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PG-608

II Semester MBA (CBCS) Examination, July - 2019

MANAGEMENT 11242

2.1 : Technology for Management

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any 5** questions. Each question carries **5** marks. **5x5=25**

1. What are the different types of software ? What are the various applications of operating system ?
2. Distinguish between data and information. Explain with suitable examples.
3. How does Information Systems play a Strategic Role in Organisation ?
4. What is EIS ? Explain the role of EIS in organisation ?
5. What is DBMS ? What is the application of DBMS in Industry ?
6. How is Information Technology (IT) applied in material management of the organisation ?
7. What is TPS ? Explain with examples.

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SECTION - B

Answer **any three** questions. Each question carries **ten** marks. **3x10=30**

8. What are the various models in E-commerce ? Explain each model with examples.
9. Define KM. Explain the uses of KM in the Industry. Name some of the companies using KM.
10. Define the term MIS. Why is MIS looked upon as a strategic need of Management in the changing business scenario ?
11. What are the major challenges for Information System (IS) ? Discuss with respect to social and ethical issues how it is a threat to Organisation.

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SECTION - C

Compulsory Question. 1x15=15

12. A popular Book store in Bangalore is facing a threat from e-commerce business. The existing Brick and Mortar business model of the Book store is doing good business. The Book store has a good reputation and branding and is in the business for the last 40 years.

But over the years the on-line business has taken away many of its customers. The customers are getting discounts on the books which are purchased on-line and delivered at their house.

If you are hired as consultant to the company how do you tackle this scenario.

Questions :

(a) How does the Book seller overcome the on-line business competition ?

(b) Should the existing book company start the on-line store ? If so what are models and value chain should the company follow ?

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II Semester M.B.A. (Day) (CBCS) Examination, July - 2019

MANAGEMENT

11202

2.2 : Management Research Methods

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any five** questions from the following, each question carries **5** marks. **5x5=25**

1. Define business research. Write the criteria of good research.

2. What is hypothesis ? Define type I error and type II error in hypothesis testing.

3. Develop a questionnaire to analyse the customer preference of an automobile. Five questions will suffice.

4. What is univariate and bivariate analysis of data ? Give example.

5. Differentiate between cluster sampling and stratified sampling with examples.

6. Explain the steps in hypothesis testing.

7. Briefly explain the format of Research Report.

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SECTION - B

Answer **any three** questions from the following, each question carries **10** marks. **3x10=30**

8. Explain about different types of research.

9. Explain about various scaling methods.

10. What is research design ? How are they classified ? Explain with examples.

11. Explain different types of sampling methods.

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SECTION - C

12. Compulsory Case Study : **1x15=15**

Gupta Garment Company

Mr. Mohan Gupta has a chain of restaurants in many cities of northern India and he is interested in diversifying his business. His only daughter, Komal, never wanted to be in the hospitality line. To settle Komal into a line which would interest her, Mr. Mehta decided to venture into garment manufacturing. He gave this idea to his daughter, who liked it very much. Komal has already done a course in fashion designing and wants to do something different for the consumers of this industry. An idea struck her that she should design garments for people who are very bulky but want a lean look after wearing readymade garments. The first thing that came to her mind was to have an estimate of people who wore large sized shirts (40 size and above) and large sized trousers (38 size and above).

A meeting was called of experts from the garment industry and a number of fashion designers to discuss on how they should proceed. A common concern for many of them was to know the size of such a market. Another issue that was bothering them was how to approach the respondents. It was believed that asking people about the size of their shirt or trouser may put them off and there may not be any worthwhile response. A suggestion that came up was that they should employ some observers at entrances of various malls and their job would be to look at people who walked into the malls and see whether the concerned person was wearing a big sized shirt or trouser. This would be a better way of approaching the respondents. This procedure would help them to estimate in a very simple way the proportion of people who wore big sized garments.

Discussion Questions :

(a) Name the sampling design that is being used in the study.
(b) What are the limitations of the design so chosen ?
(c) Can you suggest a better design ?
(d) What method of data collection is being employed ?

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II Semester M.B.A. (Day) (CBCS) Examination, July - 2019

MANAGEMENT

2.3 : Entrepreneurship and Ethics

11233

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any five** questions, each carries **5** marks. **5x5=25**

1. Examine the benefits and potential risks of Entrepreneurship.
2. What are the challenges of new venture start-ups ?
3. List the common errors in Business Plan Formulation.
4. Distinguish between Patents, Copyrights and Trademarks.
5. What are the features of Social Entrepreneurship ?
6. What are the sources of Finance for New Ventures ?
7. What are the myths associated with Entreprencurship ?

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SECTION - B

Answer **any three** questions, each carries **10** marks. **3x10=30**

8. Discuss the factors affecting growth of Entrepreneurship in India.
9. Justify why new ventures fail.
10. Explain the different forms of entrepreneurial organisations.
11. What are the qualities of ethical leadership ?

SECTION - C

Compulsory Question : **1x15=15**

12. Prepare a business plan for manufacturing a FMCG product of your choice. Emphasize on ethical code of conduct while designing the business plan.

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II Semester MBA (CBCS) Examination, July - 2019

MANAGEMENT

Paper - 2.4 : Human Capital Management

11122

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any five** questions, each carries **5** marks : **5x5=25**

1. Distinguish between HRM and HRD.

2. What is HRP ? Explain determinants of HRP.

3. "Promotion and demotion are two faces of single coin". Comment on the statement.

4. What are internal and external sources of recruitment ? Explain.

5. Distinguish between training and development.

6. What are the contemporary HRD practices ? Explain.

7. What is 360° performance appraisal ? Explain.

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SECTION - B

Answer **any three** questions, each carries **10** marks : **3x10=30**

8. What are components of employee compensation ? Explain.

9. What do you mean by Industrial relations ? Explain how industrial relations affects industrial growth.

10. What do you understand by SHRM ? Explain its characteristics.

11. "The success of any organisation is depending up on the selection of right person for right job". Comment on the statement.

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SECTION - C
(Compulsory)

12. Read the case given below and answer the questions given at the end. **1x15=15**

Case Study

One Monday morning Sanjay Nagpal a recent recruit from a reputed Management institute in Chennai walked into the sales office at Manipal as a new sales trainee. Raghavan the Zonal sales manager for a large computer hardware firm was there to greet him. Raghavan's job consisted of overseeing the work of sales officers, Field executives and trainee salesman numbering over 50 of three areas namely Manipal, Bangalore, Trivandrum. The sales growth of computers, parts and other office equipments in his area was highly satisfactory, especially in recent years thanks to the developmental initiatives taken by the respective state government in spreading computer education in offices, schools, colleges, Banks and other institutions. Raghavan had collected all the sales reports, catalogues and pamphlets describing in details the types of the office equipment sold by the company. After a pleasant chat about their backgrounds, Raghavan gave Sanjay the collected material and showed him to his assigned desk. Thereafter Raghavan excused himself and did not return. Sanjay spent the whole day scanning the material and at 5.00 p.m. he picked up his things and went home.

Questions :

1. What do you think about Raghavan's approach for training programme ?
2. How training helps improvises the skills, gaining knowledge and increase adaptability ?
3. According to your knowledge which training methods will give more benefits to the new employees ?

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II Semester MBA (CBCS) Examination, July - 2019

MANAGEMENT

Paper - 2.5 : Financial Management

Time : 3 Hours

Max. Marks : 70

SECTION - A

Answer **any five** questions, each question carries **5** marks. **5x5=25**

1. Define Financial Management. Explain its functions.

2. Define Working Capital. What are the factors determining working capital structure in an organization ?

3. What is Time Value of Money ? What is its relevance in financial decision making ?

4. The following are the details regarding the operation of a firm during a period of 12 months :

Sales	₹ 12,00,000
Selling price per unit	10
Variable cost per unit	7
Total cost per unit	9
Credit period allowed to customers	One month

The firm is considering a proposal for a more liberal credit by increasing the average collection period from one month to two months. This relaxation is expected to increase sales by 25%.

You are required to advise the firm regarding adopting of the new credit policy, presuming that the firm's required return on investment is 25 percent.

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5. A company has on its books the following amounts and specific cost of each type of capital :

Type of Capital	Book Value ₹	Market Value ₹	Specific Cost %
Debt	400000	380000	5
Preference	100000	110000	8
Equity	600000	1200000	15
Retained earnings	200000		13
Total	1300000	1690000	

Determine the weighted average cost of capital using (a) Book value weights, and (b) Market value weights.

6. Execl Ltd. is considering three financial plans. The key information is as follows :

(a) Total funds to be raised ₹ 200000

(b) Financing Plans :

Plans	Equity %	Debt %	Preference %
A	100	-----	-----
B	50	50	-----
C	50	-----	50

(c) Cost of debt 8%, Cost of preference shares 8%

(d) Tax rate 35%

(e) Equity shares of the face value of ₹ 10 each will be issued at a premium of ₹ 10 per share.

(f) Expected EBIT ₹ 80000

Determine for each plan EPS and Financial BEP.

7. Northern Chemicals Ltd., owns a machine with the following characteristics :

Book Value	₹ 110000
Current Market Value	₹ 80000
Expected salvage value at the end of 5 years remaining useful life	NIL
Annual cash operating cost	₹ 36000

The firm's cost of capital is 15%, its tax rate is 35%. The company follows the straight line method of depreciation and the same is accepted for tax purpose. The management of the company is considering selling the machine. If it does so, total cash operating cost to perform the work now done by the machine will increase by ₹ 40000 per year to ₹ 76000 per year. Advise whether the machine should be sold.

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SECTION - B

Answer **any three** questions, each question carries **10** marks. **3x10=30**

8. Define Venture Capital. Explain stages of venture capital. Discuss the recent trends in venture capital financing in India.

9. A firm's sales, variable cost and fixed cost amounts to ₹ 75,00,000, ₹ 42,00,000 and ₹ 6,00,000 respectively. It has borrowed ₹ 45,00,000 at 9% and its equity capital total ₹ 55,00,000.

   (a) What is firm's ROI ?

   (b) Does it have favourable 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 drops to ₹ 50,00,000, what will new EBIT be ?

   (f) At what level will the EBT of the firm be equal to zero ?

10. ABC Ltd., wishes to raise additional finance of 100 lakhs for meeting its investment plans. It has ₹ 20,00,000 in the form of retained earnings available for investment purposes. The following are further details :

(a)	Debt/Equity Mix	-	30%/70%
(b)	Cost of debt :		
	(i) Up to 20 lakhs	-	10%
	(ii) Beyond 20 lakhs	-	14%
(c)	Earnings per share	-	₹ 4
(d)	Dividend payout	-	50% of earnings
(e)	Expected growth rate in dividend	-	10%
(f)	Current Market price per share	-	₹ 44
(g)	Tax rate	-	50%

You are required :

(i) Determine the pattern of raising additional finance.

(ii) To determine the post-tax average cost of additional debt.

(iii) To determine the cost of retained earnings and equity.

(iv) Compute the overall weighted average after tax cost of additional finance.

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11. The following information is available in respect of a firm :

Capitalisation rate = 10%

Earnings per share = ₹ 50

Assumed rate of return on Investment :

(a) 12% (b) 8% (c) 10%

Show the effect of dividend policy on market price of shares applying Walter's formula when dividend payout ratio is :

(a) 20% (b) 40% (c) 80%

SECTION - C

Compulsory question. **1x15=15**

12. ABC Ltd., is considering investing in a project that costs ₹ 10,00,000. The estimated salvage value is zero; tax rate is 35 percent. The company uses straight line depreciation for tax purposes and the proposed project has cash Flows Before Tax (CFBT) as follows :

Year	1	2	3	4	5
CFBT (₹)	2,00,000	3,00,000	4,50,000	4,50,000	6,50,000

Determine the following :

(a) Pay back period

(b) Average rate of return

(c) NPV at 14% required rate of return

(d) IRR, and

(e) PI at 14% required rate of return

Suggest the company whether it should accept this or not with necessary working notes assuming standard pay back period of 3 years and minimum rate of return of 15%.

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II Semester M.B.A. (Day) (CBCS) Examination, July - 2019

MANAGEMENT 11307

2.6 Quantitative Techniques and Operation Research

Time : 3 Hours Max. Marks : 70

Instructions : *(i) Answer **all** the sections.*
(ii) Calculators and Normal Distribution table is allowed.

SECTION - A

Answer **any five** questions, each question carries **5** marks. **5x5=25**

1. What are the applications of Operation Research in modern business ?

2. Explain the importance of Queuing theory in mgt. decision making.

3. Explain the procedure for calculation of Modified Distribution Method (MODI).

4. A Company manufactures around 200 Mopeds. Depending upon the availability of raw materials and other condition, the daily production has been varying from 196 Mopeds to 204 Mopeds, whose probability distribution is as given below :

Production per day :	196	197	198	199	200	201	202	203	204
Probability :	0.05	0.09	0.12	0.14	0.20	0.15	0.11	0.08	0.06

The finished Mopeds are transported in a specially designed three storeyed lorry that can accommodate only 200 Mopeds. Using the following 10 Random Numbers 82, 89, 78, 24, 53, 61, 18, 45, 04, 23. Simulate the process to find out :

(i) What will be the average number of Mopeds waiting in the factory ?
(ii) What will be the average number of empty spaces on the lorry ?

5. Solve the following games.

Player P \ Player Q	I	II	III	IV
I	6	4	8	0
II	6	8	4	8
III	8	4	8	0
IV	0	8	0	16

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6. Solve the following assignment problem. The district wise sales of five salesman is given as under: (Sales in ₹ 000's)

		Districts				
		D_1	D_2	D_3	D_4	D_5
Salesman	S_1	38	44	47	35	50
	S_2	49	33	37	30	42
	S_3	50	36	40	39	46
	S_4	28	44	48	45	43
	S_5	39	40	48	45	46

7. A firm is using a machine whose purchase price is ₹ 13,000. The installation charges amount to ₹ 3,600 and the machine has a scrap value of only ₹ 1,600 because the firm has a Monopoly of this type of work.

The maintenance cost in various years is given in the following table :

Year :	1	2	3	4	5	6	7	8	9
Cost (₹) :	250	750	1,000	1,500	2,100	2,900	4,000	4,800	6,000

The firm wants to determine after how many years should the machine be replaced on economic consideration, assuming that the machine replacement can be done only at the year ends.

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SECTION - B

Answer **any three** questions, each question carries **10** marks. **10x3=30**

8. Explain the term Operation Research and give its characteristic features. Give an example to support your views.

9. Solve the sequencing problem if each Job is performed in the same order CAB. Time in hours on Machines is given below :

Jobs		J_1	J_2	J_3	J_4	J_5	J_6	J_7	J_8
Machines	M_1	4	6	7	4	5	3	6	2
	M_2	8	10	7	8	11	8	9	13
	M_3	5	6	2	3	4	9	15	11

10. Find the optimal solution to the following transportation problem in which the cells contain the transportation cost in rupees.

	W_1	W_2	W_3	W_4	W_5	Available
F_1	7	6	4	5	9	40
F_2	5	7	7	8	6	10
F_3	6	8	9	6	5	20
F_4	8	5	6	7	8	40
Requirement	30	30	15	20	5	

11. Maximize

$$Z = 3x_1 + 2x_2 + 5x_3$$

Subject to $x_1 + 2x_2 + 2x_3 \leq 8$

$2x_1 + 3x_2 + 4x_3 \leq 12$

$3x_1 + 2x_2 + 6x_3 \leq 12$

whereas $x_1, x_2, x_3 \geq 0$

SECTION - C

12. Case study (**Compulsory**). **15x1=15**

A project consists of the following activity and different time estimates.

Activity	t_0	t_m	t_p
1 - 2	3	6	15
1 - 3	2	5	14
1 - 4	6	12	30
2 - 5	2	5	8
2 - 6	5	11	17
3 - 6	3	6	15
4 - 7	3	9	27
5 - 7	1	4	7
6 - 7	2	5	8

(a) Draw a network.

(b) Determine the critical path and their variances.

(c) Find the earliest and latest expected time to reach each node.

(d) What is the probability that the project will be completed by 27^{th} day ?

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II Semester M.B.A. (DAY) (CBCS) Examination, July - 2019

MANAGEMENT

11272

2.7 : Innovation Management

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any five** of the following questions. Each question carries **five** marks. **5x5=25**

1. Define Product innovation and Process innovation.
2. Write Essential ingredients of innovation.
3. Describe the importance of Intellectual Property Rights (IPR).
4. Explain new Service Development Process.
5. Write the meaning and characteristics of product.
6. Explain Service Innovation and its characteristics.
7. Write a note on Innovation mindset and its essentials.

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SECTION - B

Answer **any three** questions. Each question carries **ten** marks. **3x10=30**

8. Explain in detail out of box approach in innovation.
9. Briefly describe the strategic considerations on product innovations and different process in new product developments.
10. Write different innovation sources and emphasise on Technology Push Approaches and Market - Pull Approach.
11. Discuss the strategic considerations for innovation management. Illustrate your answer with suitable examples.

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SECTION - C

Case Study (Compulsory) : 1x15=15

12. A service station in Bangalore used to give customer-friendly services to its users. They further gave services like washing car windows, checking pressure in the tyres and checking the oil etc.
Other service stations nearby incorporated services like : popular fast food restaurants, credit card facility, selling of car accessories and some facilities customers like so much. This way they have captured 30% of the customers of other service station noted above.

Questions :

1. Being an innovation expert, what changes you would suggest to compete with other service stations ?

2. Bringing back the customers already left is a challenge to you; how innovative will you be to do so.

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