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II Semester M.B.A. (Day and Eve.) Examination, November/December 2023
(2021 – 22 Onwards)
(CBCS)
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. Differentiate between Management Information System (MIS) and Transaction Processing Systems (TPS).
2. Describe the components of a Management Information System (MIS) and their functions.
3. Discuss the stages in System Analysis and Design (SAD) and explain the use of Data Flow Diagrams (DFD) in this process.
4. What are the key challenges in implementing Electronic Commerce (E-Commerce) ?
5. Discuss the ethical responsibilities of business professionals in the context of IT and technology.
6. Provide practical examples of how MS-Excel can be used for documentation and report generation.
7. Explain the concept of a Relational Database Management System (RDBMS) and its significance.

SECTION – B

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

8. Discuss the role of Information Systems in achieving a strategic advantage for organizations.
9. Compare and contrast different types of system development models.

P.T.O.

10. Analyze the technology adoption process and its impact on organizations provide examples.

11. Explain the significance of Internet Protocol (IP) in connecting to the internet and its implications in providing online security.

SECTION – C

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

12. A medium-sized retail company is considering expanding its operations into the world of e-commerce. They currently have a successful chain of physical stores but want to tap into the online market. The management is aware of the advantages and challenges of e-commerce and seeks your advice.

Questions :

a) Which Information Systems and technologies would you recommend to support the company's e-commerce venture ? Justify your choices.

b) How can the company ensure the ethical handling of customer data and privacy in its e-commerce operations ?

c) What role can Management Information Systems (MIS) play in tracking and optimizing the company's online sales ?

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II Semester M.B.A. (Day and Eve.) Examination, Nov./Dec. 2023
(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 extensive literature review ? What are the types of extensive literature review ?
2. "Research design is called the blue print of the research study", justify the significance of the above statement in Business Research.
3. Describe the condition of good measurement and distinguish between Nominal Scale and Ordinal Scale.
4. What is data coding, and why is data coding usually performed after data editing ?
5. What are in-depth interviews, and why are they valuable in qualitative research ?
6. Differentiate between Citation and Reference with examples.
7. Write a note on :
   a) Sports Analytics
   b) Social Media Analytics.

SECTION – B

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

8. What are research variables, and explain the different types of research variables with examples.
9. What is report writing ? Explain the process of report formulation and writing.

P.T.O.

10. A sample of 870 trainees was subjected to different types of training classified as intensive, good and average and their performance was noted as above average, average and poor. The resulting data is presented in the table below. Perform Chi-square test at 5% level of significance to examine whether there is relationship between the type of training and performance.

Performance	Training			
	Intensive	Good	Average	Total
Above Average	100	150	40	290
Average	100	100	100	300
Poor	50	80	150	280
Total	**250**	**330**	**290**	**870**

11. Explain the components of a typical business analytics architecture and framework. How do they support the efficient and effective execution of analytics projects ?

SECTION – C

Compulsory question : Case study : **(1×15=15)**

Over the last decade, recycling of household waste has become an extremely important behavior across the nations. However, in Asian countries this fluctuates from one country to the other. China is the leader amongst waste management while India, an equally large country, still has a long way to go. Though these are essentially policy driven or community driven initiatives, there are a number of attitudinal arid motivational barriers to recycling, acting at an individual level. Punita Nagarajan, a business studies graduate with a keen interest in environmental issues, read about this in a special report in the newspaper. She recognized a potential business opportunity. It seemed obvious to her that there was scope for a potentially lucrative business related to some aspect of household recycling. All she had to do was work out some way of alleviating the inconvenience people associated with recycling.

Punita decided that a door-to-door recycling service may be a profitable way to get people to recycle, she believed that households would be willing to pay a small fee to have their waste collected on a weekly basis, from outside their home. Punita discussed this idea with a few friends, who were very receptive, reinforcing Punita's views that this was indeed a good business opportunity. However, before she developed a detailed business plan, she decided it was necessary to confirm her thoughts and suspicions regarding the consumer's views about recycling. In particular, she needed to check that her ideas, about convenience and recycling, were on the right track. To do this, she decided to conduct some research into attitudes towards household recycling.

Questions :

1. Define the Research Objectives.
2. What is the kind of research design and sampling technique would you advocate here ?
3. Identify your variables and the population under study.

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II Semester M.B.A. (Day and Eve.) Examination, November/December 2023
(2021 – 22 Onwards) (CBCS)
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. Explain the different types of Social Entrepreneurship.
2. Which are the tools and techniques of opportunity selection ?
3. Explain Market feasibility.
4. Discuss the relationship between Business ethics and Laws.
5. List out the Approaches to Managerial Ethics.
6. Explain the common errors in Business Plan Formulation.
7. What are the challenges faced by New Venture Start-ups ?

SECTION – B

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

8. Write the steps involved in Formulating a Business Plan.
9. Write a short note on :
   i) Environmental Awareness
   ii) Corporate citizenship and CSR.
10. Explain by giving two examples of the social entrepreneurship which are in practice.
11. Explain the Competency requirement for entrepreneurs development.

P.T.O.

SECTION – C

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

A Successful Model in the Tea Café Business in India?´ follows the story of Chai Sutta Bar founded by Anubhav Dubey and Anand Nayak, when they were just 22 and 23 years old, respectively. Introduction to the Indian tea café culture, the creation of the CSB brand, the company's business model, which includes the launch of a variety of teas, coffees and snacks; the use of kulhads; and the fixing of nominal prices for their tea. The company's franchise model, which helped it expand its network across India, the US, the UK and many other countries.

The challenges faced by CSB and its plans. By 2027, the CSB intended to expand its footprint across all Indian cities and numerous nations around the globe by opening more than 2,000 retail locations and introducing new tea tastes. It remains to be seen whether Dubey's future strategy would prove successful.

Questions :

1) Examine the various stages of the entrepreneurial process.
2) What are the challenges faced by an entrepreneur during his/her entrepreneurial journey ?
3) How franchise models help them to grow a startup ?

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II Semester M.B.A. (Day & Eve.) Examination, November/December 2023
(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** carrying **five** marks. **(5×5=25)**

1. Discuss key challenges of HRM.
2. Explain contents of Job description.
3. Describe recent trends in HRM.
4. Explain methods of executive development.
5. Discuss any three modern methods of performance appraisal.
6. Explain different types of employment tests.
7. Write a note on career planning and development.

SECTION – B

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

8. Define SHRM. What are the main points of difference between SHRM and HRM ?
9. What is HR demand and HR supply ? Discuss techniques of demand forecasting in an organisation.
10. Describe various sources of recruitment.
11. Discuss different techniques used for job analysis.

P.T.O.

SECTION – C

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

Berkely Investments is a reputed finance company having 15 branches in different parts of the country. In the home office there are more than 200 employees. The company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered are responsibility, dependability, initiative, interest in work leadership potential, cooperative attitude and community activity. After the performance is evaluated the ratings are discussed with the concerned employees by their immediate boss and are used to counsel them, to influence promotions and salary adjustments and as a criteria for arranging further training for them.

Recently, three employees of the company called on the company's president to express their 1 dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately, two thirds of all employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualification or performance. They insisted that 'community activity' was not actually a part of their job and that what they do off the job is none of the company's business. They expressed their opinion that employees should organize a union and insist that salary increases be automatic.

The threat of a union caused concern to the officers of the company. This particular experience convinced top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the chief executive feels that performance appraisal is a dangerous source of friction and its hazards outweigh its values so it should be discontinued altogether.

Questions :

1) How far do you agree with the management, that performance appraisal should be discontinued ?
2) If you were the HR manager, how would you tackle the situation ?
3) What modifications would you suggest in the performance appraisal system of the company ?

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II Semester M.B.A. (Day and Eve.) Examination, Nov./Dec. 2023
(CBCS) (2021-22 Onwards)
MANAGEMENT
2.5 : Financial Management

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. What is 'profit maximisation' ? Explain the limitations of profit maximisation objective of Financial Management.

2. What is 'point of indifference' ? How does it help in capital structure decisions ?

3. What is working capital policy ? Explain different types of working capital policies.

4. ABC Ltd. is expecting an annual earnings before the payment of interest and tax of Rs. 12,00,000. The company in its capital structure has Rs. 48,00,000 in 10% debentures. The cost of equity is 12.5%. You are required to calculate the value of the firm according to 'Net Income' approach. Also compute the overall cost of capital.

5. A firm has a sales of Rs. 20,00,000, variable cost of Rs. 14,00,000, Fixed cost of Rs. 4,00,000 and 10% debt of Rs. 10,00,000. What are the operating and financial leverages ? If the firm wants to double up its earnings before interest and tax, how much of rise in sales would be needed in a percentage basis ?

6. a) 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. Calculate cost of equity.

   b) A company issues a new 15% debentures of Rs. 1,000 Face value to be redeemed after 10 years. The debentures are expected to sold at 5% discount. It will also involve floatation cost of 5%. Tax rate is 30%. What would be the cost of debt ?

7. X company earns Rs. 5 per share, is capitalized at the rate of 10% and it has a rate of return on investment of 18%. Calculate the price per share according to Walter's Model, if dividend payout ratio is 25%.

P.T.O.

SECTION – B

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

8. What is 'capital budgeting' ? Explain the different techniques of capital budgeting, clearly highlighting the acceptance criteria under each technique.

9. Yashas Ltd. has furnished the following information :
   a) Earnings per share – Rs. 4
   b) Dividend payout ratio – 25%
   c) Market price per share – Rs. 40
   d) Rate of tax – 30%
   e) Growth rate of dividend – 8%

   The company wants to raise additional capital of Rs. 10,00,000 including a debt of Rs. 4,00,000. The cost of debt (before tax) is 10% upto 2 lakhs and 15% beyond that.

   Compute after-tax cost of equity and debt, and the weighted average cost of capital.

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

    Elements of cost :

    Material – 40%

    Direct Labour – 20%

    Overheads – 20%.

    The following further particulars are available :
    a) It is proposed to maintain a level of activity of 200000 units.
    b) Selling price is Rs. 24 per unit.
    c) Raw materials are expected to remain in stores for an average period of one month.
    d) Materials will be in process on average half a month.
    e) Finished goods are required to be in stock for an average period of one month.
    f) Credit allowed to debtors is 2 months.
    g) Credit allowed by suppliers is one month.

    You are required to prepare a statement of working capital requirements, if desired cash balance is Rs. 2,00,000.

11. Firms X and Y are identical except that firm X is not levered while firm Y is levered. The following data relate to them.

Particulars	Firm – X	Firm – Y
Assets (Rs.)	50,00,000	50,00,000
Debt Capital (9% interest) (Rs.)	0	25,00,000
Equity Share Capital (Rs.)	50,00,000	25,00,000
Number of Shares	5,00,000	2,50,000
Rate of Return on Assets	20%	20%

Calculate EPS for both the firms, assuming tax rate is 50%. Will it be advantageous for firm Y to raise the level of debt to 75% ?

SECTION – C **(1×15=15)**

12. **Compulsory** question. Case study.

X Ltd. has under consideration to invest in project X. The details are as under :

Particulars	Project X
Investment in Machinery	Rs. 15,00,000
Working Capital	Rs. 5,00,000
Life of Machinery	5 years
Scrap value of Machinery	10%
Tax rate	30%

Year	1	2	3	4	5
PBDT (Rs. in Lakhs)	15	9	15	10	4

Advise the company using following techniques :

a) Pay back period
b) Average rate of return
c) Discounted pay back period
d) Net present value
e) Profitability index

Cost of capital 10%.

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II Semester M.B.A. (Day and Eve.) Examination, November/December 2023
(CBCS) (2021 – 22 Onwards)
MANAGEMENT
2.6 : Quantitative Techniques and Operations Research

Time : 3 Hours Max. Marks : 70

Instructions : *1) Graph sheets will be **provided**.*
*2) Normal distribution tables may be **used**.*

SECTION – A

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

1. Discuss the historical background of Operations Research.

2. A certain machine was bought for Rs. 32,400. Installation charges were Rs. 4,000. Based on the maintenance costs of each year given below, advise when the machine must be replaced if the salvage value is Rs. 3,000.

Year	1	2	3	4	5
Maintenance in Rs.	12,000	14,000	15,000	17,000	18,000

3. A tea shop has only one person serving at the counter. Every 5 minutes, six customers arrive. The person can serve seven customers in five minutes. Assuming that the arrival rate of customers follows the Poisson distribution and the service time follows the exponential distribution, determine :
   a) The average number of customers in the system.
   b) The average time a customer spends in the system.

4. Solve the following game. Find the value of the game.

	Player A		
Player B		B_1	B_2
	A_1	6	11
	A_2	10	8

5. Two machines need to process six jobs. Based on the processing time in minutes given below, determine the optimal sequencing and the total elapsed time.

Jobs	1	2	3	4	5	6
Machine A	10	7	5	8	12	11
Machine B	6	11	9	9	7	4

P.T.O.

6. Explain how the different models of OR help assess and solve business issues.

7. Discuss the practical applications of transportation and assignment.

SECTION – B

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

8. Use the Vogel's approximation method to solve the following transportation problem. Find an economical solution and conduct the test of optimality. The cost is given in Rs.

	Destination			
Sources	**Seller 1**	**Seller 2**	**Seller 3**	**Seller 4**
Depot 1	7	5	11	130
Depot 2	10	9	5	70
Depot 3	8	10	7	60
Requirement	110	100	50	260/260

9. Solve the following assignment problem and find the total time taken. Time taken is given in minutes.

	Jobs				
Drivers	**Travel 1**	**Travel 2**	**Travel 3**	**Travel 4**	**Travel 5**
A	10	11	12	9	8
B	16	15	14	13	12
C	9	10	11	12	13
D	10	6	7	8	9
E	8	10	12	14	15

10. Draw the network diagram, find the total time for the completion of the project and the critical path.

Activity	1 – 2	1 – 3	1 – 5	2 – 3	3 – 4
Duration in weeks	5	7	3	8	9
3 – 5	4 – 5	5 – 6	5 – 7	6 – 7	6 – 8
4	6	8	5	7	9
7 – 8	7 – 9	8 – 9			
6	3	9			

11. Solve the following LPP graphically :

Minimise $Z = 4x_1 + 3x_2$

Subject to the constraints :

$9x_1 + 6x_2 \geq 36$

$20x_1 + 5x_2 \geq 60$

$x_1, x_2 \geq 0$.

SECTION – C

Case study. This is a **compulsory** question. **(1×15=15)**

12. A canteen makes idlis every morning for customers. The casserole can hold only fifty idlis. Any extra idlis are wasted. The idlis produced everyday vary from 47 to 55. Simulate the demand based on the given data. How many times is the casserole not full ? How many idlis are wasted because the casserole is already full ? If one idli costs Rs.15, how much money is lost due to wastage ? Should the canteen owner buy another casserole to hold the idlis ?

47	48	49	50	51	52	53	54	55
0.10	0.05	0.20	0.05	0.10	0.15	0.05	0.15	0.15

The random numbers given are as follows: 24, 32, 55, 90, 86, 74,43, 56, 61, 82, 45, 78, 25, 87, 23. Simulate the demand for 15 days.

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II Semester M.B.A. Examination, November/December 2023
(2021 – 22 Onwards) (CBCS)
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 adaptability ?
2. Explain the concept of self-confidence.
3. Define a skill. Explain the need for employee skill development.
4. What is meant by initiative ? What are factors at the work place that contribute to an individual showing initiative ?
5. Explain the concept of work system architecture.
6. Describe the life cycle of goals.
7. Explain emotional intelligence and its components.

SECTION – B

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

8. What is meant by Johari Window ? How can the Johari Window help in understanding oneself and others ?
9. What is KYC ? Why is KYC necessary ? Explain the KYC exercise of an organization.
10. What is meant by problem solving skills ? Explain the process of problem solving.
11. What is meant by a skill development plan ? How will you create a skill development plan and how to review and control it ?

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SECTION – C (Compulsory) (1×15=15)

12. Kavery Limited publishes fortnightly magazine titled Kavery. The magazine is published in four regional languages. The company has its own printing press with M.S. Subramaniam as press manager. He is responsible for the overall working of the press. The press runs on two-shift basis for six days per week perform all activities related to magazine printing that is, starting from typesetting stage to binding stage.

For making magazine successful, its timely publication is one of the crucial factors. The press manager has total employee strength of nearly 300 with six persons at the senior management level who work in the day shift and 25 supervisors and 120 operators for each of two shifts. Each supervisor has 4 to 10 operators directly reporting to him. The number of operators reporting directly to a supervisor varies according to nature of work involved in different sections. One day, the press manager attended a seminar on management by objectives organized by the local management association and addressed by a consultant on management by objectives. He was highly inspired by the theme of management by objectives and intended to install this system in the press. He was very much sure that he would make performance evaluation of the employees easier and improve their productivity. Subramaniam worked several days on what the output objective of the press would be. After finishing this work, he called a meeting of his senior staff. He gave a written statement containing the objectives of each functional area of the press to senior staff members and requested each member to review the objectives, ask questions for clarification, and then prepare specific operational plans and quotas for his respective departments, supervisors and operators.

1) Is this a workable MBO system ? Explain your stand. 5

2) Explain the process of MBO and its advantages. 5

3) If you were the manager how would you make the MBO system effective ? 5