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II Semester M.B.A. (Day/Evening) Examination, November/December 2022
(CBCS – 2021 – 22 Onwards)
MANAGEMENT
Paper – 2.1 : Technology for Management

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Distinguish between Data and Information.
2. Define MIS. How are management decisions taken through MIS ?
3. Write a short note on RDMS.
4. What is Data Mining ? Explain its applications in brief.
5. Elaborate on the different types of E-payment systems and their risks.
6. How is IT influencing the changing business environment ?
7. Explain the role of Ergonomics in delivering cyber security.

SECTION – B

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

8. Write a short note on Security and Ethical Challenges of Information Technology.
9. Explain the process of MIS implementation in detail.
10. How is MS Excel used in documentation and making business reports ? Explain in detail with steps.
11. Discuss the challenges in implementing electronic commerce.

P.T.O.

SECTION – C

Case Study (**Compulsory** question). **(1×15=15)**

12. A waiter takes an order at a table, and then enters it online via one of the six terminals located in the restaurant dining room. The order is routed to a printer in the appropriate preparation area: the cold item printer if it is a salad, the hot-item printer if it is a hot sandwich or the bar printer if it is a drink. A customer's meal check-listing (bill) the items ordered and the respective prices are automatically generated. This ordering system eliminates the old three-carbon-copy guest check system as well as any problems caused by a waiter's handwriting. When the kitchen runs out of a food item, the cooks send out an 'out of stock' message, which will be displayed on the dining room terminals when waiters try to order that item. This gives the waiters faster feedback, enabling them to give better service to the customers. Other system features aid management in the planning and control of their restaurant business. The system provides up-to-the-minute information on the food items ordered and breaks out percentages showing sales of each item versus total sales. This helps management plan menus according to customers' tastes. The system also compares the weekly sales totals versus food costs, allowing planning for tighter cost controls. In addition, whenever an order is voided, the reasons for the void are keyed in. This may help later in management decisions, especially if the voids consistently related to food or service. Acceptance of the system by the users is exceptionally high since the waiters and waitresses were involved in the selection and design process. All potential users were asked to give their impressions and ideas about the various systems available before one was chosen.

Questions :

a) In the light of the system, describe the decisions to be made in the area of strategic planning, managerial control and operational control.

b) What would make the system a more complete MIS rather than just doing transaction processing ?

c) Explain the probable effects that making the system more formal would have on the customers and the management.

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II Semester M.B.A. (Day/Evening) Examination, Nov./Dec. 2022
(CBCS – 2021-22 Onwards)
MANAGEMENT
2.2 : Management Research Methods

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. What is meant by statement of problem ? What are the key elements in the statement of problem ?
2. Differentiate between Deductive and Inductive logic.
3. What is the role of editing and coding in the data preparation process ?
4. What is univariate and bivariate analysis of data ? Give examples.
5. What are the qualitative methods of data collection ?
6. What is Descriptive and Exploratory research ? Explain with examples.
7. Differentiate between Parametric and Non-Parametric tests.

SECTION – B

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

8. With suitable examples, explain the different types of scaling methods.
9. What is meant by a Hypothesis ? What are the different types of hypothesis ? Using suitable example demonstrate how you would formulate a hypothesis.
10. Explain in detail the process of Business analytics.
11. Describe in detail the format of research report. Explain the significance of a research report.

P.T.O.

SECTION – C

Compulsory question : **(1×15=15)**

12. Case Study :

A Company is engaged in the manufacture of "Ready to Eat" foods. The company accounted for about 10% of the market shares in Idli/Dosa mix, which is its main product. However, the company has been facing stiff competition from a competing brand in the last six months, resulting in gradual decline in sales volume. The company is very much concerned with this and after series of meetings the board of director decide to hire an external agency to conduct a Systematic study and analyze the situation.

As a marketing consultant of the external agency :

a) Write the problem statement.

b) Define the Research objective.

c) What type of sampling techniques would be used and which is the method of data collection you would select and why ?

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II Semester M.B.A. (Day/Evening) Examination, November/December 2022
(CBCS – 2021-22 Onwards)
MANAGEMENT
Paper – 2.3 : Entrepreneurship and Ethics

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Describe the benefits and risks of entrepreneurship.
2. List out few business opportunities in an emerging environment.
3. Discuss the different kinds of business plans.
4. What are the ethical issues to be considered in start ups ?
5. Describe the different types of enterprise ownership legal structures.
6. Give an example of any one successful entrepreneur journey in India.
7. What are the steps in identifying the opportunity for a new business venture ?

SECTION – B

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

8. Explain the role of entrepreneurship in economic development.
9. What are the State Government Policies for institutional support regarding Small and Medium Scale Enterprises in India ?
10. What is the importance of social entrepreneurship ? Give examples of social entrepreneurship in practice.
11. Elaborate on the contents of a Business Plan.

P.T.O.

SECTION – C

12. **Compulsory Case Study :** **(1×15=15)**

In 2010, Joel Gascoigne (Joel) founded Buffer, a software firm that built a social media tool to automatically schedule or queue up Tweets throughout the day. The company followed a Lean Startup approach and focused on regular upgrade of product features. This played a crucial role in attracting investors and led to a series A funding in 2014. Following the funding, Joel expanded his team and decided to turn Buffer into a remote working company in 2015. However, things did not go as planned and by 2016 the company had to undertake various cost-cutting measures like retrenching employees and drastically reducing the pay of the top management and founders. Though these initiatives helped Buffer become profitable, the company's growth was very slow. Due to differences in operating strategy between Joel on the one side and co-founder Leo Widrich (Leo) and Sunil Sadasivan (Sunil), Chief Technical Officer, on the other, Leo and Sunil left Buffer in early 2017.

The stress of the previous decisions to bring in investors, leading to lower organizational control, retrenchment of employees, and the departure of key team members had a severe impact on Joel's mental health. He decided to take a sabbatical in 2017 to avoid burnout, and delegated his tasks to his team members, a risky decision since the founders were the face of the start-up as clients regularly interacted only with them. Buffer operated without the founder for six months. Post his sabbatical, Joel introduced many policies that gave importance to the physical and mental well-being of Buffer's employees, including free access to Joyable, a mobile mental health application and reimbursements for employees who preferred to work from co-working spaces or coffee shops. In 2019, Joel also introduced a sabbatical policy whereby employees could take a fully paid 6-12 week break once every five years. Buffer moved on to become a provider of a full suite of brand-building products for businesses with annual recurring revenue of US$21.2 million in 2019.

Questions :

a) What are the importance of the personality traits of a start-up founder ?

b) Describe the pitfalls encountered by entrepreneurs in their entrepreneurial journey.

c) Why start-up founders should be sensitive to employee health and well-being ?

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II Semester M.B.A. (Day/Evening) Examination, November/December 2022
(CBCS – 2021 – 22 Onwards)
MANAGEMENT
Paper – 2.4 : Human Capital Management

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Discuss the objectives of HRM and explain the environment of HRM in India.
2. Explain the determination of current and future HR requirements.
3. Define Job Analysis ? And discuss the objectives of Job Analysis.
4. "Training like any other HR function, should be evaluated to determine its effectiveness". Explain.
5. Explain the concept of Career Development. Discuss the factors affecting career choice.
6. What is performance appraisal and give the reasons for why it is used in organization ?
7. How organization strategies are closely link to HR strategies ?

SECTION – B

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

8. What is meant by compensation ? What are the basic objectives and principles of wages and salary administration ?
9. Explain the various on-the job and off-the job training methods.
10. Define Recruitment. Explain in detail the process of recruitment and selection.
11. Write short notes on :
    a) Separation
    b) HR Policy.

P.T.O.

SECTION – C

12. **Compulsory. Case study.** **(1×15=15)**

The compensation management practices at Tata Consultancy Services Ltd. (TCS), one of the leading Indian IT companies, was based on the EVA model. With the implementation of Economic Value Added (EVA)-based compensation, the salary of employees comprised of two parts, fixed and variable. The variable part of the salary was arrived after considering business unit EVA, corporate EVA and also individual performance EVA. During the fourth quarter of the Financial Year (FY) 2007-2008, TCS announced its plans to slash 1.5 percent of the variable component of employee salaries since its EVA targets for the third quarter of FY 2007-2008 were not met. The announcement came as jolt not only to TCS employees but also to the entire Indian IT industry. The company came in for severe criticism and it was accused of not being transparent with respect to EVA calculation.

However, some analysts felt that the pay cuts were a result of the macro economic challenges that the Indian IT companies were facing -- rapid apparition of the rupee against the US dollar and the recession in the US economy (USA was the largest market for the Indian IT companies).

Questions :

a) Discuss the importance of variable compensation in light of its ability to motivate employees and enhance organizational productivity.

b) Understand the rationale behind the cut in the compensation of the employees at TCS.

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(CBCS – 2021-22 Onwards)
MANAGEMENT
Paper – 2.5 : Financial Management

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** question carries **5** marks : **(5×5=25)**

1. Write a short note on agency problem and agency cost in managing company form of organisations.
2. Explain the concept of EBIT-EPS Analysis and its applicability in deciding upon capital structure.
3. State the acceptance criterion for decision making under different techniques of capital budgeting.
4. A doctor is planning to buy an X-ray machine for his hospital. He has two options. He can either purchase it by making a cash payment of Rs. 5 lakhs or Rs. 6,15,000 are to be paid in six equal annual instalments. Which option do you suggest to the doctor assuming the rate of return is 12% ?
5. Annual sales of a company is Rs. 60,00,000. Sales to variable cost ratio is 150% and fixed cost other than interest is Rs. 5,00,000 p.a. Company has 11% debentures of Rs.30,00,000.
   i) Calculate the operating, financial and combined leverage of the company.
   ii) If sales amount is increased by 10%, by what percent EBIT will increase ?
6. A firm sells its products for Rs. 10 per unit of which Rs. 7 represents variable costs. Current annual sales are Rs.12,00,000 entirely on credit and the average total cost per unit is Rs.9. The firm is considering a more liberal extension of credit which will result in a slowing process of average collection period from 1 month to 2 months. This relaxation in credit terms is expected to produce a 25% increase in sales, that is Rs.15,00,000 annually. Advise the firm regarding adoption of new credit policy assuming that the firm's required rate of investment is 25%.

P.T.O.

7. i) ABC Company's Equity Share is quoted in the market at Rs. 25 per share currently. The company pays a dividend of Rs. 2 per share and the investor's market expects a growth rate of 6% per year. You are required to calculate the Company's Cost of Equity Capital.

   ii) If the company issues 10% debentures of face value of Rs. 100 each and realises Rs. 96 per debenture while the debentures are redeemable after 12 years at a premium of 12%, what will be the cost of debenture? Assume Tax rate to be 50%.

SECTION – B

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

8. Discuss the different sources of Financing Working Capital needs of a business enterprise.

9. A company is faced with the problem of choosing between two mutually exclusive projects. Project A requires a cash outlay of Rs. 1,00,000 and cash running expenses of Rs. 35,000 per annum. On the other hand, Project B will cost Rs. 1,50,000 and requires a cash running expenses of Rs. 20,000 p.a. Both the machines have a 8 year life. Project A has Rs.4,000 salvage value and Project B has Rs. 14,000 salvage value. The company's tax rate is 50% and it has a 10% required rate of return. Assume depreciation on straight line basis. Which project should be accepted ?

10. The existing capital structure of ABC Ltd. is as follows :

Equity Shares of Rs. 100 each	Rs. 40,00,000
Retained Earnings	Rs. 10,00,000
9% Preference Shares	Rs. 25,00,000
7% Debentures	Rs. 25,00,000

Company earns a return of 12% and the tax rate is 30%. Company wants to raise Rs.25,00,000 for its expansion project for which it is considering the following alternatives :

i) Issue of 20,000 equity shares of Rs. 100 each at a premium of Rs. 25 per share.

ii) Issue of 10% debentures.

iii) Issue of 9% preference shares.

Projected that P/E ratios in the case of equity, debentures and preference financing is 19, 17 and 20 respectively, which alternative would you consider as the best ?

11. The following information is given for QB Ltd.

Earnings per share	Rs.12
Dividend per share	Rs.3
Cost of capital	18%
Internal rate of return on investment	22%
Retention ratio	40%

Calculate the market price per share using :

i) Gordon's formula

ii) Walters formula.

SECTION – C

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

A company has prepared its annual budget, relevant details of which are reproduced below :

a) Sales Rs.46.80 lakhs 25% cash sales and balance on credit – 78,000 units

b) Raw material cost – 60% of sales value

c) Labour cost – Rs. 6 per unit

d) Variable overheads – Rs. 1 per unit

e) Fixed overheads – Rs. 5 lakhs (including Rs. 1,10,000 as depreciation)

f) Budgeted stock levels :

Raw materials – 3 weeks

Work-in-progress – 1 week (Material 100%, Labour and overheads 50%)

Finished goods – 2 weeks

g) Debtors are allowed credit for 4 weeks

h) Creditors allow 4 weeks credit

i) Wages are paid bimonthly, i.e., by the 3rd week and by the 5th week for the 1st and 2nd weeks and the 3rd and 4th weeks respectively.

j) Lag in payment of overheads – 2 weeks

k) Cash-in-hand required – Rs. 50,000

Prepare the working capital budget for a year for the company, making whatever assumptions that you may find necessary.

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(CBCS – 2021 – 22 Onwards)
MANAGEMENT
Paper 2.6 – Quantitative Techniques and Operations Research

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Briefly explain how the techniques of operations research help in managerial decision making.

2. What is meant by a non-degenerate solution ? How is it determined in case of transportation and what does it imply for optimization ?

3. A financial consultant is given the responsibility of enhancing the profitability of a person's investments. Investments are intended in two spheres; Fixed Deposits (FDs) and Mutual Funds. The rate of returns for fixed deposits is 9 percent and for mutual funds, 7 percent. If the economy is in a boom out of the total investments, FDs and MFs can be in the ratio of 4 : 6 and a maximum of 30 percent will be the yield. If the economy is in a slump, the ratio of FDs and MFs can be 1 : 1 and the yield will be 12 percent. If the economy is in normal state, the investment will yield 15 percent with 60 percent FDs and the rest MFs. Formulate the LPP.

4. At a Veterinary clinic, there is a single vet vaccinating pups. Every 5 minutes, 20 pups arrive. The vet can vaccinate 15 pups in minutes. Assuming the arrival rate of pups follows the Poisson distribution and the vaccination time follows the exponential distribution. Determine the following :

   a) The average number of pups in queue.

   b) Average time a pup spends in the system.

   c) Average time a pup waits before vaccination.

P.T.O.

5. Ten jobs are required to process on 2 machines M1 and M2. Determine the optimum sequence and total elapsed time.

Jobs	J1	J2	J3	J4	J5	J6	J7	J8	J9	J10
Machine 1	14	16	20	6	14	8	10	16	10	12
Machine 2	8	4	12	12	10	14	4	12	14	12

6. Solve the following game by the method of mini max and maxi min principle.

	Player B				
Player A	6	4	7	8	9
	18	16	14	13	12
	25	26	27	28	22
	16	18	26	24	20
	9	6	8	10	11

7. The daily demand for dish washing liquid bottles at a department store follows a frequency pattern. Simulate the demand for the next week based on the demand pattern given below.

Daily demand	0	1	2	3	4	5
No. of days (Total 50 Days)	4	8	8	10	10	10

Simulate the demand for the next 7 days based on the following random numbers : 18, 33, 40, 51, 60, 87, 93

SECTION – B

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

8. In a certain company, there are exactly 500 machines parts that are battery operated. The expectancy of the life of the batteries is as per data given herein, depending on the usage of the machines end of the month.

End of the month	1	2	3	4	5	6
Probability of being exhausted	0.10	0.20	0.40	0.60	0.90	1.00

Each battery costs Rs. 20 if replaced individually but if all 500 changed together then each battery will cost just Rs. 10.

You are to advice the company the following :

a) If the company wants to make group replacement how often should it be ?

b) Is individual replacement better ?

9. A company has four sales representatives who are to be assigned to four sales territories. The monthly sales increases estimated for each sales representative for different sales territories (in lakhs of rupees) are shown below :

	1	2	3	4
A	200	150	170	220
B	160	120	150	140
C	190	195	190	200
D	180	175	160	190

Suggest optimal assignment and the total maximum sales increase per month.

10. Solve the following LPP by simplex method.

Maximize $Z = 5X_1 + 10X_2 + 8X_3$

S.T $3X_1 + 5X_2 + 4X_3 \leq 60$

$4X_1 + 4X_2 + 4X_3 \leq 72$

$2X_1 + 4X_2 + 5X_3 \leq 100$

and $X_1, X_2, X_3 \geq 0$.

11. Consider a project having the following activities and their time estimates :

Activity	Predecessor	T_O	T_M	T_P
A	–	2	4	6
B	A	8	12	16
C	A	14	16	30
D	B	4	10	16
E	B, C	6	12	18
F	E	6	8	22
G	D	18	18	30
H	F, G	8	14	32

a) Draw an arrow diagram for the project.

b) Identify the critical path and compute the expected project length.

c) What is the probability that the project will require in 75 days for its completion ?

SECTION – C

Compulsory Question. **(1×15=15)**

12. Case Study :

Determine the initial basic feasible solution and optimum solution for the transportation problem when the unit transportation costs, demands and supplies are given below :

Origin	D_1	D_2	D_3	D_4	Supply
O_1	21	16	25	13	11
O_2	17	18	14	23	13
O_3	32	17	18	41	19
Demand	6	10	12	15	43

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(CBCS – 2021-22 Onwards)
MANAGEMENT
Paper – 2.7 : Managerial Skills – II

Time : 3 Hours Max. Marks : 70

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

SECTION – A

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

1. What is meant by SWOT Analysis ? Explain its importance.
2. Explain the concept of self-confidence.
3. Develop a skill development plan for yourself based on the job profile that you would like.
4. Explain KYC exercise and why it is necessary for a business organization ?
5. What is meant by Root Cause Analysis ?
6. Explain emotional intelligence and its components.
7. Explain the concept of work system architecture.

SECTION – B

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

8. What is meant by problem solving skills ? Explain the problem-solving process.
9. Write short notes on **any two** :
   a) Self-Control
   b) PDCA Cycle
   c) Resilience.

P.T.O.

10. What is meant by time management ? Why it is important for a Business Manager ? Explain some techniques for better time management.

11. State the need for and importance of goal setting. Explain the life cycle of goals.

SECTION – C

12. Case study (**Compulsory**). **(15×1=15)**

Mr. Natarajan is working in the capacity of a Senior Manager in BNB Courier Services Pvt. Ltd. for the last 20 years. His track record of performance for past 20 years is excellent. He is known as very disciplined and sincere manager. He is being termed as a role model for new appointees by the directors of the company. Of late, he seems not very happy with the development in his office. He keeps on grumbling about the new junior manager and their attitude towards job. He strongly opposed the 'work from home' policy announced by top management for junior tech savvy managers. Seniors in the organisation echoed this feeling along with Mr. Natarajan. Mr. Natarajan is very strict about work place discipline and reporting timings. This has sparked conflict between him and the new batch of junior managers. He started feeling that top management is very soft on new batch of Junior Managers and gradually his importance is waning. He is unable to hide frustration and many a times becomes critically vociferous in meetings with top management representatives. Now there is a question before top management how to console veteran of 20 years and keep cordial relations in an organization.

Questions :

a) Elaborate the different types and sources of conflicts.

b) What are the managerial skills required for conflict resolution ?

c) Discuss the different techniques that can be found useful for managing conflicts.