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PG – 312

III Semester M.B.A. Examination, April/May 2022
(CBCS) (2014 – 15 and 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 **5** marks. **(5×5=25)**

1. Define Strategy. How do you consider that strategic management is a process ?
2. Differentiate mission and objectives of an organization. How do you formulate the goals of a manufacturing organization ?
3. Differentiate between horizontal and vertical growth strategy. How do they differ from concentric diversification ?
4. Explain BCG matrix, and list out its advantages and disadvantages.
5. What is Corporate Governance ? Indicate how and why companies are embracing Corporate Governance practices.
6. Explain how value chain analysis could help in organizational analysis.
7. Discuss Porter's five force model.

SECTION – B

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

8. Suppose you are business strategist of your company, which is into manufacturing FMCGs. What would be your differentiation strategy looking at the present trends ? Discuss.
9. Explain in detail a formal Strategic planning process.
10. Describe the GE nine cell matrix technique used for analyzing corporate portfolio.
11. Write short notes on:
    a) Strategic Advantage profile
    b) Competitive Profile Matrix (CPM).

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SECTION – C

Compulsory Question : (1×15=15)

12. Case Study :

The case is set in late 1981 when Caterpillar has just reported record sales and profits. The trigger issue focuses on a meeting called by CEO Lee Morgan to review the record results and evaluate Caterpillar's competitive strategy over the coming years.

After an extensive review of the earth-moving equipment industry, the case describes caterpillar's historical development, including the nature and source of its main functional policies. Information is also provided on the company's organizational structure and culture. The case ends with some concerns being raised from about changes in the industry structure and economic environment.

Questions :

1) What are the key elements in Caterpillar's strategy ?
2) What are the sources of its outstanding success in the worldwide earth moving equipment industry ?
3) What changes do you see in the industry and the competitive environment ?
4) How well is Caterpillar positioned for the Future ? What recommendations would you make to Lee Morgan at the meeting in October 1981 ?

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PG – 313

III Semester M.B.A. Examination, April/May 2022
(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. Discuss the five S of housekeeping.
2. What is overproduction and overprocessing ? What harm can it cause ?
3. Explain vendor rating and vendor selection is done.
4. What are the responsibilities of a project leader ?
5. What is a project charter ? What is its importance ?
6. What is Total Quality Management and mention two key important contributions towards production ?
7. What do you understand by resource levelling ? What is its importance ?

SECTION – B

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

8. Who are the quality gurus ? Explain their contribution briefly towards process optimization.
9. What are the key factors to be considered in facility location decisions ?
10. Discuss the qualitative methods of project forecasting.
11. Explain the ten subsystems of project management using examples.

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SECTION – C

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

12. You are in charge of the procurement division of a manufacturing facility that manufactures different components for heavy machinery. The raw material can be smaller components that are assembled in your facility or raw material that is welded and moulded into parts meant for machinery. The purchased items can be of low value as well as of high value.

    You are expected to give a procedure as to how you would make the decisions for selecting the vendors, how you would maintain a relationship with vendors, and the procedure you would apply to do the actual purchase.

    Next, list out the methods how you would store the purchased items in the inventory. List out the methods you would use for dispensing the storage items.

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III Semester M.B.A. Examination, April/May 2022
(CBCS) (2014 – 15 and 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 **5** marks. **(5×5=25)**

1. Define Strategy. How do you consider that strategic management is a process ?
2. Differentiate mission and objectives of an organization. How do you formulate the goals of a manufacturing organization ?
3. Differentiate between horizontal and vertical growth strategy. How do they differ from concentric diversification ?
4. Explain BCG matrix, and list out its advantages and disadvantages.
5. What is Corporate Governance ? Indicate how and why companies are embracing Corporate Governance practices.
6. Explain how value chain analysis could help in organizational analysis.
7. Discuss Porter's five force model.

SECTION – B

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

8. Suppose you are business strategist of your company, which is into manufacturing FMCGs. What would be your differentiation strategy looking at the present trends ? Discuss.
9. Explain in detail a formal Strategic planning process.
10. Describe the GE nine cell matrix technique used for analyzing corporate portfolio.
11. Write short notes on:
    a) Strategic Advantage profile
    b) Competitive Profile Matrix (CPM).

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SECTION – C

Compulsory Question : (1×15=15)

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After an extensive review of the earth-moving equipment industry, the case describes caterpillar's historical development, including the nature and source of its main functional policies. Information is also provided on the company's organizational structure and culture. The case ends with some concerns being raised from about changes in the industry structure and economic environment.

Questions :

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2) What are the sources of its outstanding success in the worldwide earth moving equipment industry ?
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PG – 314

III Semester M.B.A. Examination, April/May 2022
(CBCS) (2014 – 15 and Onwards)
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 are the 5 parts of financial system ?
2. Is money market a financial institution ? Comment.
3. How EXIM bank is different from other commercial banks ?
4. Explain the regulations of RBI on NBFC's in India.
5. Write the difference between Merchant Banks and Commercial Banks.
6. Discuss the duties and responsibilities of Lead Manager.
7. Explain the different types of leasing.

SECTION – B

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

8. How NSE is better over BSE ? Justify.
9. SEBI is called as "Watch Dog of Capital Market". Explain with regulatory norms.
10. Discuss the functions of Financial Institutions in India.
11. Explain the various services of Merchant banks.

P.T.O.

SECTION – C

Compulsory. (1×15=15)

12. From the following information, determine whether the assessee is advisable to purchase an asset or take it as lease.

- ✓ Cost of asset Rs. 1,00,000
- ✓ Rate of depreciation is 15% (WDV)
- ✓ Rate of interest is 10%
- ✓ Repayment of loan by the assessee is Rs. 20,000 pa.
- ✓ Tax rate is 30%
- ✓ Residual value Rs. 20,000 after 5 years
- ✓ Profit of assessee before depreciation, interest and tax is Rs. 1,00,000
- ✓ Lease rentals Rs. 30,000 pa.

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PG – 316

III Semester M.B.A. Examination, April/May 2022
(CBCS) (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 : **(5×5=25)**

1. What are the major differences between Learning and Development ?
2. Why adult learning is important for an organization's sustainability ?
3. What is Quasi experimental design of evaluation ?
4. Why is training important ? Explain.
5. Explain the micro and macro parameters of HRD.
6. What are the different 'on the job', 'off the job' training methods ?
7. What are the different evaluation phases in learning cycle ?

SECTION – B

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

8. How is a career planned ? Explain with respect to an IT firm.
9. Explain in detail the developmental cycle.
10. How do you calculate ROI and its effectiveness with respect to a training program in a manufacturing company ?
11. What are the different steps followed to motivate an employee for training ?

P.T.O.

SECTION – C

Compulsory question : **(15×1=15)**

12. Case study :

Considering yourself as a HR manager plan a training program for your 200 employees of a automobile company post pandemic having Govt. allowance of 50-60 % of the workforce.

- Make sure all your employees are not affected at once and also your production is not effected.

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PG – 320

III Semester M.B.A. Examination, April/May 2022
(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. State and explain the various types of Customs Duty.
2. Explain the chargeability under the head "Income from Business".
3. GST is a destination-based tax. Explain the concept of 'Place of Supply' in this context.
4. What is 'Place of Effective Management' ? Explain its significance in determining the residential status of a company.
5. Explain the conditions under Section 32 of Income Tax Act for claiming depreciation as an admissible business expenditure.
6. Assessable Value Rs. 5,00,000

   Basic Customs Duty 10%

   Countervailing Duty 12%

   Social Welfare Surcharge 10%

   Integrated Goods and Services Tax 18%

   Calculate Customs Duty Payable and Effective Rate of Duty.
7. State whether the following transactions are 'Supply' or 'Not a Supply' providing clear explanation.

   a) Shyla Ltd., hires the services of Peter Architects Inc., a US Company, for designing its new building of its Head Office. Fees charged by the Architects are 10000$.

P.T.O.

b) Sulekha hires the services of Potter Architects Inc., a UK Company, for designing her farmhouse. The UK Company has charged 10000€ for its services.

c) ABC Associates received legal consultancy services from its head office located in New Zealand. The head office has rendered such services free of cost to its branch office.

d) Sreekantha, a proprietor registered in Mysore, has sought architect services from his son Nischal located in US, with respect to his newly constructed house in Delhi.

e) Chandra agrees not to compete with Raja in Mysore Market, for a lump sum consideration of Rs. 3 Crores.

SECTION – B

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

8. Explain in detail the provisions for valuation under Section 15(1) of CGST Act, for the purpose of levying GST.

9. Explain the tax treatment for 'expenditure on scientific research' in computing taxable business income of a company, under Income Tax Act, 1961.

10. H Ltd., engaged in diversified activities, earned a net profit of Rs. 14,25,000 after debit/credit of the following items to its profit and loss, account for the year ended 31-03-2021.

	Rs.
Items debited to Profit and Loss Account	
Expenses relating to exempted incomes	2,10,000
Provision for loss of subsidiary	70,000
Provision for sales tax demand (paid before due date)	75,000
Provision for wealth tax demand	90,000
Provision for income tax demand	1,05,000
Expenses on purchase or sale of equity shares	15,000
Depreciation	3,60,000
Interest on bank loan, inadmissible according to section 43B	90,000

Items credited to Profit and Loss Account

Exempted incomes	2,70,000
Profits from speculation	60,000
Long-term capital gain on sale of equity shares liable for securities transaction tax	3,60,000
Income from Units of UTI	75,000

The company provides the following information

a) Depreciation includes Rs. 1,50,000 on account of revaluation of fixed assets.

b) Depreciation allowable as per Income-tax Rules is Rs. 2,80,000.

c) Brought forward loss and unabsorbed depreciation.

	Amount as per books		Amount as per Income-Tax	
	Loss Rs.	Depreciation Rs.	Loss Rs.	Depreciation Rs.
2012-13	2,50,000	3,00,000	2,00,000	2,50,000
2017-18	Nil	2,70,000	1,00,000	1,80,000
2018-19	3,50,000	3,15,000	1,20,000	2,10,000

You are required to :

i) Compute the total income of the company for the Assessment Year 2021-22, and

ii) Compute the book profit and the tax payable by the company.

11. Sarvamala & Co. , proposes to acquire a machine on 01-04-2020 for its business. It will cost about Rs. 3,00,00,000. 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. 80,00,000. 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. 1,00,00,000 each. If the machine is acquired through lease, lease rent would be Rs. 1,20,00,000 per annum. Profits before depreciation and tax are expected to be Rs. 2,00,00,000 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.

Make suitable assumptions.

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PG – 320

III Semester M.B.A. Examination, April/May 2022
(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. State and explain the various types of Customs Duty.
2. Explain the chargeability under the head "Income from Business".
3. GST is a destination-based tax. Explain the concept of 'Place of Supply' in this context.
4. What is 'Place of Effective Management' ? Explain its significance in determining the residential status of a company.
5. Explain the conditions under Section 32 of Income Tax Act for claiming depreciation as an admissible business expenditure.
6.

Assessable Value	Rs. 5,00,000
Basic Customs Duty	10%
Countervailing Duty	12%
Social Welfare Surcharge	10%
Integrated Goods and Services Tax	18%

   Calculate Customs Duty Payable and Effective Rate of Duty.

7. State whether the following transactions are 'Supply' or 'Not a Supply' providing clear explanation.

   a) Shyla Ltd., hires the services of Peter Architects Inc., a US Company, for designing its new building of its Head Office. Fees charged by the Architects are 10000$.

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e) Chandra agrees not to compete with Raja in Mysore Market, for a lump sum consideration of Rs. 3 Crores.

SECTION – B

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

8. Explain in detail the provisions for valuation under Section 15(1) of CGST Act, for the purpose of levying GST.

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Provision for sales tax demand (paid before due date)	75,000
Provision for wealth tax demand	90,000
Provision for income tax demand	1,05,000
Expenses on purchase or sale of equity shares	15,000
Depreciation	3,60,000
Interest on bank loan, inadmissible according to section 43B	90,000

Items credited to Profit and Loss Account

Exempted incomes	2,70,000
Profits from speculation	60,000
Long-term capital gain on sale of equity shares liable for securities transaction tax	3,60,000
Income from Units of UTI	75,000

The company provides the following information

a) Depreciation includes Rs. 1,50,000 on account of revaluation of fixed assets.

b) Depreciation allowable as per Income-tax Rules is Rs. 2,80,000.

c) Brought forward loss and unabsorbed depreciation.

	Amount as per books		Amount as per Income-Tax	
	Loss Rs.	Depreciation Rs.	Loss Rs.	Depreciation Rs.
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2018-19	3,50,000	3,15,000	1,20,000	2,10,000

You are required to :

i) Compute the total income of the company for the Assessment Year 2021-22, and

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J & Co., seeks your advice whether it should -

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

b) take it on lease.

Make suitable assumptions.

SECTION – C

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

12. **Case Analysis. Compulsory.**

Compute the assessable value from the following information and the customs duty payable:

a) FOB value of machine UK Pounds £ 20,000

b) Freight paid (AIR) UK Pounds £ 5,000

c) Design and Development charges paid in UK £ 8,000

d) Cost of Primary Packing charged separately £ 3,000

e) Commission payable to local agent @ 1 % of FOB in Indian Rupees.

f) Insurance - Not known

g) The Exchange rate notified by the CBIC is Rs. 95 per UK pound.

Basic Customs Duty Rate is 10%, Social Welfare Surcharge at applicable rate and IGST Rate is 12%.

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PG – 322

III Semester M.B.A. Examination, April/May 2022
(CBCS) (2014-15 and Onwards)
MANAGEMENT
Paper –3.5.2 : Industrial and Employee Relations

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. What are the significances of employee relations ?
2. What are the causes of Industrial Disputes ?
3. "Family and Social Life of an employee is not balanced due to recent work culture". Comment.
4. Explain the role of trade unions in collective bargaining.
5. Discuss the Evolution of IR in India. What were the different approaches to study IR ?
6. What is trade union ? Discuss the salient features of Trade Union Act, 1926.
7. What is collective bargaining ? Briefly Explain its perquisites.

SECTION – B

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

8. Write a short note on :
   a) Strike
   b) Lay-off
   c) Lock out
   d) Retrenchment.

P.T.O.

9. "Collective bargaining plays a significant role in improving labor-management relations and in ensuring individual harmony". Discuss.

10. Explain the prevention and settlement procedures of Industrial Dispute in India.

11. Discuss the problems and challenges of Trade Union in India.

SECTION – C

Answer this question **compulsory** : **(1×15=15)**

12. 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 worker's union. The union at that time was dominated by non-technical staff. The union's charter of demands favoured the interests of the dominant member's 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 co-operated 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 related 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 – 326

III Semester M.B.A. Examination, April/May 2022
(CBCS) (2014 – 15 and 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. Explain Balanced Scorecard as a tool of Intellectual Capital Valuation.
2. Briefly explain reasons for Business Valuation.
3. What is Human Resource Accounting ? Briefly explain the importance of HRA.
4. What are various contraction techniques of Corporate Restructuring ?
5. 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.

P.T.O.

6. ABC Ltd., is contemplating the acquisition of XYZ Ltd. The values of both the companies are Rs. 20 lakhs and Rs. 10 lakhs. ABC estimates that by combining the two companies, it will reduce marketing and administrative costs by Rs. 50,000 per year in perpetuity. ABC can either pay Rs. 14 lakhs in cash for XYZ or offer a 50% holding in ABC. The opportunity cost of capital is 10%.
   a) What is the gain from merger ?
   b) What is the cost of cash offer ?
   c) What is the cost of the stock alternative ?
   d) What is the Net Present Value of the acquisition for ABC Ltd. under both the offers ?

7. The Balance Sheet of Indian Ltd. at the end of 2020 is given below :

Balance Sheet as on December 31, 2018

Liabilities	**Rs.**	**Assets**	**Rs.**
Equity	50	Fixed Assets	80
Debt	50	Current Assets	40
Non-interest bearing Liabilities	20		
	120		**120**

The income statement for the year 2021 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

The company's equity has a beta of 0.9. The risk free return is 6 percent and the market risk premium is 6 percent. The interest rate on company's debt is 8 percent. The tax rate is 35 percent. What is the EVA for 2021 ?

SECTION – B

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

8. Sangma Corporation has 100 million outstanding shares. The market value of equity is Rs. 4,500 million and the market value of debt is Rs. 1,500 million. The firm will maintain the market value debt ratio forever. The expected interest rate on debt is 12.3 percent. The firm's equity beta is 1.15. The 30-year government bonds yield is 5.65 percent. The historical market premium is estimated at 9 percent. The marginal corporate tax rate of the company is 35 percent. The company's current free cash flows are Rs. 225 million. The company expects its cash flows to grow at 12 percent for 7 years and thereafter, at 6 percent forever. Determine the value of the firm ? What is the value of the firm's equity ? How much is the value per share ?

9. The current dividend on equity share of Navi Ltd. is Rs. 40. The dividend is expected to grow at 15% annual rate for 6 years, then at 10% rate for next 4 years, after which it is expected to grow at a 5% rate forever. If the required rate of return is 15%, what is the intrinsic value of the share ?

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

11. Explain different methods used for corporate valuation.

SECTION – C

Compulsory. **(1×15=15)**

12. XYZ Ltd., wants to purchase ABC Ltd., by exchanging 0.7 of its share for each share of ABC Ltd., Relevant financial data are as follows :

	XYZ Ltd.	**ABC Ltd.**
Equity Shares outstanding	10,00,000	4,00,000
EPS (Rs.)	40	28
Market price per share (Rs.)	250	160

i) Illustrate the impact of merger on EPS of both the companies.

ii) The management of ABC Ltd. has quoted a share exchange ratio of 1:1 for the merger. Assuming that P/E ratio of XYZ Ltd., will remain unchanged after the merger, what will be the gain from merger for ABC Ltd. ?

iii) What will be the gain/loss to shareholders of XYZ Ltd. ?

iv) Determine the maximum exchange ratio acceptable to shareholders of XYZ Ltd. and minimum exchange ratio acceptable to shareholders of ABC Ltd.

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PG – 328

III Semester M.B.A. Examination, April/May 2022
(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. **(5×5=25)**

1. Explain the dimensions in Performance.
2. Discuss the role of team leaders in value creation.
3. Enumerate the objectives of performance appraisal.
4. How to avoid pain during appraisals ?
5. Explain the measures to improve performance.
6. Write a note on six sigma concept in performance.
7. Discuss the importance of performance management guidelines.

SECTION – B

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

8. Briefly explain the concept of Performance management Prism.
9. Explain any two methods of performance appraisal with suitable example.
10. What is performance gap ? Explain the process of identifying it with suitable example.
11. Discuss the legal issues associated with performance appraisal.

SECTION – C

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

Electra Bikes is a 25 year old company that has been following the traditional methods of performance appraisal. But with the changing business environment, the CEO, felt that the company should change its performance appraisal system. The Company's employee strength was 5000 plus and implementing

P.T.O.

an appraisal system that catered to employees across different areas was not a simple task. The company held its monthly review meetings at which all the departmental heads discuss their current problems and future strategies. These meetings provided a forum for the managers in various departments to interact.

During one such meeting, the CEO emphasized the importance of changing the appraisal system to sustain in a highly competitive industry, it needed to appraise its employees effectively so that they would put in their best efforts. He felt that HR department must change its functioning to more strategic functions like resource planning, organization planning etc. apart from the traditional functions like recruitment, selection etc. and the new initiative was proposed in a meeting. For the effective implementation of these initiatives HR manager suggested that

- The company need to change the base of its variable pay incentives.
- The processes in their operations had to be standardized and so the HR department had to play a vital role in training incentive plan, etc., The HR goals had to be in congruence with organizational goals so that performance management could be effectively designed.
- The management had to be flattened and a culture of empowerment brought in so that it could change the corporate culture.
- The employees had to be made more competitive and individual goals aligned with organizational goals.
- The HR department had to play an important role in re-engineering the firm, as it had to create the base for all the staff and development activities.
- The promotion system had to emphasize on internal hiring so that employees would get the opportunity to apply for the job of their choice. This would also encourage the employees to make themselves marketable and overcome their shortcomings so as to qualify for particular vacant positions.

The CEO asked all the departmental heads to go through the above recommendations and suggest any changes.

Questions :

a) The case suggests that the HR manager was interested in implementing a performance management system. What is the difference between a performance appraisal system and a performance management system and how it will be useful for the firm ?

b) What steps should the management take to convince the employees about the implementation for the performance management system ?

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III Semester M.A. Examination, April/May 2022
(CBCS Scheme) (2021-22 and Onwards)
JOURNALISM AND MASS COMMUNICATION
Media and Society (Open Elective)

Time : 3 Hours | Max. Marks : 70

Instructions : *i) Answer **all** questions from Part – **A**.*

ಸೂಚನೆಗಳು : *'ಎ' ಭಾಗದಿಂದ **ಎಲ್ಲಾ** ಪ್ರಶ್ನೆಗಳಿಗೆ ಉತ್ತರಿಸಿ.*

*ii) Answer **four** from Part – **B** and **three** from Part – **C**.*

*'ಬಿ' ಭಾಗದಿಂದ **ನಾಲ್ಕು** ಮತ್ತು 'ಸಿ' ಭಾಗದಿಂದ **ಮೂರು** ಪ್ರಶ್ನೆಗಳಿಗೆ ಉತ್ತರಿಸಿ.*

PART – A
ಭಾಗ - ಎ

I. Answer **all** the questions : **(2×10=20)**

ಎಲ್ಲಾ ಪ್ರಶ್ನೆಗಳಿಗೂ ಉತ್ತರಿಸಿ :

a) Internet.
ಇಂಟರ್‌ನೆಟ್.

b) Instagram.
ಇನ್‌ಸ್ಟಾಗ್ರಾಂ

c) Political Correspondent.
ರಾಜಕೀಯ ಬಾತ್ಮೀದಾರ.

d) FM radio.
ಎಫ್‌ಎಂ ರೇಡಿಯೋ.

e) Globalisation.
ಜಾಗತೀಕರಣ.

P.T.O.

f) Newspapers.
ಸುದ್ದಿ ಪತ್ರಿಕೆಗಳು.

g) Radio Mirchi.
ರೇಡಿಯೋ ಮಿರ್ಚಿ.

h) TV9 news channel.
ಟಿ.ವಿ.9 ಸುದ್ದಿ ವಾಹಿನಿ

i) Magazines.
ನಿಯತಕಾಲಿಕೆಗಳು.

j) Advertising.
ಜಾಹೀರಾತು.

PART – B
ಭಾಗ – ಬಿ

II. Answer **any four** of the following questions : **(5×4=20)**
ಈ ಕೆಳಗಿನ ಯಾವುದಾದರೂ **ನಾಲ್ಕು** ಪ್ರಶ್ನೆಗಳಿಗೆ ಉತ್ತರಿಸಿ :

1) What is media ? Explain the impact of media on society.
ಮಾಧ್ಯಮ ಎಂದರೇನು ? ಸಮಾಜದ ಮೇಲೆ ಮಾಧ್ಯಮದ ಪ್ರಭಾವವನ್ನು ವಿವರಿಸಿ.

2) "Social media is a changing the way people consume information". Elaborate.
''ಸಾಮಾಜಿಕ ಮಾಧ್ಯಮವು ಜನರಲ್ಲಿ ಮಾಹಿತಿ ಸ್ವೀಕರಣೆ ವಿಧಾನವನ್ನು ಬದಲಾಯಿಸುತ್ತಿದೆ''. ವಿವರಿಸಿ.

3) How important is media in a democracy ? Explain.
ಪ್ರಜಾಪ್ರಭುತ್ವದಲ್ಲಿ ಮಾಧ್ಯಮವು ಹೇಗೆ ಪ್ರಾಮುಖ್ಯತೆಯನ್ನು ವಹಿಸಿದೆ ? ವಿವರಿಸಿ.

4) Analyze any two types of media ownerships of media.
ಮಾಧ್ಯಮ ಮಾಲೀಕತ್ವದ ಯಾವುದಾದರೂ ಎರಡು ವಿಧಗಳನ್ನು ವಿಶ್ಲೇಷಿಸಿ.

5) Amplify the role of media for encouraging social movements.
ಸಾಮಾಜಿಕ ಚಳುವಳಿಯನ್ನು ಪ್ರೋತ್ಸಾಹಿಸುವಲ್ಲಿ ಮಾಧ್ಯಮದ ಪಾತ್ರವನ್ನು ವಿಶದಪಡಿಸಿ.

6) Delineate the content on social media.
ಸಾಮಾಜಿಕ ಮಾಧ್ಯಮದ ವಸ್ತು ವಿಷಯವನ್ನು ವಿಶದಪಡಿಸಿ.

PART – C
ಭಾಗ – ಸಿ

III. Answer **any three** of the following questions : **(10×3=30)**
ಈ ಕೆಳಗಿನ ಯಾವುದಾದರೂ **ಮೂರು** ಪ್ರಶ್ನೆಗಳಿಗೆ ಉತ್ತರಿಸಿ :

1) Enumerate the impact of the media on youth.
ಯುವಜನತೆಯ ಮೇಲೆ ಮಾಧ್ಯಮದ ಪ್ರಭಾವವನ್ನು ವಿವರಿಸಿ.

2) What is media ethics ? Explain why media ethics is the need of the hour.
ಮಾಧ್ಯಮ ನೈತಿಕತೆ ಎಂದರೇನು ? ಮಾಧ್ಯಮ ನೈತಿಕತೆಯ ಅಗತ್ಯತೆಯನ್ನು ವಿವರಿಸಿ.

3) Discuss misinformation. Describe its threats.
ತಪ್ಪು ಮಾಹಿತಿಯನ್ನು ಚರ್ಚಿಸಿ. ಅದರ ಬೆದರಿಕೆಗಳನ್ನು ವಿವರಿಸಿ.

4) Analyse any two news channel of your choice.
ನಿಮ್ಮ ಆಯ್ಕೆಯ ಯಾವುದಾದರೂ ಎರಡು ಟಿವಿ ಸುದ್ದಿವಾಹಿನಿಗಳ ಬಗ್ಗೆ ವಿಶ್ಲೇಷಿಸಿ.

5) "Advertising influences young minds". Elaborate.
''ಯುವ ಮನಸ್ಸುಗಳ ಮೇಲೆ ಜಾಹೀರಾತು ಪ್ರಭಾವಿಸುತ್ತದೆ'' ವಿಸ್ತರಿಸಿ ಬರೆಯಿರಿ.