PG – 928

III Semester M.B.A. Degree Examination, February 2017
(CBCS)
MANAGEMENT
Paper – 3.5.2 : Industrial and Employee Relations

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. What is the significance of employee relations ?
2. Define industrial dispute. State the causes of industrial disputes.
3. Explain the role of trade unions in collective bargaining.
4. What is gratuity ? Illustrate calculation of gratuity in different cases.
5. What is the importance of conciliation machinery ?
6. State the benefits under Maternity Benefit Act, 1961.
7. What are the challenges arising due to employees working on night shifts ?

SECTION – B

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

8. Elaborate the evolution of IR policies in India.
9. Discuss the problems and challenges of trade unions in India.
10. Describe the important provisions of ESI Act, 1948.
11. Explain the prevention and settlement procedure of industrial disputes in India.

P.T.O.

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SECTION – C

(Compulsory)

12. Case Study : **(1×15=15)**

In one public sector undertaking with a chequered past, a line manager was appointed as the Chief of Personnel. Within a year after taking up the assignment, he had to sign a wage agreement with the workers' union. The union at that time was dominated by non-technical staff. The union's charter of demands favoured the interests of the dominant members' groups. It asked for a significant revision in gardener's pay, but was not equally vocal in pressing for the increase in the pay scales of the workers in certain technical grades. The management conceded these demands because the union cooperated with them in keeping the burden of the pay revision well within the guidelines of Bureau of Public Enterprises (BPE).

Once the agreement was signed and communicated to the employees/members by the management and the union respectively, there was commotion among the technical employees. They walked out of the union and formed a separate technical staff union. They marched round the company premises holding the placards which read, "Here grass cutters get more than the gas cutters". In the engineering assembly unit till the pay revision occurred, welding was a highly rated job. But not any longer.

Questions:

1) Was the action of union management justified and why ?
2) Forming a separate union was both right and wrong. Explain.
3) What are the legal implications of forming a separate union ?
4) If you were in place of management, what factors would you like to consider before finalizing the wages ?

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PG – 923

III Semester M.B.A. Degree Examination, February 2017
(CBCS)
MANAGEMENT
Paper – 3.5.1 : Learning and Development

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Differentiate between training and learning.
2. What are the challenges to become learning organisations ?
3. Explain the adult learning principles.
4. Explain the measures of ROI on training.
5. State the methods of career planning.
6. Explain vestibule and sensitivity training methods.
7. Explain the leader centred techniques of management development.

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SECTION – B

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

8. How do you determine the training needs of an industrial organisations ? Explain.
9. Describe John Keller's ARCS model during the design of the training programme.
10. Briefly enumerate any five methods available for measuring the outcome of training.
11. Distinguish between employee training and management development.

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SECTION – C
(Compulsory)

12. Case Study : **(1×15=15)**

Rajat Sharma has been employed for six months in the accounts section of a large manufacturing company in Faridabad. You have been his supervisor for the past three months. Recently you have been asked by the management to find out the contributions of each employee in the accounts section and monitor carefully whether they are meeting the standards set by you.

A few days back you have completed your formal investigation and with the exception of Rajat, all seem to be meeting the targets set by you. Along with numerous errors, Rajat's work is characterised by low performance-often he does 20% less than the other clerks in the department.

As you look into Rajat's performance review sheets again, you begin to wonder whether some sort of remedial training is needed for people like him.

Questions :

1) As a supervisor, can you find out poor performance of one employee is due to lack of training ? Justify your answer.
2) How do you go about introducing a remedial training programme ? Explain.

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PG – 934

III Semester M.B.A. Degree Examination, February 2017
(CBCS)
MANAGEMENT
Paper – 3.5.3 : Performance Management Systems

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 Performance Excellence ? What are its attributes and criteria ?
2. Explain the challenges faced by an HR manager while conducting expatriate appraisal.
3. Discuss the importance of performance management guidelines.
4. Explain the process of identifying the performances gap and the problems faced during the identification of performance gaps.
5. Discuss the future oriented methods of performance appraisal with its advantages and disadvantages.
6. Write about the prerequisites of remote team performance.
7. How does team building improve high performance ?

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SECTION – B

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

8. Explain the importance of six sigma in performance appraisal, with suitable examples.
9. How are creative performance strategies helpful for employees and an organization ? Discuss.
10. Explain the advantages and disadvantages of modern performance appraisal methods.
11. Discuss the need and importance of potential appraisal in Human Resource Management.

P.T.O.

SECTION – C

12. Case Study (**compulsory**). **(1×15=15)**

It is January.

You are the regional manager of a chain of stores selling computer equipment and accessories, mainly based on out-of-town retail parks.

Following promotion, a new manager has just been appointed to the Preston store which employs 20 staff.

The store is currently experiencing a number of challenges which you wish the new manager to address. Among the store's problems are the following :

- A growing absence problem among the store's staff.
- Deterioration in staff morale, largely due to the unpopularity of the previous manager who left suddenly about a month ago.
- Sales have been falling since a rival opened up a store on the same site. It is well known that the rival chain's products are not only cheaper, but much more unreliable.
- The lease on the current property expires in July. The company has an option on a store of similar size on the far side of town. The rent on the alternative store would be cheaper, but it is unlikely that all the current employees would be prepared to transfer to the new store. You need to get your manager to investigate this issue.
- The newly-appointed manager, although highly competent as a team manager has admitted that financial management is not his strong point.
- The company has a formal appraisal process for all staff, but the previous manager is known to have neglected this area. As regional manager you wish to address this issue.

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- Although many of the in-store employees have long service, there is still a problem in retaining newly-appointed staff. Labour turnover currently stands at 15% although the norm for the retail sector is 10%.
- The company operates an annual employee opinion survey. In the last survey, employees in the Preston store collectively raised concerns over lack of training. You have allocated, £10,000 for employee development for the store.
- The telephone bill for the store is twice that of other stores in the chain. Occasional personal calls from the employee rest area are allowed, providing that permission has been given by the store manager.
- The manager of the smaller Blackpool store is currently on sick leave and you, the regional manager, have agreed that a suitable temporary replacement will be provided from the Preston branch.

Based on the above issues, select which you think are the six most appropriate to be included in an annual performance management plan and compile a suitable set of performance objectives for your newly appointed manager, complete with measures and timescales, which method of appraisal would like to follow ? Why ?

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III Semester M.B.A. Degree Examination, February 2017
(CBCS)
MANAGEMENT
Paper – 3.3.2 : Corporate Tax Planning and Management

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. What is 'Dividend Distribution Tax' ? Explain briefly the provisions relating to Dividend Distribution Tax.
2. Explain the chargeability of Customs Duty.
3. What is 'service' for the purposes of Service tax ? List the various declared services.
4. Explain briefly the various exceptions for levy of central sales tax.
5. M/s Dollar Ltd., a manufacturing concern furnishes the following particulars :
   i) Opening written down value under Income Tax of block plant and machinery – Rs. 5,00,000.
   ii) Purchase of plant and machinery (put to use before 01-10-2015) – Rs. 2,00,000.
   iii) Sale proceeds of plant and machinery which became obsolete - the plant and machinery was purchased on 1-4-2013 for Rs. 5,00,000 - Rs. 5,000.

   Further, out of purchase of plant and machinery :
   a) Plant and machinery of Rs. 20,000 has been installed in office.
   b) Plant and machinery of Rs. 20,000 was used previously for the purpose of business by the seller.

   Compute depreciation and additional depreciation as per Income Tax Act for the assessment year 2016-17.
6. Mr. Arnab Ghosh, a manufacturer, furnished the following particulars :

	Rs.
Price of machinery excluding taxes and duties	2,00,000
Transit insurance shown separately	10,000
Packing charges	10,000
Extra charges for designing the machine	25,000
Outward freight beyond the place of removal	15,000

P.T.O.

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Cash discount allowed to customer for full payment made in advance - 2%
VAT - 5% and Excise duty - 12.5%.
Calculate the excise duty payable by Mr. Arnab Ghosh, stating the reason for inclusion or exclusion of duty.

7. Mr. Sarala a proprietress of Royal security agency received ₹ 2,00,000 by an account payee cheque, as advance while signing a contract with Deepak Chemicals Ltd. for providing security services. She received ₹ 5,00,000 by credit card while providing the service and another ₹ 5,00,000 by a pay order on Jan. 31, 2016 from Deepak Chemicals Ltd. All three transactions took place during Jan. 2016. She seeks your advice about her liability towards value of taxable service and the service tax payable by her.

SECTION – B

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

8. Explain in detail the provisions for chargeability of Excise Duty, by providing suitable examples.

9. X Pvt. Ltd., a closely-held Indian company, is engaged in the business of manufacture of chemical goods (value of plant and machinery owned by the company is Rs. 55 lakhs). The following information for the financial year 2015-16 are given :

		Rs.
Sale proceeds of goods (domestic use)		22,23,900
Sale proceeds of goods (export sale)		5,76,100
Amount withdrawn from general reserve (reserve was created in 1996-97 by debiting P and L A/c		2,00,000
Amount withdrawn from Revaluation Reserve		1,50,000
	Total	**31,50,000**
Less : Expenses		
Depreciation (normal)		6,16,000
Depreciation (extra depreciation because of revaluation)		2,70,000
Salary and wages		2,10,000
Wealth-tax		10,000
Income-tax		3,50,000
Outstanding custom duty (not paid as yet)		17,500
Proposed dividend		60,000
Consultation fees paid to a tax expert		21,000
Other expenses		1,39,000
	Net profit	**14,56,500**

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For tax purposes the company wants to claim the following :

- deduction under Section 80-IB (30% of Rs. 14,56,500)
- depreciation under Section 32 is Rs. 5,36,000

The company wants to set-off the following losses/allowances :

	For tax purposes (Rs.)	For accounting purposes (Rs.)
B/f loss of 2010-2011	14,80,000	4,00,000
Unabsorbed depreciation	–	70,000

Compute the tax liability of the company for the assessment year 2016-17 assuming that X Ltd., gets a long-term capital gain of Rs. 60,000 which is not credited in profit and loss account.

10. M/s. Yeshaswi Industries Ltd. has imported a machine from Japan at an F.O.B. cost of 1,00,000 yen (Japanese). The other expenses incurred were as follows :
    a) Freight from Japan to Indian port 10,000 yen;
    b) Insurance charges 5,000 yen;
    c) Designing charges paid to consultancy firm in Japan 15,000 yen
    d) M/s Yeshaswi Industries Ltd. spent Rs. 50,000 in India for development work connected with the machine.
    e) Transportation cost from Indian port to factory Rs. 15,000
    f) CBEC has announced exchange rate as 1 yen - Rs. 0.50. However the exchange rate prevailing in the market was 1 yen = Rs. 0.5104.
    g) M/s Yeshaswi Industries Ltd. made payment to the bank based on exchange rate of 1 yen = Rs. 0.5007.
    h) The commission payable to the agent in India was @5% of F.O.B. price in Indian rupees.
    i) The rate is basic customs duty is 8%. Similar goods are subject to 16% excise in India. Education cess and special CVD is as applicable. Find the customs duty and other duties payable.

11. Shri Arvind is a registered dealer in Jaipur (Rajasthan). He sells goods both inside the state and in the course of inter-state trade or commerce. From the following particulars find out taxable turnover and the tax payable under the CST Act :
    a) Goods worth Rs. 20,400 (being specified goods) sold to a registered dealer of Punjab.
    b) Goods worth Rs. 36,000 were purchased from Himachal Pradesh but while the goods were in transit, it was sold to a registered dealer of Delhi by transferring title deed of goods for Rs. 40,100.

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c) Goods worth Rs. 22,000 were transferred to their branch at Calcutta.

d) Goods worth Rs. 35,500 were sold to the Government of Bihar. Out of this Bihar Government returned goods worth Rs. 10,000 within two months from the date of sale. It has been effected in the books of accounts.

e) Goods worth Rs. 16,480 (being specified goods) are sold to an unregistered dealer of U.P. Such goods are taxable in the appropriate state @ 3%.

f) Undeclared goods amounting to Rs. 54,000 was sold to an unregistered dealer of M.P. The rate of tax in respect of such goods in the appropriate state is 8%.

g) Goods amoutning to Rs. 31,000 were sold to a firm of London in the course of export outside India.

h) Goods amounting to Rs. 16,160 were sold to a registered dealer of Delhi. In general such goods is taxable in the appropriate state at the rate of 1%.

i) Goods wroth Rs. 37,400 taxable at the rate of 8% was sold to a registered dealer of Ajmer (Rajasthan).

j) Goods worth Rs. 22,000 was invoiced to their agent at Aligarh (U.P.) but while the goods was in transit, it was sold to an unregistered dealer of Agra (U.P.) for Rs. 23,520. The rate of tax in respect of such goods in the appropriate state is 12%.

The above selling prices include CST. The dealer has submitted all necessary certificates and declarations.

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SECTION – C

This is a **compulsory** question carrying **fifteen** marks : **(1×15=15)**

12. Case analysis :

J & Co., proposes to acquire a machine on 1-4-2016 for its business. It will cost about Rs. 1,50,00,000. It is expected to have a working life of 3 years and a scrap value at the end of the useful life is expected to be Rs. 40,00,000. If the machine is purchased through borrowed funds, rate of interest is 15% per annum. The loan is repayable in 3 annual installments of Rs. 50,00,000 each. If the machine is acquired through lease, lease rent would be Rs. 60,00,000 per annum. Profits before depreciation and tax are expected to be Rs. 1,00,00,000 every year. Rate of depreciation is 30%. The discount factor may be assumed at 10%.

J & Co., seeks your advice whether it should

a) acquire the machine through own funds or borrowed funds; or

b) take it on lease.

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III Semester M.B.A. Degree Examination, February 2017
(CBCS)
MANAGEMENT
Paper – 3.3.1/3.7.3 : Indian Financial System

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. What is financial system ? Discuss in brief the components of formal financial system.
2. Discuss the objectives and functions of IFCI.
3. Discuss the changing trends in Life Insurance in India.
4. What are Non Banking Financial Companies ? State the principal businesses of NBFCs in India.
5. Discuss the role and functions of financial markets.
6. What is book building ? Explain the steps in book building.
7. Explain the various types of capital market instruments.

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SECTION – B

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

8. What are mutual funds ? Explain the different types of mutual fund schemes.
9. What are the services provided by a stock exchange ? Discuss the distinctive features of stock markets in India.

PG – 921

10. What is money market ? Explain the different types of money market instruments.

11. What is credit rating ? Explain the methodology used by rating agencies while rating equities.

SECTION – C

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

DLP Pvt. Ltd. is considering the possibility of purchasing a multipurpose machine which cost Rs. 10 lakhs. The machine has an expected life of 5 years. The machine generates Rs. 6 lakhs per year before depreciation and tax and the management wishes to dispose the machine at the end of 5 years which will fetch Rs. 1 lakh. The depreciation allowable for the machine is 25% on written down value and the company's tax rate is 50%. The company approached a NBFC for a five year lease for financing the asset which quoted a rate of Rs. 28 per thousand per month. The company wants you to evaluate the proposal with purchase option. The cost of capital of the company is 12% and for lease option it wants you to consider a discount rate of 16%.

	0	2	3	4	5
PV @ 12%	1.000	0.893	0.797	0.712	0.636	0.567
PV @ 16%	1.000	0.862	0.743	0.641	0.552	0.476

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PG – 920

III Semester M.B.A. Degree Examination, February 2017
(CBCS)
MANAGEMENT
Paper – 3.2 : Projects and Operations Management

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. What is meant by the 7 wastes ?
2. What is 5 S system of housekeeping ?
3. What is meant by six regime ? Explain its importance.
4. Explain with suitable examples, the concept of productivity.
5. What are the different classifications of inventory management ?
6. What do you understand by ban operations ?
7. What is meant by risk ? How can it be mitigated ?

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SECTION – B

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

8. What is meant by facility layout ? Discuss the various types of layout and the importance of having a good layout.
9. Discuss the characteristics of quality in an organisation. What are the tools of quality control ? Briefly discuss the contributions of the quality gurus.

P.T.O.

10. a) What are the different techniques of forecasting ?

    b) The sales of a company were Rs. 45,000 producing a profit of Rs. 1,500 in a week. In the next week, sales amounted to Rs. 60,000 producing a profit of Rs. 2,250. Find out the break even point.

11. A company is setting up an assembly line to produce 192 units during an 8 hour shift per day. Various work elements with their respective processing times and their inter relations are given below.

Work Element	Processing Time (Seconds)	Immediate Predecessor
A	40	NONE
B	70	A
C	30	D, E, F
D	40	B
E	50	B
F	30	B
G	20	A
H	120	G
I	130	H
J	110	C, I

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You are required to find :

a) The cycle time

b) The approximate number of workstations.

c) Draw the precedence diagram.

d) Allocate the activities to the workstations and illustrate this allocation.

e) Find the idle time in each workstation and the total idle time.

f) Comment on whether the above process is well balanced.

SECTION – C

This case study is **compulsory** : **(1×15=15)**

12. Your college intends to build an extension wing for a new management course. You have been appointed as the Project Manager for this project called "Project Extensiana". You are required to do the following :

    a) Select your team and mention their capabilities.

    b) Mention all the stakeholders.

    c) Write in detail how you would accomplish "Project Extensiana" by mentioning all the subsets of project management till project closure.

    d) Give special attention and write in detail about the trial of cost, quality and control.

    e) Use diagrams wherever possible to illustrate different techniques.

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PG – 919

III Semester M.B.A. Degree Examination, February 2017
(CBCS Scheme)
MANAGEMENT
Paper – 3.1 : Strategic Management and Corporate Governance

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Explain the organisations responsibility and accountability towards shareholders.
2. Explain Michel Porter's analyses.
3. What is value chain analysis ?
4. Explain the guidelines for effective strategic control.
5. Distinguish between stability and retrenchment strategy.
6. Explain the concept of competitive advantage.
7. Explain Blue Ocean Strategy.

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SECTION – B

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

8. Describe the process of implementing a strategy.
9. Sketch out new business models and strategies for internet and global economy.
10. Explain the different levels of strategies with suitable examples.
11. Write short notes on :
    1) MC Kinseys 7S Framework
    2) BCG Matrix.

P.T.O.

PG – 919

SECTION – C

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

Indian Telecom War : Startup Reliance Takes on Leader Airtel in 4G Services.

Bharti Airtel Limited being in the forefront in offering 2G and 3G telecom services in India and by enhancing its market share across the country, became the largest mobile phone operator in India by 2009-10. However, with intensifying competition and the resulting decline in Average Revenue Per User (ARPU), the company was looking for opportunities to further consolidate its leadership position. In 2010, Airtel won spectrum for Broadband Wireless Access (BWA) through an auction for four telecom circles, but it could not win in two important circles of Mumbai and Delhi. In 2012, it bought a 49% stake in Wireless Business Services Pvt. Ltd. to gain access to wireless broadband spectrum in the two crucial circles in Delhi and Mumbai.

Reliance Industries Limited (RIL), the largest private company in India, had forayed into the Indian telecom industry in 2010. In the division of family businesses in 2005, RIL signed a non-compete agreement with ADAG. As per the pact, RIL could not enter telecommunications. The two parties scraped the agreement in 2010, paving way for RIL to enter into the telecommunications industry. RIL bought a 95% stake in Infotel Broadband Services (Infotel), which won spectrum in all the circles. RIL renamed Infotel as Reliance JioInfocomm in January 2013 and in July started work on rolling out 4G services telecom services in eight states of Northeast India by April 2014.

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Subsequent to its acquisitions, Airtel became the first company to launch 4G services in India in late 2012 and early 2013. RIL's Reliance JioInfocomm followed hard on the heels of Airtel spicing up the competition between two giants.

1) Discuss the relevant strategies to be followed by the leader, Airtel and the challenger, RIL.
2) Debate if RIL is in a position to negate the first mover's advantage of Airtel in offering 4G services.
3) Deliberate the entry strategies of RIL.

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III Semester M.B.A. Degree Examination, February 2017
(CBCS)
Management
Paper – 3.3.3 : CORPORATE VALUATION AND RESTRUCTURING

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **(5×5 = 25)**

1. What is EVA ? Discuss its importance in corporate valuation.
2. What is Human Resource Accounting ?
3. Discuss the component of free cash flows ? Why is it called so ?
4. Distinguish between Spin offs and Split offs.
5. What are Poison pills and White Knight ?
6. Firm A has a value of Rs. 20 million and firm B has a value of Rs. 5 million. If the two firms merge, cost savings with a present value of Rs. 5 million would occur. Firm A proposes to offer Rs. 6 million cash compensation to acquire Firm B. Calculate the net benefit of the merger of the two firms.
7. A Rs. 100 perpetual bond is currently selling for Rs. 95. The coupon rate of interest is 13.5 percent and the appropriate discount rate is 15 per cent. Calculate the value of the Bond. Should it be bought ? What is its yield at maturity ?

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SECTION – B

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

8. When an amalgamation be called as Merger and when as Takeover ? Discuss.
9. What is Balanced score card ? Discuss its importance with suitable example.

10. Vardhaman Ltd.'s earnings and dividends have been growing at a rate of 18 percent per annum. This growth rate is expected to continue for 4 years. After that the growth rate will fall to 12% for the next 4 years. Thereafter, the growth rate is expected to be 6% forever. If the last dividend per share was Rs. 200 and the investors' required rate of return on Vardhaman's Equity is 15%, what is the intrinsic value per share ?

11. Multiform Limited is being appraised by an investment banker. The following information has been assembled :

Base Year (Year 0) Information

Revenues	= Rs. 1,000 million
EBIT	= Rs. 250 million
Capital expenditure	= Rs. 295 million
Depreciation and amortisation	= Rs. 240 million
Working capital as a percentage of revenues	= 20
Corporate tax rate (for all time)	= 40%

Input for the High Growth Period

Length of the high growth phase	= 5 years
Growth rate in revenues, depreciation, EBIT and Capital expenditure	= 25%
Working capital as a percentage of revenues	= 20
Cost of debt (pre-tax)	= 15%
Debt-equity ratio	= 1.5
Risk-free rate	= 12%
Market risk premium	= 6%
Equity Beta	= 1.583

Inputs for the Transition Period

Length of the transition period	= 5 years
Growth rate in EBIT will decline from 25 per cent in year 5 to 10 per cent in year 10 in a linear movement of 3 per cent each year	
Working capital as a percentage of revenues	= 20
The debt-equity ratio during this period will drop to 1:1 and the pre-tax cost of debt will be 14 per cent	
Risk-free rate	= 11%
Market risk premium	= 6%
Equity Beta	= 1.10

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Input for the Stable Growth Period

Expected growth rate in revenues and EBIT	= 10%
Capital expenditures are offset by depreciation	
Working capital as a percentage of revenues	= 20
Debt-equity ratio	= 0 : 1
Cost of debt (pre-tax)	= 12%
Risk-free rate	= 10%
Market risk premium	= 6%
Equity Beta	= 1

Ascertain the WACC during different phases and find the value of the firm.

SECTION – C

Compulsory **(15×1 = 15)**

12. Kangan Ltd. is considering merger with Payal Ltd. Kangan Ltd.'s shares are currently traded at Rs. 25 per share. It has 2,00,000 shares outstanding and its earnings after taxes (EAT) amount to Rs. 4,00,000. Payal Ltd. has 1,00,000 shares outstanding; its current market price is Rs. 12.50 per share and it's EAT is Rs. 1,00,000. The merger will be effected by means of a stock-swap (exchange). Payal Ltd. has agreed to a plan under which Kangan Ltd. will offer the current market value of Payal Ltd.'s shares.
    i) What are the pre merger earnings per share (EPS) and P/E ratios of both the companies ?
    ii) What must the exchange ratio be for Kangan Ltd. pre-merger and post-merger EPS to be the same ?
    iii) If Payal Ltd.'s P/E ratio is 8, what will be its current market price ? What will be the exchange ratio ? What will Kangan Ltd.'s post-merger EPS be ?

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III Semester M.B.A. Degree Examination, February 2017
(CBCS)
Management
Paper – 3.4.2 : CONSUMER BEHAVIOUR

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 importance of cultural factors in determining consumer behaviour.
2. Briefly explain the buying motives.
3. What are the fundamental principles of learning and how are they involved in influencing buyer behaviour ?
4. Explain the stages in the consumer buying decision process.
5. Explain the concept diffusion of innovation. How does the product characteristics influence the rate of diffusion ?
6. Briefly explain the post purchase behaviour processes engaged in by the consumers.
7. Explain the steps in the Organizational Decision Process.

SECTION – B

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

8. Explain the role of reference group and family decision on Consumer behavior. Illustrate your answer with examples.
9. Discuss the role of personality in influencing consumption behavior.
10. Critically evaluate Howard Shett model of consumer behavior.
11. Discuss the important government initiatives in India to protect consumers.

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SECTION – C

Compulsory. **(1×15=15)**

12. For many of us, the Internet is a wonderful tool. It makes it possible to e-mail our friends and family, helps us bank and pay our bills, compare different brands that we might consider purchasing and find the best price for a desired item. But how much of this "wonderfulness" are we willing to exchange for our personal data ?

    Marketers want to know who we are and where we go on the Internet. So, for example, they have been installing cookies on our computers fro years. That's why once we have visited a web site, the next time we want to click on it its listing is a different color. And if you increase the security level of your computer so that your PC will not accept cookies, then chances are that a web site you want to visit won't let you on.

    Google has been particularly criticized by those with security concerns because of how it operates its G-mail system. G-mail automatically delivers ads to the user, based on e-mail content. Many users are not happy that Google is monitoring their e-mail in order to send them ads, even if, based on e-mail content, the ads are relevant.

    In today's world of identity theft and computer viruses, consumers are resisting swapping personal information fro increased value, whether it is taking place online or offline. Jupiter Research has found that 58 percent of Internet users say that they have deleted cookies, with as many as 39 percent claiming to do so monthly. And 28 percent off Internet users are selectively rejecting third-party cookies, like those placed by online ad networks. In January 2003, only 3 percent did so.

    Poser : Is personal privacy a new cultural value ? What measures can be taken in this regard to safeguard our personal privacy ?

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PG – 933

III Semester M.B.A. Degree Examination, February 2017
(CBCS)
MANAGEMENT
Paper – 3.4.3 : Rural and Agricultural Markets

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Explain the role of agriculture in Indian Rural Economy.
2. Define rural marketing and how rural market is different from urban market ?
3. What is meant by Consumer Behaviour ? Analyse the rural consumer buying behaviour for durable goods.
4. What are the challenges for conducting rural research ?
5. Elucidate the 4 As model of marketing mix and discuss its relevance for rural marketing.
6. What are the channels of distribution for agricultural product ?
7. How does internet play a pivotal role in the development of rural market in India ?

SECTION – B

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

8. Discuss the success story of Amul and why other co-operatives could not achieve similar achievements.
9. Explain the challenges of pre and post harvest of farm products to farmers and how contract farming and insurance helps the farmer.

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10. Discuss the role of NGOs, A PEDA and Government in promoting agriculture products at domestic and international market.

11. Outline the different marketing strategies for promotion and development of organic fertiliser companies.

SECTION – C

Compulsory Question : **(1×15=15)**

12. Case Study :

Rural India is gaining importance as it accounts for 56 percent of Total Income and 64 percent of total spending in India. Today more than 50 percent of FMCG and durables, 100 percent agricultural inputs and 40 percent of two-wheeler sales comes from rural India.

Nearly 70 percent of the country's population lives in rural India as per the census of India 2011. There is a huge diversity in India in terms of religions, ethnic groups, languages and dialects. Inspite of all these, there is a huge potential vested in the rural as a result of which marketers are going rural.

Major source of income for farmer in India is by agriculture. In case agriculture activities are going on smooth then there is a rural market or else the demand from this market for all category of goods will fall down. Since long time, Indian farmers have been facing number of socio-economic problems, such as inability to repay debts following crop loss. The cost of chemical farming using fertilizer, insecticide etc. has gone up substantially. The new way for farmers is to go back to organic farming. Government and NGOs need to promote organic farming.

Questions:

a) Despite the heterogenous nature of rural markets, why are marketers focusing on rural markets ?

b) In case you are the marketing manager of chemical farming company, what strategy would you adopt ?

c) What steps NGOs and Government should take to promote organic farming cultivation and marketing ?

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PG – 922

III Semester M.B.A. Degree Examination, Feb. 2017
(CBCS)
MANAGEMENT
Paper – 3.4.1 : Retailing Management and Services

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Explain the different types of classification of senses.
2. Explain the features of GAP model with an example.
3. Narrate the role of social media in customer service.
4. How general merchandise retailers are different flow food retailer ? Give example.
5. What are the elements in retail mix ? How they different flow marketing mix ?
6. Explain the importance of visual merchanding in retailing.
7. Explain the services offered by organized retailers.

SECTION – B

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

8. Discuss the tangible and intangible spectrum of services. Also explain its marketing implications.
9. Explain the service marketing strategies for different service encounters and service scopes.
10. Analyse the theories of retailing and thereby trace the growth of retailing.
11. Discuss the store design and management with respect to organised retailer.

SECTION – C **(1×15=15)**

12. Assume that you are a business development manager of a e-commerce firm. If is engaged in e-tailing and catering the requirements of consumer products. The firm is planning to reach the customers in all major cities in Karnataka.
    1) Identify some attractive consumer segments for e-tailing business.
    2) Suggest suitable service logistic for customer service.
    3) Develop marketing communication media for customer attraction and education in the chosen cities.

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DAYANANDA SAGAR
College of Arts, Science & Commerce

PG – 966

III Semester M.B.A. Degree Examination, February 2017
(2007 – 08 Scheme)
MANAGEMENT
Paper – F.1 : Investment Analysis and Management

Time : 3 Hours Max. Marks : 75

Instruction : *Calculators are* ***allowed.***

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SECTION – A

1. Answer **any six** of the following questions. **Each** question carries **two** marks. **(6×2 = 12)**

   a) What are the objectives of investment ?
   b) What is meant by Arbitrage ?
   c) What are money market instruments ?
   d) What is 'margin trading' ?
   e) What is meant by Rolling settlement ?
   f) What is stock index ?
   g) What is an 'efficient frontier' ?
   h) What is CML ?

SECTION – B

Answer **any three** questions. **Each** question carries **eight** marks. **(3×8 = 24)**

2. Explain the steps involved in investment process.
3. Explain the Arbitrage Pricing theory.
4. ABC Ltd. paid a dividend of Rs. 4 per share at the end of the year. It is expected to be Rs. 60 at the end of 4 years. Assuming 12 percent required rate of return of investors, at what price should the shares of ABC Ltd. sell ?

P.T.O.

5. Mr. x has invested Rs. 5,00,000 in two securities A and B. The percentage of funds invested and the return from these securities are as follows :

Security	Percentage of Funds	Return in Percentage
A	40	13
B	60	12.5

Find out the absolute return to the investor and the average percentage return.

6. The risk-return characteristics of the two projects are given below :

	X	Y
Expected return	16%	18%
Risk	7%	8%

An investor plans to invest 80 percent of his funds in Project X and remaining funds in Project Y. The correlation coefficient between returns of X and Y is + 0.8. Find out the risk and return of the Portfolio X and Y.

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SECTION – C

Answer **any two** of the following. **Each** question carries **12** marks. **(2×12 = 24)**

7. "CAPM helps in assessing the nature of security with respect to its pricing" – Discuss.

8. Milan and Co., has investment in three companies A, B and C following information is available in respect of these companies.

Company	Investment	Beta
A	600,000	1.3
B	300,000	1.4
C	100,000	0.9

Expected return the market portfolio is 15 percent and the risk-free rate is 6 percent. Find out the expected beta and the return of the portfolio.

9. The following results were obtained from a study for the quarter ended 30th June of a year.

Fund	σ_P	R_P	β
Birla Index Fund	5.23	38.92	0.42
Canara Index Fund	4.31	45.56	0.63
Franklin Index Fund	6.86	36.28	0.52
ICICI Pru. Index Fund	4.00	25.38	0.23
S&P CNX nifty	3.69	36.74	1.00

The risk free rate of return is 9%. You are required to rank the funds according to the predictive ability of the fund's management.

SECTION – D

Case Study 15

10. Following data is available to you as a portfolio manager :

(1) Security No., i	(2) Mean, return R_i	(3) Beta A, B_I	(4) Unsystematic risk σ^2_{ei}
1	15.0	1.0	50
2	17.0	1.5	40
3	12.0	1.0	20
4	17.0	2.0	10
5	11.0	1.0	40
6	11.0	1.5	30
7	11.0	2.0	40
8	7.0	.8	16
9	7.0	1.0	20
10	5.6	.6	6

What is the optimum portfolio in choosing among the above securities, assuming $R_f = 5$ percent and $\sigma^2_m = 10$ percent ?

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PG – 941

III Semester P.G. Degree Examination, February 2017
(CBCS)
COMPUTER SCIENCE
Cyber Space (Open Elective)

Time : 3 Hours Max. Marks : 70

Instructions : *1) Part **A** : Answer **all** the questions.*
*2) Part **B** : Answer **any four** questions.*
*3) Part **C** : Answer **any three** questions.*

PART – A

Answer **all** the questions. **Each** question carries **2** marks. **(10×2=20)**

1. Define the term internet.
2. What is DNS ?
3. Expand HTTP and URL.
4. Define the term e-commerce.
5. What are the advantages of e-commerce ?
6. Define the term ERP.
7. What is e-governance ?
8. What is G2G, G2C, B2B and B2C ?
9. What does a 'computer network' mean in the Information Technology Act, 2000 ?
10. What is cyber stalking ?

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PART – B

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

11. Explain how e-mail works.
12. Explain the advantages and disadvantages of social media.
13. Differentiate between the traditional commerce and e-commerce.
14. Explain the significant issues that are required to implement e-commerce.
15. Explain the stages of e-governance in detail.
16. Explain digital signature under the Information Technology Act, 2000.

PG – 941

PART – C

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

17. a) Differentiate between web browser and web server. 4
    b) Explain the various classes of IP address. 6

18. a) Explain the components of search engine. 4
    b) Explain the following html tags with example. 6
    <OL>, <FONT> and <IMG>

19. a) Explain the various driving forces behind e-commerce. 5
    b) Explain the impacts of e-commerce on business. 5

20. What are the working strategies of e-governance in order to provide an efficient service to the society ? Explain in detail. 10

21. a) Write a short note on the following : 6
    I) Electronic record.
    II) Cryptography.
    III) Spamming.
    b) What are the punishments for identity theft under the Information Technology Act, 2000 ? 4

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