	M	H	M
Self-confidence	H	H	H
Independence	H	H	H

H = High

M = Medium

L = Low.

Questions :

1) Which of the three applicants do you think comes closest to having the mind-set of an ideal entrepreneur ? Why ?

2) To which applicant would you recommend that the bank lend money ? (Assume each has asked for a loan of $ 50,000). Defend your answer.

3) Can these three entrepreneurs do anything to improve their entrepreneurial profile and their chances for success ? Be specific in your answer.

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II Semester M.B.A. Degree Examination, July 2017
(CBCS Scheme)
Management
2.4 : HUMAN CAPITAL MANAGEMENT

Time : 3 Hours Max. Marks : 70

Instruction : *Answer* ***all*** *Sections.*

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks. **(5×5=25)**

1. Explain the significance of Human resource management in an organisation.
2. Discuss how job evaluation is differing from job analysis.
3. Bring out the source of recruitment.
4. Explain nature and significance of training.
5. Discuss the 360° performance appraisal.
6. Explain the components of employee compensation.
7. What are the barriers to strategic HRM ? Discuss.

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SECTION – B

Answer **any three** of the following questions. **Each** question carries **10** marks. **(3×10=30)**

8. Define HRP. Explain the HRP process.
9. What is selection ? Discuss the process of selection.
10. Explain the need assessment of training and methods of training with an example.
11. Discuss how performance appraisal is differing from performance management system.

P.T.O.

SECTION – C

12. **Compulsory** question. **(1×15=15)**

Case study :

Hindustan Liver Limited is a reputed multinational company. It considers selection as an event in the total process of acquiring and developing managers. The company believes that the selection process must be consistent with other events in the total process for it to be effective. Hindustan lever has been one of the most favored companies by the prospective candidates for managerial position. The selection process of the company can be broken into three steps : such as- Screening of application forms, preliminary interview and final selection.

Screening of Applications Forms :

In the first step the company usually receives a large number of applications for the positions advertised or through campus interview. Thereafter such applications are screened. Such applications usually contain brief information about the candidates. The selected candidates are then required to fill in a detailed application form. This form is quite elaborate and seeks factual information about the candidate and also about his attitudes and personality. A more strict screening of applications is made in this step. The company believes that to select a candidate it will not be enough to see the application forms only which may not be very reliable measure to select or reject the candidate. This calls for a brief preliminary interview to be held by company to get the best talents. So such interviews are conducted to interview as many candidates as is administratively possible.

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Preliminary Interview :

Preliminary interview is conducted for about ten to twenty minutes usually by one manager. During this brief personal contract, some time is spent in discussing the nature of the job, the future career possibility of the applicant and the company's policy in this regard. Often a second interview is conducted before the applicant is rejected or selected for further consideration.

Final Selection :

Final selection process is quite elaborate. This stage consists of two aspects- groups discussion and final interview. Group discussion is conducted in two stages. In the first group discussion, the chairman of the panel of selectors requests the group to select a subject which can be economic, political, social educational or even a lighter subject. The subject is decided by the group itself out of the various topics given to it. When the topics is finalized, the members of

the group discuss it. In the second group discussion, a case is given. The case is distributed in advance. The evaluation of the group discussion is done by a board consisting of the personnel director, the director of the division in which the applicants have to be absorbed, a senior manager of the same division and a senior manager of other division. The board evaluates the candidates along the following factors. Style of self introduction by the candidate, his general knowledge and knowledge of his subject, clarity of thought and logic, lucidity of expression, tolerance of others views, persuasiveness and leadership qualities. Each selector is given a blank sheet to evaluate the candidates. He evaluates the candidates individually.

After the group discussion, personal interview is conducted by the board. On the completion of the individual interviews, the board members held discussion among them and then arrive at a consensus.

Question :

1. What type of selection should be adopted by the company ?
2. What is considered in time of screening the application forms ?
3. What is the basic objective of the preliminary interview ? And what should be the size of groups for final selection ?
4. What is the information on the basis of which the personal interview is conducted ?

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II Semester M.B.A. Degree Examination, July 2017
(CBCS)
MANAGEMENT
2.5 : Financial Management

Time : 3 Hours

Max. Marks : 70

***Instruction**: Answer **all** the Sections.*

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks. **(5×5=25)**

1. When can there arise a conflict between shareholders' and managers' goals ? How can it be resolved ?

2. Briefly explain the features of Venture Capital.

3. Explain the factors influencing dividend policy.

4. The earnings per share of a company are Rs. 10. It has an internal rate of return of 15% and the capitalization rate of its risk class is 12.5%. If Walter's model is used :
   i) What should the optimum payout ratio of the firm ?
   ii) What would be the price of the share at this payout ?

5. Assuming that a firm pays tax at a 40% tax rate, compute the after tax cost of capital in the following cases :
   a) A bond, sold at Rs. 100 with a 7 percent interest and a redemption price of Rs. 110, if the company redeems it in 5 years.
   b) An ordinary share, selling at a current market price of Rs. 120 and paying a current dividend of Rs. 9 per share, which is expected to grow at a rate of 8% ?

6. Rao Corporation has a target capital structure of 60% equity and 40% debt. Its cost of equity is 18% and its pre-tax cost of debt is 13%. If the relevant tax rate is 35%, what is Rao Corporation's WACC ?

7. Explain the role of finance manager in the changing scenario of financial management in India.

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SECTION – B

Answer **any three** of the following, **each** question carries **ten** marks. **(10×3=30)**

8. "Finance function of a business is closely related to its other functions". Discuss with suitable examples.

9. A firm's sales, variable costs and fixed cost amount to Rs. 75,00,000, Rs. 42,00,000 and Rs. 6,00,000 respectively. It has borrowed Rs. 45,00,000 at 9 percent and its equity capital totals Rs. 55,00,000.
   a) What is the firm's ROI ?
   b) Does it have a favorable financial leverage ?
   c) If the firm belongs to an industry whose asset turnover is 3, does it have a high or low asset leverage ?
   d) What are the operating, financial and combined leverages of the firm ?
   e) If the sales drop to Rs. 50,00,000, what will the new EBIT be ?
   f) At what level will the EBT of the firm equal to zero ?

10. JKL Limited is considering the revision of its credit policy with a view to increasing its sales and profit. Currently all its sales are on credit and the customers are given one month's time to settle the dues. It has a contribution of 40% on sales and it can raise additional funds at a cost of 20% per annum. The marketing manager of the company has given the following options along with estimates for considerations :

Particulars	Current Position	Option I	Option II	Option III
Sales (in Lakh Rs.)	200	210	220	250
Credit period (in months)	1	1.5	2	3
Bad debts (% of sales)	2	2.5	3	5
Cost of credit administration (in Rs. Lakhs)	1.20	1.30	1.50	3.00

You are required to advise the company for the best option.

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11. A proforma cost sheet of a company provides the following particulars :

	Amount per unit (₹)
Raw material	80
Direct labour	30
Overheads	60
Total cost	170
Profit	30
Selling price	**200**

The following further particulars are available. Raw materials are in stock on an average for one month, WIP on an average for half a month. Finished goods are in stock on an average for one month.

Credit allowed by suppliers is one month, credit allowed to customers is two months. Lag in payment of wages is 1½ weeks (1.5), lag in payment of overhead expenses is one month. One-forth of the output is sold against cash, cash in hand and at bank is expected to be ₹ 25,000. You are required to prepare a statement showing the working capital needed to finance a level of activity of 1,04,000 units of production. You may assume that production is carried on evenly throughout the year, wages and overheads accrue similarly and a time period of 4 weeks is equivalent to a month.

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SECTION – C

12. **Compulsory** question : **(1×15=15)**

Case study :

You are a financial analyst for Hitesh Co. Ltd. The Director of capital budgeting has asked you to analyze the two proposed capital investments, Project X and Project Y. Each project has a cost of Rs. 2 million and the cost of capital for each project is 12%. The project's expected profit before depreciation and taxes are :

Year	Project X (PBDT)	Project Y (PBDT)
1	8,00,000	15,00,000
2	8,00,000	10,00,000
3	8,00,000	6,00,000
4	8,00,000	2,00,000

a) Calculate Pay Back Period, Net Present Value and Profitability Index.

b) Which project/projects should be accepted if they are independent ?

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II Semester M.B.A. Degree Examination, July 2017
(CBCS Scheme)
MANAGEMENT
2.6 : Quantitative Techniques and Operation Research

Time : 3 Hours Max. Marks : 70

Instructions: *Answer* ***all*** *the Sections.*
Calculators and normal distribution tables are ***allowed.***

SECTION – A

Answer **any five** of the following questions, **each** question carries **five** marks. **(5×5=25)**

1. Explain the role of queuing theory in decision-making and discuss its application.
2. Write a detailed note on role of operations research models in decision making.
3. Solve the following game theory using dominance principle.

		Firm B			
		B_1	B_2	B_3	B_4
Firm A	A_1	35	65	25	05
	A_2	30	20	15	00
	A_3	40	50	00	10
	A_4	55	60	10	15

4. The captain of a cricket team has to allot five middle batting positions to five batsmen. The average runs scored by each batsman at these positions are as follows :

		Batting positions				
		I	II	III	IV	V
Batsmen	P	40	40	35	25	50
	Q	42	30	16	25	27
	R	50	48	40	60	50
	S	20	19	20	18	25
	T	58	60	59	55	53

Find the assignment of batsman to positions which would give the maximum number of runs.

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5. The Crux Honda Ltd. manufactures around 150 scooters. The daily production varies from 146 to 154 depending upon the availability of raw materials and other working conditions.

Production per day	146	147	148	149	150	151	152	153	154
Probability	0.04	0.09	0.12	0.14	0.11	0.10	0.20	0.12	0.08

The finished scooters are transported in a specially arranged lorry accommodating 150 scooters, using the following random numbers :

80, 81, 76, 75, 64, 43, 18, 26, 10, 12, 65, 68, 69, 61, 57. Simulate the process to find out :

a) What will be the average number of scooters waiting in the factory ?

b) What will be the average number of empty space on the lorry ?

6. Find the sequence of the following eight jobs, that will minimize the total elapsed time for the completion of all the jobs. Each job is processed in the same order CAB. Entries given are time in hours on the machines.

		Jobs							
		J_1	J_2	J_3	J_4	J_5	J_6	J_7	J_8
Machines	**A**	4	6	7	4	5	3	6	2
	B	8	10	7	8	11	8	9	13
	C	5	6	2	3	4	9	15	11

7. What is linear programming ? What is its importance in today's business ?

SECTION – B

Answer **any three** of the following questions, **each** question carries **ten** marks. **(3×10=30)**

8. Discuss the significance and scope of operation research in modern business management.

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9. A publisher has rest signed a contract for the publication of a book. What is the earliest time that the book can be ready for distribution ? The tasks in the table are involved, with the estimates given in weeks.

Activity	A	B	C	D	E	F	G	H	I	J
Precedence	–	–	A, B	A	C, D	E	E	C, D	F, G	I, H
Most likely	8	2	2	6	4	3	4	6	8	1
Optimistic	4	2	1	4	3	3	3	4	6	1
Pessimistic	10	2	3	12	5	3	5	9	16	1

i) Draw a network and find the critical path, what is the expected length of the critical path and what is its variance ?

ii) What is the probability that the length of the critical path does not exceed
   a) 32 weeks
   b) 36 weeks.

10. Solve the given LPP by simplex method.

Maximize $Z = 5x_1 + 10x_2 + 8x_3$

Subject to $3x_1 + 5x_2 + 2x_3 \leq 60$

$4x_1 + 4x_2 + 4x_3 \leq 72$

$2x_1 + 4x_2 + 5x_3 \leq 100$

$x_1, x_2, x_3 \geq 0.$

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11. The following mortality rates have been observed for a certain types of fuses :

Week	1	2	3	4	5
% failing by the end of week	5	15	35	75	100

There are 1000 fuses in use and it costs Rs. 5 to replace on individual fuse. If all fuse were replaced simultaneously it would cost Rs. 1.25 per fuse. At what intervals the groups replacement should be done ? Which policy is better ?

SECTION – C

12. Case study (**compulsory**) : **(1×15=15)**

Solve the transportation problem to maximise profits and give criterion for optimality.

		Destinations				
		D_1	D_2	D_3	D_4	Capacity
Plants	P_1	40	25	22	33	100
	P_2	44	35	30	30	30
	P_3	38	38	28	30	70
Requirement		40	20	60	30	200 / 150

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II Semester M.B.A. Degree Examination, July 2017
(CBCS Scheme)
MANAGEMENT
Paper – 2.7 : Innovation Management

Time : 3 Hours Max. Marks : 70

Instruction : *Answer* ***all*** *the Sections.*

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks. **(5×5=25)**

1. Define innovation. Highlight the approaches to innovation.
2. Explain different sources of innovation.
3. What is multiple product options ? Discuss.
4. What are the sources of financing for innovation ?
5. What are the factors affecting the effectiveness of innovation ?
6. State the characteristics of service innovation.
7. Explain out of Box approach.

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SECTION – B

Answer **any three** of the following questions. **Each** question carries **10** marks. **(3×10=30)**

8. Briefly explain the different typology of innovation.
9. Explain the different components of intellectual property to protect innovation.
10. Explain the various sources from which innovations may be generated.
11. Discuss the soft methods of innovation management.