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College of Arts, Science & Commerce

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No. of Printed Pages : 2

PJ-706

III Semester M.B.A. Examination, February/March - 2020
(CBCS Scheme) (2014-15 and Onwards)

MANAGEMENT

Paper - 3.1 : Strategic Management and Corporate Governance

Time : 3 Hours Max. Marks : 70

SECTION - A

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

1. Explain the significance of Environmental scanning.

2. Despite Corporate Governance Act, corporate frauds are relentless-comment.

3. Write a note on BCG approach.

4. Explain the parameters of Blue Ocean Strategy.

5. How "Gap Analysis" acts as a tool for strategy reformulation in organisations ? Explain.

6. What is an objective ? What is its importance in the organisational effectiveness ?

7. Write a note on ETOP.

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SECTION - B

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

8. Discuss the various steps involved in strategic management process.

9. Explain the porter's model of competitive forces with corporate examples.

10. Define the term "Strategy implementation". Discuss the relationship between the strategy formulation and implementation.

11. Discuss the various committees under the Corporate Governance dispensation.

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SECTION - C

(Compulsory - Case study) 1x15=15

12. According to Coach's website, the company has built a distinctive style and prestigious image over the past 40 years to develop a reputation as "America's preeminent designer, producer and marketer of fine accessories and gifts for women and men including handbags, business cases, luggage and travel accessories, wallets, outerwear, eyewear, gloves, scarves and fine jewelry". Coach employs a multi-channel distribution strategy to reach its customers including company owned boutiques in the stores of prominent specialty retailers both within the United States and abroad and the company operates an online store. Consumers who purchase Coach products are generally willing to pay the premium price due to the superior quality of Coach's product as well as the perceived prestige of owning a Coach product. Coach stresses these features in their advertising campaigns and regularly allows movies and television shows to favorably feature Coach products in appropriate scenes. Over the last five years, Coach has partnered with automobile manufacturers such as Lexus to produce automobiles with Coach interiors. In an effort to expand its international reach, Coach intends to increase its international distribution and is expanding into Japan through Coach Japan, Inc. a joint venture with a local company that will allow coach to control international distribution and to maintain a consistent branch strategy domestically and abroad.

Questions :

(a) Discuss how vertical integration can create value by enabling a firm to exploit its valuable, rare and costly-to-imitate resources and capabilities.

(b) Identify the sources of cost advantage.

(c) Analyse the strengths of the firms in its international distribution strategy.

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PJ-707

III Semester M.B.A. Examination, February/March - 2020
(CBCS Scheme)(2014-15 and Onwards)

MANAGEMENT

Paper - 3.2 : Production and Operations Management

Time : 3 Hours Max. Marks : 70

SECTION - A

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

1. Which are the five wastes ?

2. Explain the 5 S of house keeping.

3. What are work break down structures ? How are they useful ?

4. Discuss the 7 quality improvement tools.

5. Calculate the labour productivity and multi factor productivity for the following data for a week :

   The output of the factory per day is 1000 chairs sold @ ₹ 500 per chair. Labour costs are ₹ 100 per day and 4 labourers are employed per day. Overheads are ₹ 150 per day. Administrative costs are ₹ 250 per day. A week has six working days.

6. Illustrate and explain the project life cycle.

7. What is ISO ? Explain in detail this concept and process.

SECTION - B

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

8. What is meant by facility layout planning ? Discuss the different types of facility layouts.

9. What is meant by quality ? Discuss the contribution of quality gurus.

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10. A project has several subsystems. Name each of them and discuss the role each subsystem plays.

11. What is inventory management ? Why is it important ? Discuss the various classifications of inventory management.

SECTION - C

1x15=15

(Compulsory - Case study)

12. A manufacturing company, whose products include soft drinks requires to set up a manufacturing unit in India. You have been appointed as the production manager and have the responsibility of setting up the manufacturing facility in India.

Explain the different issues to be considered in setting a manufacturing facility, further, based on the data given below, make a decision and state your inference.

Sl.No	Details	Weightage	Mumbai	Bengaluru	Mysuru
1	Water and electricity	30	25	35	20
2	Fuel	15	30	25	15
3	Market Proximity	40	40	50	30
4	Climate	15	30	50	40

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III Semester M.B.A. Examination, February/March - 2020
(CBCS 2014 - 15 and Onwards)

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 **five** marks : **5x5=25**

1. Describe the reasons for growth of services in the Indian Economy.

2. Explain SERVQUAL model of service quality with an example.

3. What is the role of social media in consumer service management ?

4. Explain the wheel of Retailing theory.

5. Discuss the process of shopper marketing.

6. What are the elements of store design ?

7. Discuss the factors influencing retail location selection.

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SECTION - B

Answer **any three** of the following questions. Each carries **ten** marks : **3x10=30**

8. Elaborate the steps in designing store layout and design any one type of layout.

9. What are the different bases for service market segmentation and targeting ?

10. Explain the types of customer services in retailing.

11. Explain the tools of Integrated Marketing Communication (IMC).

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SECTION - C
Case study

12. Compulsory question : 1x15=15

In keeping with its international policy of serving the society, McDonald's India has also participated in and supported health initiatives like the Pulse Polio Immunization Programme since 1998. In the same year McDonald's also started **Spotlight**, an annual inter-school performing arts competition to provide the students with an atmosphere for healthy competition. Last year more than 300 schools participated in this event.

Other initiatives include its association with the Nehru Science Centre in the year 2000, to bring to the schools of Mumbai a science quiz and partnering with the Nalanda Foundation, in the year 2002, for its Blue dot Education Initiative for the under-privileged Girl-Child.

Today, McDonald's is the world's leading food service retailer with more than 31,000 restaurants in 118 countries serving 50 million customers each day. Celebrating its 11th year in India, McDonald's today has a network of over 113 restaurants across the country and is moving from strength to strength. Its unique cold chain has brought about a veritable revolution in food handling, immensely benefiting the farmers at one end and enabling customers to get the highest quality food products, absolutely fresh and at a great value.

The success of the burger in India has triggered a fair amount of competition between McDonald's and KFC. While the value segment was McDonald's forte, KFC's strength was premium products. This year, both the burger chains have got into each other's space to get a larger share of the market.

McDonald's launched the McSpicy range of burgers. It is believed that the veg burger of McSpicy range-McSpicy Paneer is launched to compete with KFC's Veg Zinger which was launched in 2010 and has been doing very well. The other two products of the MC-spicy range include : Big McSpicy Chicken Wrap and Big McSpicy Paneer Wrap. The launch of Spicy range has helped McDonald's. According to market reports, Spicy range contributes 23 per cent of McDonald's sales which is equal to the contribution of entry-level products. Going forward, the company is expecting its higher-priced menu to contribute 40 per cent to overall revenues. KFC has been quick to respond and launched Hot Chicken Zinger.

With a brand philosophy of 'Forever Young', McDonald's India has always modified its strategy to cater to the contemporary market requirements and continued to sustain its leadership position in the Fast Food Industry.

Questions :

(a) What are the learnings that can be drawn from McDonald's strategy in India ?

(b) Internationally, McDonald's is an example of franchising success, what are the issues that McDonald's will need to keep in mind if it has to develop the franchising model in India ?

(c) What are the lessons that can be learnt from the success of McDonald's in India ?

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PJ-710

III Semester M.B.A. Examination, February/March - 2020
(CBCS Scheme) (2014-15 and Onwards)

MANAGEMENT

Paper - 3.5.1 : Learning and Development

Time : 3 Hours Max. Marks : 70

SECTION - A

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

1. What is the need for Training and Development in Team Building ?

2. Explain the various teaching techniques adopted for Effective Training.

3. What is the significance of training in career development ?

4. Differentiate between Training and Learning.

5. What do you mean by ROI on training ? Explain.

6. Why have career management and talent management become relevant these days ?

7. 'Learning is good for everyone'. Discuss.

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SECTION - B

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

8. What is the role of need analysis in training ? Do you think that all training programmes are based on such analysis ?

9. Define career, career planning and career development. Explain the career development initiatives.

10. Why do organizations often overlook or lack proper evaluation of training and development programmes ?

11. 'Training programmes are helpful to avoid personnel obsolescence'. Illustrate.

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SECTION - C

Compulsory question : 1x15=15

12. A large Engineering company has its corporate headquarters in a major metro in India with several plants and marketing offices located in various parts of the country. Every year the company hires about 50 college graduates to the position of management trainees. If you were to advise the HR department of the company, what steps will you follow to prepare a training package and why ? Identify some of the possible problems, which may be encountered in effectively implementing the training package, and suggest measures to overcome them.

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101107

III Semester M.B.A. Examination, February/March - 2020
(CBCS Scheme) (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 : **5x5=25**

1. What is "Dividend Distribution Tax" ? Explain the provisions relating to DDT.

2. What is compulsory registration and provide the procedure to obtain the registration under GST.

3. What are the provisions relating to amalgamation under Tax Planning ?

4. From the following information determine the time of supply of services.

Sl. No.	Date of completion of service	Invoice date	Payment entry in the book of supplier	Credit in Bank account
1	10-1-2019	11-1-2019	16-1-2019	20-1-2019
2	10-1-2019	20-1-2019	14-1-2019	12-1-2019
3	06-2-2019	16-3-2019	18-4-2019	19-4-2019
4	21-3-2019	20-1-2019	20-1-2019	20-1-2019
5	Nil	20-1-2019	26-3-2019	28-3-2019

Supplier as received ₹ 5,00,000 advance on 20-1-2019 and balance amount of ₹ 1,00,000 is received on 26-3-2019.

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5. Mr. Jay, a person Indian origin, aged about 40 years came to India on tour along with his baby aged 2 years. He carried with his following goods.

SL. No.	Particulars	Amount in ₹
1	Personal effects like clothes of Mr. Jay	25,000
2	Used personal effects of infant valued at	40,000
3	Laptop	60,000
4	Travel souvenirs values at	20,000
5	One liter wine worth	4,000
6	Mobile phone worth	18,000
7	Digital camera	50,000
8	Cigars 20 worth	2,500

Calculate total value of dutiable goods and total duty payable on baggage.

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6. Vignesh Ltd., manufactures electronic pumping sets. The company has the option either make or buy from the Market component 'X' used in manufacture of sets. The following details are available.

The component will be manufactured on a new machine costing ₹ 1,00,000 with a life of 10 years. Materials required cost ₹ 2 per kg and wages ₹ 0.30 per hour. The salary of the foreman employed is ₹ 1,500 p.m and other variable overhead include ₹ 20,000 for manufacturing ₹ 25,000 components per year. Materials required is 25,000 kgs and required 50,000 labor hours.

The components is available in the market at ₹ 4.30 per piece.

Will it be profitable to make or to buy the component ? Does it make any difference if the component can be manufactured on an existing machine.

7. X Ltd., is engaged in the business of manufacture of computer hardware since 2005. During the previous year 2018-19, the following assets are acquired and put to use.

		(₹ in thousand)	
	Block 1	**Block 2**	**Block 3**
Rate of depreciation	15%	30%	60%
Number of assets in the block	11	12	17
Depreciated value of the block on April 1, 2018	1,800	2,500	500
Additions of plants (new) during the previous year 2018-19			
Plant A	5,700	-	-
Plant B	-	400	-
Plant C	-	-	1,700
Sale of old plants (one plant in each block)	3	2,870	4,200

Plant A, B and C are required during May 2018 and put to use during September 2018. However, Plant B is put to use in the last week of March 2019. Find out the amount of depreciation, additional depreciation and capital gains.

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SECTION - B

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

8. Briefly explain the necessities of implementing GST in India.

9. Explain the essentials of Tax Avoidance, Tax Evasion and Tax Management.

10. (a) Mr. Gagan a proprietor has two firms, Chandan enterprises and Srivatsa enterprises which operates in two different states as below.

Chandan enterprises, Karnataka have interstate turnover of ₹ 5 Lakhs and interstate turnover of ₹ 25 Lakhs.

Srivatsa enterprises, Andhra Pradesh has the intrastate turnover of ₹ 9 Lakhs and there is no interstate turnover.

Kindly suggest whether Mr. Gagan has to take register under GST. If it is YES, state the provisions and in which state he must get registered under GST Act 2017.

under GST Act 2017.

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(b) Compute net tax payable by Mr. Charan for the month of August 2019. After considering the input tax credit who has registered place at Karnataka.

Sold 500 kgs goods ₹ 1200 per kg inclusive of tax to Mr. Jagan on 16th August 2019 who is at Andhra Pradesh.

Received amount of ₹ 3,23,400 towards total sale value from Ram, where the goods are sold in the month of August 2019 in Bangalore.

Paid total amount of ₹ 4,25,000 towards purchase of raw materials on 2nd August 2019 to Raheem who is at Pune.

Kindly mention the due dates of filing respective GST returns and find the gross output and input tax liability and any tax payable by cash.

11. Lavanya group of company imported a machine by air freight from UK. Bill of exchange presented on 10-5-2019 and entry inward granted on 05-06-2019.

Particulars	UK Pound	
Ex-factory price		25,000
Transportation charges up to port of exporter's country		1,000
Insurance up to port of exporter's country		100
Buying commission paid by buyer to its agent in UK		250
Material and components supplied in UK by the buyer at free of cost		2,500
Engineering and development charges paid to firm in UK	1,000	
Packaging charges(non returnable)		200
Packaging charges (returnable)		500
License fees the buyers required to pay in UK		1,200
Freight charges paid		3,000
Insurance paid but details not available		------
Lighter age charges paid by importer port of importation	₹ 20,000	
Transport of goods from port of entry to inland container depot	₹ 10,000	
Cost of post shipment expenditure		8,000

Rate of exchange announced by	As on 10-05-2019	As on 05-06-2019
CBIC	1 UK Pound = ₹ 75	1 UK Pound = ₹ 72
RBI	1 UK Pound = ₹78	1 UK Pound = ₹ 74

Calculate assessable value of imported machine.

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SECTION - C

12. CASE STUDY (Compulsory) : **15x1=15**

A domestic company in which public are substantially interested, submits the following particulars of its income of the previous year ended March 31, 2019.

(i) Profits of business after deduction of donations to approved CI(Charitable Institution) ₹ 1,90,000.

(ii) Donation to charitable institution by cheque ₹ 30,000

(iii) Interest on government securities ₹ 10,000

(iv) Dividend from a domestic co.(Gross) ₹ 60,000

(v) Long-term capital gain ₹ 50,000

(vi) Book profit u/s 115 JB ₹ 8,00,000

During the financial year 2018-19 the company deposited ₹ 15,000 in Industrial Development Bank of India. The company distributed gross dividend of ₹ 1,00,000 on 6/12/2018.

Compute the Taxable Income of the company and tax payable by it for the assessment year 2019-2020 and suggest the suitable tax planning as a tax advisor.

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100515

III Semester M.B.A. Examination, February/March - 2020
(CBCS Scheme) (2014-15 and 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. What is Industrial Relations ? Discuss the roles of actors to Industrial Relations.

2. Define Collective Bargaining. State the objectives of Collective Bargaining.

3. Write a note on Indian Trade Unions.

4. Discuss the impact of working in night shifts on family and social life.

5. Explain in brief :
   (a) Payment of Gratuity Act, 1972
   (b) Payment of Bonus Act, 1965

6. What is strike ? Explain its types.

7. Elaborate on emerging trends in Industrial Relations.

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SECTION - B

Answer **any three** of the following, each question carries **ten** marks. **3x10=30**

8. Define Industrial Disputes. Explain in detail mechanisms to solve Industrial Disputes.

9. Explain any five approaches to Industrial Relations.

10. Write a note on given below Acts :
    (a) Employee's Provident Fund and (Miscellaneous Provisions) Act, 1952.
    (b) Workmen's Compensation Act, 1923.

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11. Explain in brief :
    (a) Lock out
    (b) Lay off
    (c) Unfair labour practices
    (d) Standing orders

SECTION - C

Compulsory (Case Study) **1x15=15**

12. Over 20,000 workers go on indefinite strike over low wages : India's aeronautics major HAL is facing a major crisis as over 20,000 of its employees began an indefinite strike against the management over wage revision. State run HAL has entered a new crisis as 20,000 workers are all sit to start an indefinite strike. Tasks between management and employees union failed. Employees are protesting against HAL's refusal to accept their wage revision demands. As tasks and reconciliation efforts with management failed on demands of employees, especially wage revision i.e., the workers said the cafetaria system allowances for officials have been hiked up to 35%, but the management had offered only 22% to employees. While the fitment benefit hike to officials is 15%, only 11% has been offered to workers. The wage revision is due since 1/1/2017 as the previous two revisions were in 2012 and 2007 for 5 years respectively.
    (a) In light of the above case analyse whether strike of employees justified.
    (b) Discuss the mechanisms to solve the above Industrial dispute.

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101066

III Semester M.B.A. Examination, February/March - 2020

(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 **equal** marks : **5x5=25**

1. What is Equity Carve-Out ? Why carry out an Equity Carve-Out ?

2. What is value ? What are key areas of Business Valuation ?

3. What are the methods to compute swap ratio in M & A ?

4. Mondavi Limited reports a profit of ₹ 100.32 Lakhs after 34% tax for the financial year 2018-19. An analysis of the accounts reveals that the income included extraordinary items of ₹ 14 Lakhs and an extraordinary loss of ₹ 5 Lakhs. The existing operations, except for the extraordinary items, are expected to continue in future. Further, a new product is launched and the expectations are as under :

	₹ In Lakhs
Sales	70
Material Costs	20
Labour Costs	16
Fixed Costs	10

From the above given information, compute the value of the business, given that capitalization rate applicable to such business in the market is 15 percent.

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5. The key financial parameters of Veer Ltd., are as follows :

Profits after Tax	₹ 25 crores
Book Value of Assets	₹ 60 crores
Sales	₹ 135 crores

The valuation officer feels that 50% weightage should be given to earnings in the valuation process. Sales and book value may be given equal weightages. The valuation officer has identified three companies which are comparable to operations of Veer Ltd.

(₹ in crores)

	Company A	Company B	Company C
Profits After Tax	15	22	25
Book Value of Assets	48	55	64
Sales	95	105	135
Market Value	115	145	220

Find the value of Veer Ltd., using Comparable Company Approach.

6. The Balance Sheet of International Computers Limited (ICL) at the end of 2018 is given below :

Balance Sheet as on December 31, 2018

Liabilities	₹	Assets	₹
Equity	50	Fixed Assets	80
Debt	50	Current Assets	40
Non-interest bearing liabilities	20		
	120		120

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The income statement for the year 2019 is given below :

Revenues	90
Cost of goods sold	50
Gross profit	40
Operating expenses	16
Interest	4
Earnings before tax	20
Tax	7
Earnings after tax	13

ICL's equity has a beta of 0.9. The risk free return is 6 percent and the market risk premium is 6 percent. The interst rate on ICL's debt is 8 percent. The tax rate for ICL is 35 percent. What is the EVA for 2019 ?

7. Two firms A and B operating in the cement industry. Both the firms are planning for a merger. Firm A is worth ₹ 200 lakhs and B is worth ₹ 50 lakhs. On merging, the two would allow cost savings with a present value of ₹ 25 lakhs. Assume that A buys B for a cash of ₹ 65 lakhs. Estimate :

(a) The value of the combined firm.

(b) The cost of merger for firm A.

(c) The NPV to B's shareholders.

(d) The NPV to A's shareholders.

SECTION - B

Answer **any three** of the following questions. Each question carries **equal** marks : **3x10=30**

8. The current dividend on equity share of NSB Ltd. is ₹ 5. The dividend is expected to grow at 18% annual rate for 5 years, then at 12% rate for next 3 years, after which it is expected to grow at a 6% rate forever. If the required rate of return is 16% what is the intrinsic value of the share ?

9. Alpha Corporation plans to acquire Beta Corporation. The following information is available :

	Alpha Corporation	Beta Corporation
Total current earnings	₹ 50 million	₹ 20 million
Number of outstanding shares	20 million	10 million
Market price per share	₹ 30	₹ 20

(a) What is the maximum exchange ratio acceptable to the shareholders of Apha Corporation, if the P/E ratio of the combined entity is 12 and there is no synergy gain ?

(b) What is the minimum exchange ratio acceptable to the shareholder of Beta Corporation, if the P/E ratio of the combined entity is 11 and there is a synergy benefit of 5 percent ?

(c) Assuming that there is no synergy gain, at what level of P/E multiple will the lines ER1 and ER2 intersect ?

10. Explain different methods for valuation of Intellectual Capital.

11. Discuss the pre-offer and post-offer antitakeover defense strategies with examples.

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SECTION - C

Compulsory : **1x15=15**

12. Samudra Industries deals in production and sale of consumer durables. Its expected sales revenues for the next 8 years (₹ in million) are given in the table :

Year	1	2	3	4	5	6	7	8
Sales Revenue (₹)	80	100	150	220	300	260	230	200

Its condensed Balance Sheet as on March 31, 2019 is as follows : (₹ in million)

Liabilities	₹	Assets	₹
Equity Funds	120	Current Assets	30
12% Debt	80	Long-term Assets	170
	200		200

Additional information :

(a) Its variable expenses will amount to 40% of sales revenue. Fixed cash operating costs are estimated to be ₹ 16 million per year for the first 4 years and at ₹ 20 million for years 5-8. In addition, an extensive advertisement campaign will be launched requiring annual outlays as follows :

Years	1	2-3	4-6	7-8
₹ In Million	5	15	30	10

(b) Long-term assets are subject to depreciation on straight-line method.

(c) The company has planned the following capital expenditure (assumed to have been incurred in the beginning of each year) for the next 8 years.

Year	1	2	3	4	5	6	7	8
₹ In Million	5	8	20	25	35	25	15	10

(d) Working capital in terms of investment in current assets is estimated at 20% of sales revenue.

(e) Given the tax benefits available to Samudra, the effective tax rate estimated is 30%.

(f) The cost of equity capital is estimated at 16%.

(g) The free cash flow of the firm are expected to grow at 5% per annum, after 8 years.

Determine the Discounted Cash Flow (DCF) value of the
(i) firm and (ii) equity.

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III Semester M.B.A. Examination, February/March - 2020
(CBCS Scheme) (2014-15 & Onwards)

MANAGEMENT

Paper - 3.4.3 : Rural and Agricultural Marketing

Time : 3 Hours Max. Marks : 70

SECTION - A

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

1. Define rural marketing and explain how rural market is different from urban market.

2. What are the challenges for conducting rural research ?

3. Elucidate the 4 A's model of marketing mix and discuss its relevance for rural marketing.

4. What is Co-operative marketing ? Explain its functions.

5. What is product positioning ? Explain various approaches of positioning the product.

6. Explain the role of supply chain management in rural marketing.

7. What are the challenges in agricultural marketing in India ?

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SECTION - B

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

8. Explain the challenges of pre and post harvest of farm products to farmers and how contract farming and insurance helps the farmer.

9. Discuss the role and function of APEDA in promoting agricultural exports.

10. Discuss the success story of Amul and why other co-operatives could not achieve similar achievements.

11. What are the pre-requisites for effective segmentation ? Briefly describe the bases for segmenting rural markets.

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SECTION - C

Compulsory question : 1x15=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 heterogeneous 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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III Semester M.B.A. Examination, February/March - 2020
(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 questions. Each question carries **five** marks : **5x5=25**

1. What are remote teams ? Explain the various types of remote teams.

2. Self Appraisal is a part of performance appraisal. Do you agree ? Substantiate.

3. Explain the performance management prism.

4. Discuss the need and importance of potential appraisal in human resource management.

5. Differentiate between performance management system and performance appraisal system.

6. Discuss the errors of performance appraisal system.

7. List out the various performance appraisal methods. Suggest how combinations of methods can be used for effective measurement.

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SECTION - B

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

8. Explain performance management process.

9. Explain the process of counselling. Differentiate between Counselling and Monitoring.

10. Design performance appraisal form/s for educational institutions (State your assumptions clearly and you can design different forms for different categories).

11. Explain the emerging trends in performance appraisal.

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SECTION - C
(Case study)

12. Compulsory. 1x15=15

APPRAISING PERFORMANCE - All progressive companies have some formal or informal appraising system for appraising the performance of their employees.

The aim is to motivate employees, improve their performance and encourage a better performance above par.

"AMBER PHARMACEUTICALS"

In a pharma company manufacturing marketing drugs and medicines. The research staff has developed a number of new products and formulations that are effective but at the same time it has to meet severe competition from Stalwarts with foreign collaboration. Mr. Shah Vice President Marketing has a very successful pharma marketing background. He has been with the company for past four years. Mr. Shah had made an ambitious plan for capturing a sizable share of market in Gujarat. The company been medium seized, Mr. Shah had kept his Marketing team and the department lean and trim. The field sales staffs were given aggressive targets and were. Virtually pushed to reach the respective targets. The field staff worked to their best abilities to complete their targets. Mr. Shah had himself been working hard for 11-12 hours a day. There is no formal appraisal or reward system in the company. During last five years more than 30 Medical representative and the Area supervisors had left the company due to unsatisfactory increments and promotions. Those who left the company were star workers. But Mr. Shah did not care for this high turnover. He has over confident that he would be able to hire fresher and also select candidate who are not happy with their remunerations in their respective companies. Mr. Shah never communicated with his field officers about their performances or reasons for not recognizing their outstanding performance in a few cases.

(i) What do you perceive the basic problem in "AMBER" ?

(ii) What are the steps you will take serially to correct the problem ?

(iii) In the event of your performance appraisal system :

(a) How will you decide a suitable system of appraisal ?

(b) Will your system include merits, rewards and promotions ?

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III Semester M.B.A. Examination, February/March - 2020
(CBCS Scheme)
COMPUTER SCIENCE
Open Elective Paper : Cyber Space

Time : 3 Hours Max. Marks : 70

Instructions : *(i)* ***Part - A*** : *Answer* ***all*** *the questions.*
(ii) ***Part - B*** : *Answer* ***any four*** *questions.*
(iii) ***Part - C*** : *Answer* ***any three*** *questions.*

PART - A

Answer **all** the questions. Each question carries **2** marks. **10x2=20**

1. What do you understand by WWW ? What is the use of hypertext links in Internet access ?

2. What are ad-clicks ? What is their use ?

3. Explain DNS and its role in the Internet.

4. Explain HTTPs.

5. What is the importance of JIT delivery in B2B E-commerce ?

6. Write a note on Phishing.

7. Differentiate POP and IMAP.

8. Discuss the DigiLocker e-governance initiative.

9. Discuss the impact of social media on education.

10. Explain the role of Cyber Appellate Tribunal.

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PART - B

Answer **any four** questions. Each question carries **5** marks. **4x5=20**

11. What are the advantages of e-governance ?

12. What is EDI ? Discuss its layered structure.

13. Compare and contrast traditional business with electronic commerce in a book shop business.

14. Explain the different business models of E-commerce with respect to customers and vendors.

15. Explain digital signature under the Information Technology Act, 2000.

16. What are the functions of Appellate Tribunal in handling cyber crimes ?

PART - C

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

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

18. Discuss the merits of an e-government. Explain the Broadcasting and Interactive Service Model in e-governance.

19. What are the various stages of e-governance ? Explain each stage with a suitable example.

20. (a) What are the provisions of IT Act, 2000 for cyber related offences ?
    (b) Discuss Section 67 of the IT Act and the punishments for violations under the section.

21. Write a short note on the following :
    (a) Digital Marketing
    (b) Certifying Authority
    (c) Electronic Funds Transfer

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PJ-785

III Semester M.B.A. Examination, February/March - 2020
(CBCS Scheme)

PHYSICAL EDUCATION

Open Elective Paper : Yoga and Wellness

Time : 3 Hours Max. Marks : 70

Instructions : *(i)* ***Section - A** : Answer **ten** questions.*
(ii) ***Section - B** : Answer **four** questions.*
(iii) ***Section - C** : Answer **three** questions.*

ವಿಭಾಗ - ಎ / SECTION - A

ಈ ಕೆಳಗಿನವುಗಳಲ್ಲಿ ಯಾವುದಾದರೂ ಹತ್ತಕ್ಕೆ ಉತ್ತರಿಸಿರಿ. ಪ್ರತಿ ಉತ್ತರವು ನಾಲ್ಕು ಸಾಲುಗಳನ್ನು ಮೀರದಂತಿರಲಿ.

Answer **any ten** of the following. Each answer shall **not** exceed **four** lines.

1. (a) ಕರ್ಮ ಯೋಗ **10x2=20**
Karma yoga
(b) ಯೋಗದ ಹಂತಗಳು
Limbs of yoga
(c) ಪಂಚಕೋಶ
Panchakosa
(d) ಜೀರ್ಣಕ್ರಿಯೆ ವ್ಯವಸ್ಥೆ
Digestive System
(e) ಶರೀರ ಗುಣಧರ್ಮಶಾಸ್ತ್ರ
Physiology
(f) ಪ್ರತ್ಯಹಾರ
Prathyahara
(g) ಸ್ನಾಯುಗಳ ಪ್ರಕಾರಗಳು
Types of Muscle
(h) ಕಪಾಲಭಾತಿ
Kapalabhathi

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(i) ಯೋಗದ ಆಹಾರದ ಪ್ರಕಾರಗಳು

Types of Yogic Food

(j) ಯಮಪಂಚಕ

Yamapanchaka

(k) ಏಕಾಗ್ರತೆ

Concentration

(l) ಜೀವಸತ್ವಗಳ ಪ್ರಕಾರಗಳು

Types of Vitamin

ವಿಭಾಗ – ಬಿ / SECTION - B

ಈ ಕೆಳಗಿನವುಗಳಲ್ಲಿ **ಯಾವುದಾದರೂ ನಾಲ್ಕು** ಪ್ರಶ್ನೆಗಳಿಗೆ ಒಂದು ಪುಟ **ಮೀರದಂತೆ** ಉತ್ತರಿಸಿರಿ.

Answer **any four** of the following questions. Each answer shall **not** exceed **one** page. **4x5=20**

2. ಯೋಗವನ್ನು ವ್ಯಾಖ್ಯಾನಿಸಿರಿ. ಯೋಗದ ಮಹತ್ವವನ್ನು ವಿವರಿಸಿ.

Define yoga. Explain the importance of yoga.

3. ಯೋಗ ಮತ್ತು ಪೌಷ್ಟಿಕತೆಗಳ ಕುರಿತು ಬರೆಯಿರಿ.

Write about yoga and nutrition.

4. ಶ್ವಾಸಕೋಶ ವ್ಯವಸ್ಥೆಯ ಮೇಲೆ ಯೋಗದ ಪರಿಣಾಮವನ್ನು ವಿವರಿಸಿರಿ.

Explain the effect of yoga on Respiratory System.

5. ಪ್ರಾಣಾಯಾಮ ಅಭ್ಯಾಸದಿಂದ ಶಾರೀರಿಕ ಗುಣಧರ್ಮಗಳ ಕಾರ್ಯಗಳ ಮೇಲಾಗುವ ಪರಿಣಾಮವನ್ನು ಚರ್ಚಿಸಿರಿ.

Discuss the effect of Pranayama Practice on Physiological function.

6. ಆಹಾರ ಪಥ್ಯದ ತತ್ವಗಳನ್ನು ವಿವರಿಸಿರಿ.

Explain the principles of Diet.

7. ಯೋಗದ ಐತಿಹಾಸಿಕ ಅಭಿವೃದ್ಧಿಯನ್ನು ವರ್ಣಿಸಿರಿ.

Describe the Historical Development of yoga.

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ವಿಭಾಗ – ಸಿ / SECTION - C

ಈ ಕೆಳಗಿನವುಗಳಲ್ಲಿ **ಯಾವುದಾದರೂ ಮೂರು** ಪ್ರಶ್ನೆಗಳಿಗೆ ಎರಡು ಪುಟಗಳು **ಮೀರದಂತೆ** ಉತ್ತರಿಸಿ.

Answer **any three** of the following questions. Each answer shall **not** exceed **two** pages. **3x10=30**

8. ಯೋಗದ ಗುರಿ, ಉದ್ದೇಶ ಮತ್ತು ಮಹತ್ವವನ್ನು ವಿವರಿಸಿರಿ.

Explain the significance, aim and objectives of Yoga.

9. ಅಷ್ಟಾಂಗ ಯೋಗ ಎಂದರೇನು ? ದೇಹ ಮತ್ತು ಮನಸ್ಸುಗಳಲ್ಲಿ ಸಾಮರಸ್ಯವುಂಟುಮಾಡುವಲ್ಲಿ ಅಷ್ಟಾಂಗ ಯೋಗದ ಪಾತ್ರವನ್ನು ವಿವರಿಸಿರಿ.

What is Ashtanga Yoga ? Explain its role in maintaining harmony between Body and Mind.

10. ನಿರ್ನಾಳಗ್ರಂಥಿಗಳ ಮತ್ತು ಹೃದಯ ರಕ್ತನಾಳಗಳ ವ್ಯವಸ್ಥೆಯ ಮೇಲೆ ಯೋಗದ ಪರಿಣಾಮವನ್ನು ವಿವರಿಸಿರಿ.

Explain the effect of yoga on Endocrine and Cardiovascular System.

11. ಶರ್ಕರಪಿಷ್ಟಗಳು ಮತ್ತು ಜೀವಸತ್ವಗಳ ಪ್ರಾಮುಖ್ಯತೆ ಮತ್ತು ತತ್ವಗಳನ್ನು ವಿವರಿಸಿರಿ.

Explain the importance and principles of Carbohydrates and Vitamins.

12. ಪೌಷ್ಟಿಕತೆಯನ್ನು ವ್ಯಾಖ್ಯಾನಿಸಿರಿ ಮತ್ತು ಪೌಷ್ಟಿಕಾಂಶಗಳ ಹತ್ತಿರದ ತತ್ವಗಳನ್ನು ವಿವರಿಸಿರಿ.

Define nutrition and explain Proximate principles of nutrient.

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