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III Semester M.B.A. Degree Examination, January/February 2018
(CBCS) (2014 – 15 & Onwards)
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. What is GE Model ? Explain how it is different from BCG Matrix.
2. Explain the meaning of vision and mission.
3. Discuss strategically relevant components of a company's external environment.
4. Define competitive advantage. Explain generic building blocks of competitive advantage.
5. Distinguish between strategic formulation and strategic implementation.
6. What is MC KINSEY 7s FRAMEWORK ?
7. Give a critical review of Corporate Governance Practice in India.

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SECTION – B

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

8. Discuss various types of Corporate level strategy with suitable examples.
9. Explain the advantages of Balanced Score card and its perspectives.
10. Discuss blue ocean strategy. Give suitable Indian examples.
11. Discuss the components of strategic management model.

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SECTION – C

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

In 1994, Princeton graduate and wall street executive Jeff Bezos became interested in a number of web based retail ventures. He examined a variety of different products and identified what he felt was an exceptional opportunity for " e – tailing" books. He left his job, began working out of the garage of his rented home and raised several million dollars of start – up capital.

In 1995, Bezos opened a 400 sq. foot office in Bellevue, Washington and launched Amazon.com, billed as "the word's largest book – store". In 1996, Amazon.com had become one of the most successful web – based retailers, with revenues of almost $ 16 million. In 1997, Bezos took Amazon.com public and annual sales rose to $ 147 million. In the same year, Amazon.com became the sole book retailer on AOL's public website and Netscape's commercial channel. In 1998, Amazon.com launched its online music and video stores. It also began to sell toys and electronics and expanded its European reach with the acquisition of online book sellers in the UK and Germany. In 2000, Amazon.com launched a 10 year partnership with Toysrus.com to co-brand a toy and videogame store. In the following year, it cut a 15% of its workforce as part of a restructuring plan that also forced a $ 150 million charge against earnings. Amazon.com also partnered with borders to manage the rivals web operation. AOL invested $100 million in Amazon.com in 2001 and in the fourth quarter of 2001, Amazon.com showed its first profit, albeit a small one.

Today, Amazon.com offers a wide variety of products in addition to books, including free electronic greeting cards, online auctions, CDs, Videos, DVDs, toys and games, electronics, kitchenware and computers. The company competes with publishers distributors, manufacturers and physical world retailers. International sales account for approximately 15% of revenues with domestic books music and DVD sales accounting for 60% of the total. As of early 2003, Bezos owned about one third of Amazon.com stock but is currently selling a number of shares at regular intervals.

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Questions :

1) Who is Amazon's competition ? Is it even possible to identity the industry in which Amazon.com operates ?
2) Given its internet base, can Amazon.com's success be easily duplicated by copying its web materials. Is this an inherent disadvantage of internet prospectors ?
3) What challenges Amazon.com would have faced while acquiring online booksellers in the UK and Germany ?

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III Semester M.B.A. Degree Examination, January/February 2018
(CBCS) (2014-15 and Onwards)
MANAGEMENT
Paper – 3.2 : Projects and Operations Management

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. What are WBS ? Explain briefly how WBS are structured.
2. What is meant by resource levelling ? Briefly discuss how scheduling may be done.
3. What is meant by risk management ? How is risk quantified and managed in project management ?
4. What is meant by production and operations management ? What is its relationship with other functions of management ?
5. What is forecasting ? Briefly discuss how forecasting helps in planning and decision making.
6. What are facility layouts ? Discuss the different types of layouts.
7. What is productivity ? Explain the different types of productivity and how it is measured. Find the labour productivity if the output is 250 boxes for 20 man hours.

SECTION – B

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

8. What is meant by inventory management ? Classify inventory and discuss ABC, VED and 7SN analysis.
9. What is the importance of procurement in materials management ? Discuss the different procurement procedures.

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10. What is a production facility ? What are the important issues to be considered in selecting a production facility ? Explain this answer by quoting a product of your choice.

11. What is quality ? What are the tools and techniques of quality improvement ? Discuss the contributions of quality gurus. Illustrate your answer suitably.

SECTION – C

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

You have been appointed as the Project Manager of the Karnataka Government wherein you are expected to construct around 20 overhead bridges at major traffic junctions in Bangalore city.

You are expected to discuss each component of project management from project commencement to project closure.

Explain the ten subsystems of project management and specifically explain how each subsystem will be utilised in your project.

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III Semester M.B.A. Degree Examination, Jan./Feb. 2018
(CBCS) (2014-15 and Onwards)
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. How should residential status of a company be determined as per the latest amendment applicable ? Explain in detail, the concept of 'Place of Effective Management'.
2. State and explain the various types of Customs Duty.
3. X Ltd., is engaged in the business of manufacture of hardware since 1999. During the previous year 2016-17, the following assets are acquired and put to use

(Rs. in Thousands)

	Block 1	Block 2	Block 3
Rate of Depreciation	15%	30%	60%
Number of assets in the block	9	18	14
Depreciated value of the block on 1/4/2016	4,500	6,250	1,250
Additions of plants (new) during the previous year 2016-17 :			
– Plant A	14,250	–	–
– Plant B	–	1,000	–
– Plant C	–	–	4,250
Sale of old plants (one plant in each block)	2,000	7,175	10,500

Plants A and C are acquired during May 2016 and put to use during September 2016. However, plant B which is also acquired during May 2016 is put to use during the last week of March 2017.

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Find out the following :

a) Additional and normal depreciation for the assessment year 2017-18.
b) Capital gain on sale of old plants; and
c) Depreciated value of the blocks on April 1, 2017

4. Deeraj manufacturers are manufacture of drugs. State tax (SGST) and Central tax (CGST) rate on supply of goods is 2.5 each. They sold the goods @ ₹ 10,000. They purchased input @ ₹ 6,500. The state tax (SGST) and Central tax (CGST) rate on input is 6% each. All these inputs were used in manufacture of final products. There was no opening or closing stock of inputs or final products. Calculate the tax payable.

5. Explain the importance of GST to Indian Economy.

6. Distinguish between Tax planning and Tax management and Tax evasion.

7. Mr. and Mrs. Khanna visited USA and bought a personal computer for ₹ 63,000 and a laptop computer of ₹ 98,500 while returning to India, besides their personal effects valued at ₹ 86,000 and a camera of ₹ 30,000, two litres of liquor ₹ 1,600. Determine the customs duty payable.

SECTION – B

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

8. Explain in detail the meaning and scope of "Supply" under GST Act.

9. Compute the Customs Duty Liability as per the provisions of the Customs Act, 1962 from the following information. Make suitable assumption.

a) The total FOB value of the goods US $ 70,000.
b) Quantity imported 200 metric tons.
c) Ocean Freights US $ 10,000 and Insurance US $ 740.
d) Landing charges @ 1% of CIF value.
e) Exchange Rate US $ 1 = Rs. 63.
f) Date of presentation of Bill of Entry 15th December 2017.
g) Date of Entry inwards of the vessels is 2nd January 2018.
h) Customs Duty Rates are as follows :

Particulars	As on 15/12/2017	As on 02/01/2018
Basic Customs Duty	15%	10%
Integrated Tax	10%	12%

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10. Bharat Ltd., a company engaged in manufacture of electrical switches is a widely-held company. It is considering a major expansion of its production facility and import of latest technology which is expected to improve its profitability from the present rate of 20% to at least 25% (before tax). The finance manager has given the following proposals :

₹ (in lakh)

	A	B	C	D
Share Capital (Equity)	40	20	30	50
14% Preference Shares	20	20	–	10
16% Non-Convertible Debentures	–	20	–	40
Term Loans from Institutions and Banks (20%)	–	40	70	–
Lease Finance (22%)	40	–	–	–
Total	**100**	**100**	**100**	**100**

i) The rate of dividend on equity has not been below 24% in the past.

ii) The tax rate payable by the company is 33.99%.

Your opinion with detailed reasons is sought on the above.

11. What are the charitable donations ? What are the condition for allowing deduction in respect of these donations ?

SECTION – C

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

Statement of Profit and Loss
(for the year ended 31st March, 2017)

Particulars	Note No.	Figures as at the end of current reporting period
		₹
I. Revenue from operations :		17,61,300
II. Other income :		
Rent from agricultural lands		950
Revenue from fisheries		3,700
Sale proceeds of cane		6,07,055
Transfer fees		300
Profit on sale of motor		1,230
III. Total Revenue (I + II)		**23,74,535**

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IV. Expenses :	
Cost of materials consumed	–
Change in inventories of finished goods, work-in-progress and Stock-in-Trade	–
Employee benefits expenses :	
Salaries and wage	1,20,495
Finance costs :	
Interest on debentures	25,000
Depreciation and amortization expenses	69,000
Other expenses :	
Manufacturing expenses	8,85,295
Excise duty	1,07,500
Establishment charges	50,150
General charges	13,750
Director's fees	1,750
Managing director's remuneration	41,000
Cultivation expenses	4,57,500
Taxation reserve	25,000
Total expenses	**17,96,440**
Profit for the period (III – IV)	**5,78,095**

Compute the total income of the company and net tax liability for the Assessment Year 2017-18 after taking the following informations into consideration :

i) Sales included cost of cane ₹ 6,12,000 on account of cane produced and consumed in the factory, the average market price of such cane being ₹ 6,75,000.

ii) The motor sold during the year ₹ 3,230 was purchased in the past for ₹ 17,000, the depreciation claimed in respect thereof in past assessment being ₹ 15,000.

iii) General charges include (a) ₹ 750 legal expenses incurred in defending a suit regarding the companies title to certain agricultural lands and (b) ₹ 9,000 paid to a Director for a trip to Hawaii to study modern methods of confectionery manufacture.

iv) Depreciation in respect of all assets has been agreed at ₹ 50,000.

v) The company has paid advance tax of ₹ 1,20,000.

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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 5 marks. **(5×5=25)**

1. Explain in brief the overview of Indian Financial System.
2. Explain the objectives and functions of Industrial credit and Investment Corporation of India.
3. Discuss the structure of the Insurance industry in India.
4. Discuss the role of Non-Banking Financial Institutions in the development of Indian economy.
5. Explain the constituents of financial markets.
6. Discuss in brief the different types of financial services.
7. Explain the steps in trading in the stock exchange.

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SECTION – B

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

8. What is Merchant Banking ? Discuss in detail the various functions performed by merchant bankers.
9. Explain the various methods adopted by corporate entities for marketing the securities in the New Issues Market.
10. Discuss the role and functions of a stock exchange.
11. Explain in detail the various schemes of mutual funds in India.

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SECTION – C

12. **Case Study :** 15

R Ltd., a manufacturing company needs a generator for its activities. The cost is Rs. 1,00,000. On making enquires it is learnt that the company has two options. The first one is buying the asset by taking a loan of Rs. 1,00,000 repayable in five equal installments of Rs. 20,000 each along with interest @ 12% per annum. The second option is leasing the asset for which annual lease rental is Rs. 30,000 up to five years. The lessor charges 1% as processing fees in first year. As the tax manager advise the company management on the better option to be selected. Assume tax rate as 33.063% and discount factor as 10%.

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III Semester M.B.A. Degree Examination, Jan./Feb. 2018
(CBCS) (2014 – 15 & Onwards)
MANAGEMENT
Paper – 3.3.3 : Corporate Valuation and Restructuring

Time : 3 Hours | Max. Marks : 70

SECTION – A

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

1. From the following data, calculate the cost of merger.
   - When merger is financed by cash and
   - When merger is financed by stock

	Firm A	Firm B
Market Price per share	Rs. 60	Rs. 15
Number of shares	1,00,000	50,000
Market value of Firm	Rs. 60,00,000	Rs. 7,50,000

Firm A intends to pay Rs. 10,00,000 cash for B if B's market price reflects only its value as a separate entity.

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2. Following is the condensed income statement of a firm for the current year :

Income Statement (in Rs. Lakhs)

Sales Revenue		500
Operating costs		300
Interest costs		12
Earnings before tax	188	
Taxes @40%		75.2
Earnings after taxes	112.8	

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The firm's existing capital consists of Rs. 150 lakh equity funds, having 15 percent cost and Rs. 100 lakh 12 percent debt. Determine the economic value added during the year.

Assume the sales revenue is Rs. 330 Lakhs. What is the Earnings after Tax and EVA ?

3. The market price of Rs. 1,000 par value bond carrying a coupon rate of 14 percent and maturing after 5 years is Rs. 1,050. What is the yield to Maturity on this bond ?

4. ABC Ltd. Is intending to acquire XYZ Ltd. by merger and the following information is available in respect to the companies.

Particulars	ABC Ltd.	XYZ Ltd.
Number of equity shares	10,00,000	6,00,000
Earnings after tax	Rs. 50,00,000	Rs. 18,00,000
Market value per share	Rs. 42	Rs. 28

If the proposed merger takes place, what would be the new earnings per share for ABC Ltd. ?

Assume that the merger takes place by exchange of equity shares and the exchange ratio is based on the current market price.

5. Briefly discuss various valuation approach for corporate valuation.

6. Discuss various types of Corporate Restructuring Activities.

7. What is Tobin's Q ? Discuss its importance.

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SECTION – B

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

8. KTR is a popular restaurant in South India, owned and run by Radhaswamy, a star chef specializing in South Indian cuisine. You are interested in buying the restaurant and have been provided with the following data.

The restaurant can seat 100 dinners. It has two seatings for lunch and one seating for dinner. The restaurant remains open for 340 days a year for the public. The average price of a lunch is Rs. 40 and the average price of a dinner is

Rs. 50. The cost of food is approximately 30% of the price of the meal. There are 25 employees on the staff of the restaurant and the payroll amounts to Rs. 10 lakhs a year. The annual rent for the space used by KTR is Rs. 2,40,000.
The restaurant is expected at present to grow 6% a year for 3 years and 3% a year after that. You estimate the unlevered beta of publicly traded restaurants to be 0.70. The average debt to capital ratio for these forms is 10%. The risk free rate is 8% and the market risk premium is 5.5%.
You are required to estimate the value of Restaurant (assume the tax rate is 40% and the cost of borrowing is 9%).

9. The key financial parameters of Digvijay Cement Company Ltd., are as follows :

EBDIT	Rs. 36 Lakhs
Book value of assets	Rs. 180 Lakhs
Sales	Rs. 250 Lakhs

Based on the evaluation of several cement companies X Ltd., Y Ltd., and Z Ltd., have been found to be comparable to Digvijay Cement Company Ltd. Their key financial data are as follows :

(Rs. in Lakhs)

	Company X	Company Y	Company Z
EBDIT	24	30	40
Book Value of Assets	150	160	200
Sales	160	200	320
Market Value	300	480	720

Find the value of Digvijay Cement Company Ltd., using Comparable Company Approach.

10. Write short notes on (**any two**).

    1) Human Resource Accounting

    2) Balanced Score Card

    3) Stern Stewart Approach (EVA)

11. Discuss the pre-offer and post-offer of antitakeover defense strategy.

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SECTION – C

Compulsory : **(1×15=15)**

12. Vijay Ltd., and Ajay Ltd., are discussing a merger deal in which Vijay will acquire Ajay. The relevant information about the firms is given as follows :

	Vijay	Ajay
Total Earnings	Rs. 3,60,00,000	Rs. 1,20,00,000
Number of outstanding shares	1,20,00,000	80,00,000
Earnings per share	Rs. 3	Rs. 1.50
Price-earnings Ratio	10	6
Market price per share	Rs. 30	Rs. 9

- What is the maximum exchange ratio acceptable to the shareholders of Vijay Ltd., if the P/E ratio of the combined firm is 8 ?
- What is the minimum exchange ratio acceptable to the shareholders of Ajay Ltd., if the P/E ratio of the combined firm is 9 ?
- At what point do the lines ER_1 and ER_2 intersect ?

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III Semester M.B.A. Degree Examination, January/February 2018
(CBCS) (2014– 15 & Onwards)
MANAGEMENT
Paper – 3.4.1 – Retailing Management and Services

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. What is Visual Merchandise Management ? Explain factors influencing Visual Merchandise in India.
2. What are private labels ? How do retailers promote private labels ?
3. Write a note on different retail formats. Give examples for each.
4. What are the different steps that need to be carried out while selecting appropriate store location ?
5. E-Commerce is facilitating towards the growth of Services sector in India. Comment on the statement.
6. What are the different services attached to tourism sector ? How can tourism sector grow by using service gap model ?
7. A service blueprint is an operational planning tool. Justify the statement considering services at a restaurant.

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SECTION – B

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

8. Quoting suitable examples explain multichannel retailing. What are the pros and cons of multichannel retailing ?
9. Explain the technological influence on Indian Retail Management. Give relevant examples.
10. Explain the importance of handling complaints in retailing. What are the different methods used for it ?
11. Consider any retailer of your choice and explain how they have used Integrated Marketing Communications (IMC) in their organisation.

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SECTION – C

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

Five young enthusiastic and enterprising young people join together and conceived an idea to start a fast food, bakery-cafe chain named "JUST FRESH". Its concept is to combine juice bar with coffee and premium made to order sandwiches, salads, pasta and soups, all with an emphasis on freshness. In searching for their first location the partners concentrate on a site with substantial pedestrian traffic. Thus the choice was the central business district in Delhi. The pathways between buildings have more than 3000 people passing through it on a daily basis. Hence, these could be considered as one of the best retail spots. The partners were pleasantly surprised when their landlord accepted their proposal. The lease negotiations took close to a year and a significant amount of time was spent on convincing the landlord that "JUST FRESH" deserved a chance. The partners were confident that "JUST FRESH" would succeed though three other businesses including a sandwich restaurant had recently failed in the same location. A survey found that more than one-half of all restaurants fail in their first year of Operations. To protect his interests the landlord included a clause in the restaurant lease document specifying that he would control the decor. The landlord reasoned that if "JUST FRESH" failed he could then quickly rent the location to another retailer without the need for costly renovations. On the first fay of business, the restaurant served only 450 consumers. Soon it was serving 1000 consumers per day. Within a span of 2 years, the partners established their first suburban unit, as well as their second downtown location. Soon after an additional bakery unit with both self-service and made to order foods was set up in a hospital in the same location that used to house a traditional coffee house. JUST FRESH's success came at a price. The partners had to spend considerable resources to fight and ultimately win a prolonged zoning battle for a second suburban location at a site formerly occupied by a bank. The partners have also begun to face intense competition for the best retail sites as competitors seek to copy "JUST FRESH" retail concept.

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Questions :

a) Discuss the importance of atmospherics in retail. What are the key elements of atmospherics and decor in case of fast food retail outlets ?

b) What are the differences between an indeal site located in a central business district and one in the suburban location for JUST FRESH ?

c) What challenges are faced by JUST FRESH in expanding its operations ?

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III Semester M.B.A. Degree Examination, Jan./Feb. 2018
(CBCS) (2014-15 and Onwards)
MANAGEMENT
Paper – 3.4.2 : Consumer Behaviour

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 consumer behaviour ? Explain difference between consumer and customer.
2. Explain the dynamics of perception.
3. Explain formation of consumer attitude.
4. Explain the elements of perception.
5. Discuss the Bettman's model.
6. Explain the factors influencing in cognitive dissonance.
7. Explain attribution theory.

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SECTION – B

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

8. Explain the four views of consumer behaviour model.
9. Explain the stages in the consumer buying decision process.
10. Explain consumerism in Indian perspective in current era.
11. Write an explanatory note on buy Grid model.

SECTION – C

12. **Compulsory** case study : **(1×15=15)**

Boeing's management feels the subsidies given to air bus by European governmental sponsors, now totalling over $ 15 Billion, create an uneven competitive situation. On the other hand without support it is unlikely that

any organisation would invest the time and money necessary to enter the air line manufacturing business. And most observers would contend that the competition between Boeing and air bus has resulted in better products for the air lines and ultimately flying public. The questions now seem to be how much is air reasonable subsidy and how long should subsidies be continued ?

Boeing also has other challenges. Recently the firm has lost several loyal customers (air lines that were flying Boeing plans almost exclusively) to air bus. For example air Berlin Germany's second largest carrier, is replacing aging Boeing 737s with 110 air bus jets. Critics of Boeing contend it is because the firm has not adjusted its prices to the reality of the market place. With excess capacity and high operating cost and many air lines are either in or on the verge of bankruptcy. As a result, they are not willing to pay a premium for new planes. After decades as the world's dominant manufacturer, Boeing management argues that buyer should consider the quality of its products and their long term operating efficiency ahead of purchase price. Boeing's chief executive, feeling that a company's sales force had not done enough to build relationships with the air lines, fired the company's sales manager. He observed, "If you get down to where price is the only discriminator, then you lost the campaign long before (you began)".

Questions :

1) As the air travel industry is increasingly dominated by discount air lines, can Boeing continue to operate as a premium quality manufacturer.
2) Which of the factors that influence the business buying decision process are likely to be most important in the sale of commercial passengers jets ?

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III Semester M.B.A. Degree Examination, Jan./Feb. 2018
(CBCS) (2014-15 and Onwards)
MANAGEMENT
Paper – 3.4.3 : Rural and Agricultural Marketing

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Explain the salient features of Indian rural markets.
2. What do you understand by brand management ? Explain the brand management strategies in rural markets.
3. What are the limitations of conducting rural market research ?
4. Define the term segmentation. Explain the basis for rural market segmentations.
5. Discuss the role of NBFCs to promote rural markets in India.
6. What is a contract farming ? Discuss its pros and cons in relation to rural farmers situations at present.
7. Examine the supply-chain-management in agricultural goods in rural markets.

SECTION – B

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

8. Discuss the export potential of farm products and its advantages and disadvantages to Indian farmers and customers.
9. Explain the importance of channels of distribution for agricultural goods and role of middlemen in managing rural distribution networks.
10. What is a media innovation ? Critically examine the conventional media and non-conventional media to influence on rural consumer behaviour.
11. "Rural markets remain isolated because of many problems". Describe its problems faced by companies in rural markets.

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SECTION – C

12. **Compulsory** case study : (1×15=15)

Fortified water with minerals to the international standards and presented in a bottle of 1000 ml to appease thirst is the product of Parle's Bisleri mineral water which is competing close to nature. The hygienic product is developed by forcing out bacteria from natural water, filtering it to admissible hygiene levels and mineralising it for healthy consumption.

Bisleri of 1000 ml bottle is typically priced at Rs. 10 and placed in the undifferentiated market. It is a product of need and its purchase cannot be postponed by consumers. However, the market operates at higher retail margins. A distributor in Bombay gets margins of 6 per cent for a case of 12 bottles of Bisleri. The retailers' margins is as high as 25 per cent for the case. It is sold by the retailers at Rs. 120 over the wholesale price of Rs. 90 for a case of 12 bottles. This margin is flexible for retailers as it can be doubled in tourist destinations and cities where the floating population is high.

Marketing costs consist of packaging and transportation factors. The cost of actual product is negligible but the price spread is higher. The packaging cost per bottle is assessed at Rs. 5 which covers primary and secondary packaging consisting of bottle capping and arranging in cartons. The transportation cost work out to Rs. 3 per case in Bangalore. However, for the places which are beyond 100 km from the plant it costs Rs. 12 – 15 per case.

Presently, there is no competition at the national level. However, some local water sellers have also emerged and beat the track only in the season in small quantity packed in pouches. The Godrej Foods Pvt. Ltd. attempted to sell water by the name "Golden Valley" presenting it in 1.5 litre bottles for Rs. 18 but could not sustain it in market due to high marketing costs.

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Questions :

a) What is the marketing costs and selling price per bottle ?

b) Who are the competitors of 'Golden valley' products and their competitive capacity in Banglaore ?

c) How is the demand factor of water business in Bangalore ?

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III Semester M.B.A. Degree Examination, January/February 2018
(CBCS) (2014 – 15 & Onwards)
Management
Paper – 3.5.2 : INDUSTRIAL AND EMPLOYEE RELATIONS

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** of the following, **each** question carries **five** marks. **(5x5=25)**

1. Briefly explain three actors and their roles in IR.
2. What is meant by :
   a) Layoff ?
   b) Retrenchment ?
   c) Strike ?
   d) Lockout ?
3. What is collective bargaining ? Explain the collective bargaining process followed for Indian companies.
4. Explain in brief
   a) ESI Act, 1948
   b) EPF and (miscellaneous Provisions) Act, 1948.
5. Elaborately discuss the salient features of "The Factories Act, 1948".
6. Discuss the Labour legislations pertaining to employees working on night shifts.
7. Explain the problems and challenges of trade unions in India today.

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SECTION – B

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

8. What are the causes for Industrial disputes ? Discuss with examples.
9. Bring out the differences between traditional IR and emerging employee relations.
10. Discuss the various phases of trade union movement in India. Explain types of trade union.
11. Explain in brief :
    a) Unfair labour practices
    b) Schedule of the Standing Orders Act, 1946

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SECTION – C

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

Striking for Benefits

By February 2004, the strike by Southern California grocery workers against the state's major supermarket chains was almost five months old. Because so many workers were striking (70,000), and because of the issues involved, unions and employers across the country were closely following the negotiations. Indeed, grocery union contracts were set to expire in several cities later in 2004 and many believed the California settlement-assuming one was reached-would set a pattern.

The main issue was employee benefits and specifically how much (if any) of the employee's health care costs the employees should pay themselves. Based on their existing contract, Southern California grocery workers had unusually good health benefits. For example, they pay nothing toward their health insurance premiums and paid only $10 co-payments for doctor visits. However, supporting these excellent health benefits cost the big Southern California grocery chains over $4.00 per hour per worker.

The big grocery chains were not proposing cutting health care insurance benefits for their existing employees. Instead, they proposed putting any new employees hired after the new contract went into effect into a separate insurance pool and contributing $1.35 per hour for their health insurance coverage. That meant new employee's health insurance would cost each new employee perhaps $10 per week. And, if that $10 per week wasn't enough to cover the cost of health care, then the employees would have to pay more, or do without some of their benefits.

This was a difficult situation for all the parties involved. For the grocery chain employers, skyrocketing health care costs were undermining their competitiveness; and the current employees feared any step down the slippery slope that might eventually mean cutting their own health benefits. The unions didn't welcome a situation in which they'd end up representing two classes of employees, one (the existing employees) who had excellent health benefits and another (newly hired employees) whose benefits were relatively meagre and who might therefore be unhappy from the moment they took their jobs and joined the union.

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Questions :

1) Assume you are mediating this dispute. Discuss five creative solutions you would suggest for how the grocers could reduce the health insurance benefits and the cost of their total benefits package without making any employees pay more.

2) From the grocery chains point of view, what is the downside of having two classes of employees, one of which has superior health insurance benefits ? How would you suggest they handle the problem ?

3) Similarly, from the point of view of the union, what are the downsides of having to represent two classes of employees and how would you suggest handling the situation ?

PG – 787

III Semester M.B.A. Degree Examination, Jan./Feb. 2018
(CBCS) (2014-15 and Onwards)
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 **5** marks. **(5×5=25)**

1. Explain the model of performance management prism.
2. Discuss the drivers of performance with examples.
3. Explain the objectives of Performance Management System.
4. Distinguish between mentoring and coaching.
5. Explain the importance of creative performance strategies.
6. Explain the modern methods of performance appraisal.
7. Discuss the common problems in assessment and how to resolve it.

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SECTION – B

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

8. Is performance appraisal leads to Employee Development ? Discuss.
9. Explain the legal issues associated with expatriate's performance appraisal. What guidelines are associated with this ?
10. Design a appraisal form for a service sector employees using rating scales.
11. What do you mean by building and leading high performance teams ? Explain with suitable examples.

P.T.O.

SECTION – C

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

Policies and Performance Appraisal

Kalyani Electronics Corporation Ltd., recently diversified its activities and started producing computers. It employed personnel at the lower level and middle level. It has received several applications for the post of Commercial Manager – Computer Division. It could not decide upon the suitability of the candidate to the position, but did find that Mr. Prakash is more qualified for the position than other candidates. The Corporation has created a new post below the cadre of General Manager i.e., Joint General Manager and asked Mr. Prakash to join the Corporation as Joint General Manager. Mr. Prakash agreed to it viewing that he will be considered for General Manager's position based on his performance. Mr. Anand, the Deputy General Manager of the Corporation and one of the candidates for General Manager's position was annoyed with the management's practice. But, he wanted to show his performance record to the management at the next appraisal meeting. The management of the Corporation asked Mr. Sastry, General Manager of Televisions Division to be the General Manager in-charge of Computer Division for some time, until a new General Manager is appointed. Mr. Sastry wanted to switch over to Computer Division in view of the prospects, prestige and recognition of the position among the top management of the Corporation. He viewed this assignment as a chance to prove his performance.

The Corporation has the system of appraisal of the superior's performance by the subordinates. The performance of the Deputy General Manager, Joint General Manager and General Manager has to be appraised by the same group of the subordinates. Mr. Anand and Mr. Sastry know very well about the system and its operation, whereas Mr. Prakash is a stranger to the system as well as its *modus operandi*. Mr. Sastry and Mr. Anand were competing with each other in convincing their subordinates about their performance and used all sorts of techniques for pleasing them like promising them a wage hike, transfers to the job of their interest, promotion etc. However these two officers functioned in collaboration with a view to pull down Mr. Prakash. They openly told their subordinates that a stranger should not occupy the 'chair'. They created several groups among employees like pro-Anand's group, pro-Sastry's group, Anti-Prakash and Sastry group, Anti-Anand and Prakash group.

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Mr. Prakash has been watching the proceedings calmly and keeping the top management in touch with all these developments. However, Mr. Prakash has been quite work-conscious and top management found his performance under such a political atmosphere to be satisfactory. Prakash's pleasing manners and way of maintaining human relations with different levels of employees did, however, prevent the emergence of an anti-Prakash wave in the company. But in view of the political atmosphere within the company, there is no strong pro-Prakash's group either.

Management administered the performance appraisal technique and the subordinates appraised the performance of all these three managers. In the end, surprisingly, the workers assigned the following overall scores. Prakash : 560 points, Sastry : 420 points and Anand : 260 points.

Questions :

1) How do you evaluate the worker's appraisal in this case ?
2) Do you suggest any techniques to avert politics creeping into the process of performance appraisal by subordinates ? Or do you suggest the measure of dispensing with such appraisal systems ?

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PG – 811

III Semester M.B.A. Degree Examination, January/February 2018
(CBCS Scheme)
Open Elective : CYBER SPACE

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 Internet.
2. Name any three web browser.
3. What is domain name ?
4. What is meant by CC and BCC in Electronic Mail ? What is the necessary to use this in E-Mail ?
5. What are the reasons for developing Facebook ?
6. Define any 4 html tags with an example.
7. What are the advantages of e-commerce ?
8. What are the options available for payment in E-Commerce ?
9. Write any three Indian e-governance services.
10. What is a phishing attack ?

PART – B

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

11. How does a web browser function ?
12. What is HTML ? Write a tag to create a table of four rows and two columns.
13. Explain in brief B2B, B2C, C2B and C2C.

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P.T.O.

14. What are the key dimensions of e-commerce security ?

15. Write any five challenges in implementing E-governance service in India.

16. Discuss salient features of IT Act, 2000/8.

PART – C

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

17. a) What are the Communication Services available that offer exchange of information with individuals or groups ? **4**

    b) Explain the term FTP, TCP/IP and HTTP. **6**

18. a) Differentiate between the traditional commerce and e-commerce. **5**

    b) Explain the impact of E-commerce's on business. **5**

19. Explain Section 43 and Section 66 of IT Act, 2000/8. **10**

20. a) Explain cyber terrorism and cyber Trafficking. **5**

    b) What are the preventive measures for cyber-crimes ? **5**

21. Write a short note on the following :

    a) Search Engine. **3**

    b) Internet Marketing. **3**

    c) E-kranti. **2**

    d) Cyber-Stalking. **2**

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