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III Semester M.B.A. (Day/Evening) Examination, May/June 2023
(CBCS) (2022 – 23 & Onwards) (Freshers)
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. **(5×5=25)**

1. What is Strategic analysis ? And explain its importance.
2. What is a Balanced Scorecard ? Explain with suitable examples.
3. Write a note on Value Chain Analysis.
4. What is Competitive Advantage ? How can an organization achieve sustainable competitive advantage ?
5. Briefly explain Michel Porter's Five forces Model with a diagram.
6. Briefly discuss various Growth Strategies with suitable examples.
7. Briefly explain Corporate Governance issues in India.

SECTION – B

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

8. Define Strategic Management and explain the various steps involved in the Strategic Management Process.
9. Explain the various types of Corporate level strategies with examples.
10. What is Organizational Structure ? Explain various types of organizations structures.
11. Define Corporate Governance and explain various factors influencing Corporate Governance.

P.T.O.

SECTION – C

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

Analyse the case and answer the questions.

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

Reliance Industries Limited (RIL) the largest private company in India has forayed into the Indian telecom industry. Later in the division of family businesses, RIL signed a non-compete agreement with ADAG. As per the pact, RIL could not enter the telecommunications. The two parties scraped the agreement paving way for RIL to enter into the telecom sector. RIL bought a 95% stake in Infotel Broadband Services (Infotel) which won spectrum in all the circle. RIL renamed Infotel as Reliance Jioinfocomm and also started the work on rolling out 4G services in many states of the country.

Subsequent to its acquisitions, Airtel become the first company to launch 4G service in India. RIL's Reliance JioInfocomm followed hard on the heels of Airtel spicing up the competition between two giants.

Questions :

1) Enumerate the relevant strategies to be followed by Airtel and the challenges if faces.
2) Draft a SWOT analysis of Bharathi Airtel Ltd. and suggest strategies that can be adopted to achieve competitive advantages over its rivals in the relevant industry.

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III Semester M.Com. Examination, May/June 2023
(CBCS Scheme)
(2021 – 22 Onwards)
COMMERCE (Open Elective)
Paper – 3.6 : Finance and Banking

Time : 3 Hours Max. Marks : 70

SECTION – A

1. Answer **any seven** questions out of ten. **Each** question carries **two** marks. **(7×2=14)**
   a) Give the meaning of merchant banking.
   b) What is the meaning of money market ?
   c) Expand IBRD and NABARD.
   d) State any two debt instruments.
   e) What do you mean by banking ?
   f) What do you mean by share ?
   g) What is commodity market ?
   h) Give the meaning of secondary market.
   i) Define commodity.
   j) What is cash settlement ?

SECTION – B

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

2. Explain primary functions of bank.
3. Explain the need and importance of technology in banking.
4. State the types of crossing.
5. Write down the steps in opening savings account.
6. Briefly explain the role of SEBI.
7. Write a short note on WTO.

P.T.O.

SECTION – C

Answer **any three** questions out of five. **Each** question carries **twelve** marks. **(3×12=36)**

8. Explain the functions of RBI.

9. Explain the role played by retail banking in economic development.

10. Explain the meaning and characteristics of promissory note and bill of exchange.

11. Give the meaning of cheque. Explain the types of cheque.

12. What are risk faced in the storage of commodity ?

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III Semester M.Sc. Degree Examination, May/June 2023
(CBCS) (2015-16 Onwards)
COMPUTER SCIENCE
MSC304 : Cyber Space (Open Elective)

Time : 3 Hours Max. Marks : 70

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

PART – A

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

1. What is browser ? Name any two types of browsers.
2. What is e-Commerce ?
3. Define the term "server ".
4. Expand HTTP and URL.
5. Define the term "e-Governance".
6. What are the applications of e-Commerce ?
7. Write any two services of Indian e-Governance.
8. List any two advantages of social media.
9. What is electronic signature ?
10. What is cyber stalking ?

PART – B

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

11. What are the privacy issues of social media ? Explain.
12. Explain the architecture of web browser with a neat diagram.

P.T.O.

13. What are the various types of e-Commerce models ? Explain them in short.

14. Explain the features of Information Technology Act, 2000.

15. Explain the stages of e-Governance in detail.

16. Explain any two e-Governance models in detail.

PART – C

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

17. a) Differentiate between traditional commerce and e-Commerce. **5**

    b) Explain the impacts of e-Commerce on business. **5**

18. a) Explain the working of e-mail in detail. **6**

    b) Explain any two HTML tags with suitable example. **4**

19. a) Explain digital signature under the Information Technology Act, 2000. **5**

    b) What are the provisions of IT Act, 2000 for cyber related offences ? **5**

20. Explain the working strategies of e-Governance in detail. **10**

21. Write a short note on the following : **(3+4+3)**

    a) DNS.

    b) Search Engine.

    c) Digital Divide.

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III Semester M.B.A. (Day/Evening) Examination, May/June 2023
(CBCS) (2022-23 and Onwards) (Freshers)
MANAGEMENT
3.3.1 : Business Valuation and Value Based Management

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Explain the valuation of Cyclical Companies.
2. Discuss the importance of Balanced Score Card.
3. A Ltd., has issued convertible debentures with coupon rate 12%. Each debenture has an option to convert to 20 equity shares at any time until the date of maturity. Debentures will be redeemed at Rs. 100 on maturity of 5 years. An investor generally requires a rate of return of 8% p.a. on a 5 year security. As an investor when will you exercise conversion for given market prices of the equity shares of :
   i) Rs. 4
   ii) Rs. 5 and
   iii) Rs. 6.

   Cumulative PV factor for 8% for 5 years 3.993
   PV factor for 8% for year 5 0.681
4. Write a note on buy-back of shares by companies and what is the impact of PE ratio upon buyback of shares.
5. Elucidate on 'Takeover by Reverse Bid'.
6. The key financial parameters of Yuga Ltd., are as follows :

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

P.T.O.

Based on the evaluation of several companies of same operating domain A Ltd., B Ltd. and C Ltd., Have been found to be comparable to Yuga ltd. Their key financial data are as follows :

	A Ltd.	B Ltd.	C Ltd.
EBDIT Rs.	24,00,000	30,00,000	40,00,000
Book Value of Assets Rs.	1,50,00,000	1,60,00,000	2,00,00,000
Sales Rs.	1,60,00,000	2,00,00,000	3,20,00,000
Market Value Rs.	3,00,00,000	4,80,00,000	7,20,00,000

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

7. From the following information, compute WACC of XYZ Ltd.
   i) Debt to Total funds 2:5
   ii) Preference capital to Equity Capital 1:1
   iii) Preference Dividend rate : 13%
   iv) Interest on Debentures Rs. 60,000 quarterly
   v) Cost of Equity capital is 25%
   vi) EBIT at 30% of capital Employed Rs. 3,00,000
   vii) Tax rate is 35%.

SECTION – B

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

8. X Ltd., reported a profit of Rs. 65 lakhs after 35% tax for the financial year 2019-20. An analysis of the accounts revealed that the income included extraordinary income of Rs. 10 lakhs and an extraordinary loss of Rs. 3 lakhs. The existing operations, except for the extraordinary items, are expected to continue in the future; in addition, the results of the launch of a new product are expected to be as follows :

Sales	Rs. 60,00,000
Material Costs	Rs. 15,00,000
Labour Costs	Rs. 10,00,000
Fixed Costs	Rs. 8,00,000

You are required to :

a) Compute the value of the business, given that the capitalization rate is 15%.

b) Determine the market price per equity share, with X Ltd.,'s share capital being comprised of 1,00,000 11% Preference Shares of Rs. 100 each and 40,00,000 equity shares of Rs. 10 each and the PE ratio being 8 times.

9. H Ltd., agrees to buy over the business of B Ltd., effective 1st April 2020. The summarized Balance Sheets of H Ltd., and B Ltd., as on 31st March 2020 are as follows :

	H Ltd.	B Ltd.
Liabilities :		
Paid-up Share Capital :		
Equity Shares of Rs. 100 each	350	
Equity shares of Rs. 10 each		6.5
Reserves and Surplus	950	25
	1300	**31.5**
Assets :		
Net Fixed Assets	220	0.5
Net Current Assets	1020	29
Deffered Tax Asset	60	2
	1300	**31.5**

H Ltd., proposes to buy B Ltd., and the following information is provided to you as a part of the scheme of buying :

a) The weighted average post tax maintanable profits of H Ltd., and B Ltd., for the last 4 years are Rs. 300 crore and Rs. 10 crore respectively.

b) Both the companies envisage a capitalization rate of 8%.

c) H Ltd ., has a contingent liability of Rs. 300 crore as on 31st March 2020.

d) H Ltd., to issue shares of Rs. 100 each to the shareholders of B Ltd., in terms of the exchange ratio as arrived on Fair Value basis. (Consider the weights of 1 and 3 for t value of shares arrived on Net Asset basis and Earnings Capitalization Method respectively for both H Ltd., and B Ltd.,)

You are required to arrive at the value of the shares of both H Ltd., and B Ltd., under :

i) Net Assets Value Method

ii) Earnings Capitalization Method

iii) Exchange ratio of shares of H Ltd., to be issued to the shareholders of B Ltd., on a Fair Value basis (taking into consideration the assumption mentioned in point (d) above)

10. Why Marakon Approach is a popular Value Based planning Model ? Explain in detail the steps involved in Marakon Approach.

11. A firm has a bond outstanding Rs. 3,00,00,000. The bond has 12 years remaining until maturity, has a 12.5% coupon and is callable at Rs. 1,050 per bond (issue price Rs. 1,000 per bond); it had floatation costs of Rs. 4,20,000 which are being amortized at Rs. 30,000 annually. The floatation costs for a new issue will be Rs. 9,00,000 and the current interest rate will be 10%. The after-tax cost of the debt is 6%. Should the firm refund the outstanding debt? Consider corporate income tax rate at 50%.

SECTION – C

Compulsory question : **(15×1=15)**

12. Case study :

Intel Ltd., promoted by a Multinational group 'INTERNATIONAL INC' is listed on stock exchange holding 84% i.e., 63 lakh shares.

Profits after Tax is Rs. 4.80 Crore.

Free float Market Capitalization is Rs. 19.20 Crore.

As per the SEBI guidelines promoters have to restrict their holding to 75% to avoid de-listing from the stock exchange. Board of Directors has decided not to de-list the share but to comply with the SEBI guidelines by issuing Bonus shares to minority shareholders while maintaining the same PE ratio.

Calculate :

a) PE ratio

b) Bonus ratio

c) Market price of share before and after the issue of bonus shares

d) Free float market capitalization of the company after the issue of bonus shares.

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III Semester M.B.A. (Day/Evening) Examination, May/June 2023
(Freshers) (CBCS) (2022 – 23 and Onwards)
MANAGEMENT
Paper – 3.3.2/3.7.3 : Indian Financial Systems

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. List the features of Indian Financial System.
2. Explain the objectives and functions of Industrial Development Bank of India.
3. Differentiate between Banking and Non-Banking Financial Institutions.
4. What is primary market ? Explain its functions.
5. Differentiate between fixed price and book building method of pricing securities.
6. Discuss the advantages and disadvantages of listing of securities.
7. Discuss the causes of price fluctuations of securities in the stock market.

SECTION – B

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

8. Give a detailed account of various types of mutual funds available in the Indian market.
9. Discuss the factors to be considered to apply to an I.P.O. in the primary market.
10. Discuss the different types of financial services.
11. What is credit rating ? Discuss the methodology followed in credit rating agencies while rating securities.

P.T.O.

SECTION – C

Compulsory question. **(1×15=15)**

12. A firm has a choice of buying a piece of equipment at a cost of Rs. 10,00,000 with borrowed funds at a cost of 18% p.a. repayable in five annual instalments of Rs. 3,20,000 or to take on lease the same on an annual rental of Rs. 3,20,000. The Firm is in the tax bracket of 40%.

Assume :

i) The salvage value of the equipment at the end of the period is zero.

ii) The firm uses straight line method of depreciation.

iii) Discount factors are

@9%	0.917	0.842	0.772	0.708	0.650
@11%	0.901	0.812	0.731	0.659	0.593
@18%	0.847	0.718	0.609	0.516	0.437

Which alternative do you recommend ?

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III Semester M.B.A. (Day/Evening) Examination, May/June 2023
(CBCS) (2022 – 23 and Onwards) (Freshers)
MANAGEMENT
Paper – 3.3.3 : Investment Analysis and Management

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Discuss the Sharpe's performance index.
2. Explain the bond portfolio management strategies.
3. Anshul is planning to invest in bond which is currently selling for Rs. 8,785.07. The bond has maturity period of 4 years, face value is Rs. 10,000. Its coupon rate is 8%. Annual interest would be due one year from today. The approx. discount factor for investments of risk is 10%. Calculate the intrinsic value of the bond.
4. Explain the need and importance of investment.
5. Market price of a share is Rs. 50, number of equity share is 50,000. The profits available for the equity shareholders is Rs. 2,00,000. Compute price-earnings ratios.
6. Discuss the classifications of preference shares.
7. What would be the value of equity share of ABC Ltd. If the company show zero growth but can maintain dividend. The capitalization rate of the company is 17% and current dividend is Rs. 5 per share. Calculate value of share.

SECTION – B

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

8. Mr. Ashoka, 28-year-old is manager in restaurant. He has saved an amount of Rs. 20,000. He is thinking about how to invest his savings. He has approached you to get advice. Now as a financial planner advise him on which security he must invest and what are the benefits that he would get from the investment.

P.T.O.

9. A) Mr. Arjun has decided for purchasing securities of MK Ltd. He requires to earn 17% in next year. Beta value of company is 2.2. Rf is 8% and market return is 15%. Suggest what should be his decision about purchase.

   B) Mr. Kishore purchased stock at Rs. 7,000. The same share is having a net worth of Rs. 10,000 at end of year. Shareholder receives a dividend of Rs. 500. Calculate total return earned by Mr. Kishore.

10. Write notes on :

    a) Portfolio revision strategies.

    b) Structure of Mutual Funds.

11. What is Fundamental Analysis ? How does Fundamental Analysis differ from Technical Analysis.

SECTION – C

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

    A) Calculate Sharpe's Ratio on bases of following data and mention which mutual fund has performed best.

Mutual Funds	Expected Rate of Return	SD
P	10%	19.00
Q	11%	24.00
R	8%	14.00

    B) Analyze two mutual funds under Sharpe's, Treynor's and Jenson's measures.

Mutual Funds	Observed Return	Beta	Residual Value
A	15%	1.50	0.03
B	18%	1.80	0.00

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III Semester M.B.A. (Day/Evening) Examination, May/June 2023
(CBCS) (2022 – 23 and Onwards)
(Freshers)
MANAGEMENT
Paper – 3.4.1 : Retailing Management and Services

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. State the significance of Services Marketing. List out various basis for classifying services.
2. Write a short notes on Services Marketing Triangle.
3. Explain the reasons for failure of services and discuss the recovery strategies involved in it.
4. Discuss the need and importance of Customer Relationship Management.
5. What are the major principles of Virtual Merchandise Planning ?
6. Explain the various steps involved in Consumer Decision Making Process.
7. Elaborate the need and importance of category management in a retail business.

SECTION – B

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

8. Explain the various factors influencing the Consumer Buying Behavior.
9. Describe briefly the various steps involved in New Services Development Process.
10. Discuss the Store Design and Management with respect to organized retailer.
11. Discuss in detail role of social media in shaping consumer buying behaviour.

P.T.O.

SECTION – C

Compulsory Question : **(1×15=15)**

12. Case study :

Express Courier Ltd. (ECL) is an innovative delivery company that helped to change the way to do business. It was the first company to offer an overnight delivery system, but the company markets more than just a delivery service. What RECL really sells is one-time reliability. The company markets risk reduction and provide confidence that people shipping packages will be "absolutely, positively, certain their packages will be there by 10.30 in the morning". In fact, ECL sells even more than reliable delivery. It designs tracking and inventory management systems for many large companies. In other words, the customers buy more than just delivery service they buy a solution to their distribution problems. For Example, a warehouse designed and operated by ECL is a part of the distribution centre for a very large computer firm. In other organizations, customers can place order for inventory as late as midnight and the marketer, and because of ECL's help, can guarantee delivery by the next morning. ECL has positioned itself as a company with a service that solves its customer's problems.

Read the above case carefully and answer the following questions :

a) What are the elements of service quality for a delivery service like ECL need to focus on towards surviving in this competitive business environment ?

b) In what way does technology influence ECL's Service Quality ?

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III Semester M.B.A. (Day/Evening) Examination, May/June 2023
(CBCS Scheme) (2022 – 23 and Onwards)
(Freshers)
MANAGEMENT
Paper – 3.4.2 : Consumer Behaviour

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Discuss the benefits of consumerism.
2. Forecast the risk that may affect online consumers.
3. Explain the steps involved in the Consumer decision-making process.
4. Evaluate the factors that affect reference group influence.
5. With relevant examples, explain how the tri-components of Attitude influence consumers.
6. Compute the applications of consumer behavior knowledge in marketing.
7. Discuss levels of consumer involvement in decision-making.

SECTION – B

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

8. Explain the Howard-Sheth Model of Consumer Behavior.
9. What do you mean by diffusion of innovations ? Explain various adopter categories with suitable examples.
10. Explain the typical post-purchase behaviours and its implication to marketers.
11. Discuss various roles that influence Organizational buying behaviour.

P.T.O.

SECTION – C

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

12. Sometimes ago, Werda products introduced a variety of Salads to the market, namely a three-bean salad, Carried Beans, Carried Carrots, and Sweet and Sour Beetroot. The difference with the salads was that they were packaged in boxes. The salad does not require refrigeration until it is opened and lasts for a period of three months.

When Werda products were first introduced, the expectation was that customer acceptance of this revolutionary new product would be immediate and high. The main convenience was thought to be the fact that the box could be kept for three months and would be especially useful in case of emergencies. However, the actual product, sales were extremely low.

Somehow, customers just cannot accept a fresh salad in a dry-goods box.

a) How can Werda products attempt to change consumers' attitudes to be more positive toward their salads ?

b) How should Werda products consider the adoption of new products?

c) Design a new package for Werda Products.

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III Semester M.B.A. (Day/Evening) Examination, May/June 2023
(CBCS) (2022-2023 and Onwards) (Freshers)
MANAGEMENT
3.4.3 : Rural and Agricultural Marketing

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Explain the salient features of rural market.
2. Discuss the role of APEDA in promoting agricultural markets.
3. What are the challenges while designing a rural communication ?
4. Discuss the 4As of rural marketing mix and its relevance to rural marketing.
5. What are the challenges in conducting rural marketing research ?
6. Write a note on classification of rural markets.
7. Differentiate between rural marketing and agricultural marketing.

SECTION – B

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

8. "Public Private Partnership plays an important role in rural development". Discuss.
9. Explain the role of Rural Credits Institutions in rural market.
10. Outline the role of ICT infrastructure in enabling faster and better rural e-governance.
11. Describe in detail the role of Self Help groups in rural development.

P.T.O.

SECTION – C

Case Study : **(1×15=15)**

Compulsory Question :

12. A gherkin is a small variety of a cucumber that's been pickled. It's a little cucumber that's been pickled in a brine, vinegar, or other solution and left to ferment for a period of time. Gherkins are a popular food item in many parts of the world and are in high demand in the international market. India is one of the largest producers of gherkins in the world, with other major producers including China, Turkey, and Indonesia. The demand for gherkins in the international market is driven by several factors. One of the main factors is the increasing popularity of pickled foods and condiments in many parts of the world. Gherkins are a popular ingredient in sandwiches, salads, and other dishes, and are often used as a condiment or garnish. Another factor driving the demand for gherkins in the international market is the growing awareness of the health benefits of these small cucumbers. Gherkins are low in calories and high in fiber, and are also a good source of vitamins and minerals.

    In terms of export markets, the European Union is one of the largest importers of gherkins. Other major importers include the United States, Japan and Russia. The demand for gherkins in these markets is driven by both consumer demand and the use of gherkins in commercial food production. Overall, the demand for gherkins in the international market is expected to continue to grow in the coming years, driven by changing consumer preferences and the growing awareness of the health benefits of these small cucumbers. However, fluctuations in global food prices and the impact of trade policies and regulations could impact the demand for gherkins in different markets.

    India is one of the largest producers and exporters of gherkins in the world. Gherkins are mainly grown in the southern part of India, particularly in the states of Karnataka, Tamil Nadu, and Andhra Pradesh. The Indian gherkin industry has seen significant growth in recent years, with exports of gherkins

from India increasing from around $12 million in 2000 to over $200 million in 2019. The industry employs thousands of farmers, as well as processors and exporters. India exports gherkins to many countries around the world, including the European Union, the United States, Russia, Japan and the Middle East. The European Union is the largest market for Indian gherkins, accounting for around 60% of exports, followed by the United States at around 20%.

The Indian gherkin industry has several advantages that have helped it become a major player in the global market. These include favorable climatic conditions for gherkin cultivation, low labor costs, and a well-developed processing and packaging industry. Additionally, the Indian government has provided support to the industry through initiatives such as subsidies for farmers and exporters, as well as promoting good agricultural practices. However, there are also challenges facing the Indian gherkin industry. These include competition from other countries, fluctuations in global food prices, and the impact of trade policies and regulations. Additionally, there have been concerns around the use of pesticides in gherkin cultivation, which could impact the demand for Indian gherkins in some markets. Overall, India's gherkin industry is a significant contributor to the country's agricultural exports, and is expected to continue to grow in the coming year.

a) Discuss how an international demand for gherkins from different countries has created an opportunity to Indian farmers.

b) What are the challenges in growing such produces and what support system needs to be created to boost the export of gherkins ?

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III Semester M.B.A. (Day/Evening) Examination, May/June 2023
(Freshers) (CBCS) (2022-23 and Onwards)
MANAGEMENT
3.3.4, 3.4.4, 3.5.4, 3.6.4, 3.7.4, 3.8.4, 3.11.4, 3.12.4 : Business Analytics using Spreadsheets

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions carrying **five** marks **each**. **(5×5=25)**

1. What are syntax errors and logical errors ?
2. Explain the different types of analytics.
3. Explain the purposes for which excel can be used in business analytics.
4. Explain some classic visualization examples and their significance.
5. Explain ARIMA Model.
6. Why is visualization of data important and how can it be used in predictive analysis ?
7. How did Business Analytics Evolve ?

SECTION – B

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

8. What is meant by outliners ? What are its advantages in Business Analytics ?
9. In which situation is Partial F Test used in Business Analytics ? How do you think it can be a game changer in decision making ?

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10. Explain how Tableau is different from other products in Data Visualization, also tell why visualization is important.

11. What is Include and Exclude decision making in BA ? Explain with industrial example.

SECTION – C

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

12. Find the regression equations from the following data :

Salary in Rs. thousands	50	60	70	80	90	100
Preference for car prices in Rs. lakhs	5	7	9	12	15	22

a) Write an inference on the significance of the regression.

b) What are the implications of the regression values for a business manager ?

c) How will you conduct regression in the Excel spreadsheet ? Mention the steps sequentially.

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III Semester M.B.A. (Day/Evening) Examination, May/June 2023
(CBCS)
(2022 – 23 and Onwards)
(Freshers)
MANAGEMENT
Paper – 3.5.1 : Learning and Development

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** question carries **5** marks : **(5×5=25)**

1. Explain the factors involved in trainee motivation to learn.
2. Training cost is investment or an expenditure.
3. Write notes on In-basket training method.
4. Explain ROI in training.
5. Define HRD and write notes on HRD at micro and macro level.
6. Explain the benefits of Training Evaluation in organization.
7. Explain Adult learning principle.

SECTION – B

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

8. Elucidate the steps in TNA-training need assessment.
9. Discuss the methods of off-the-job training methods with its pros and cons.
10. Explain Kirkpatrick's training model of evaluation.
11. Explain the steps involved in career planning with its importance.

P.T.O.

SECTION – C

Compulsory Question : **(1×15=15)**

12. In Mahindra & Mahindra the training for the executive level is mainly conceptual level training called Ascent. It is a six-day training imparted in two parts of three days each with some gap in between. The focus of Ascent is on the concepts of industrial intricate functions. Apart from this, there is a one-day program me called MGTP which consists of technical training covering the need of manufacturing system, supplies module and certain question answer sessions. The training for staff level is called Stride. It is also a six-day training program conducted in two parts of three days each focusing on the conceptual skills of the staff level. This is the main training program for the staff. The training program for the workers level mainly comprises of developmental and behavioral programs with stress on self-maintenance, moral values and some modules on the work stress and hygiene, safety, etc. all the workers are supposed to undergo these programs. The feedback is in the form of individual talk with the HR personnel. They are asked to fill in a form, of individual talk with the HR personnel. They are asked to fill in the form, during discussion, regarding the training. This is then evaluated. As such, there is no standard feedback system.

    a) Analyze the effectiveness of training program at Mahindra & Mahindra. How can you improve the training efforts further ?

    b) This case is an excellent example of "Efficient training Need Assessment". Discuss.

JP – 704

III Semester M.B.A. (Day/Evening) Examination, May/June 2023
(CBCS) (2022 – 23 and Onwards) (Freshers)
MANAGEMENT
Paper – 3.5.2 : Team Dynamics at Work

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Explain STAR Team Model.
2. Explain few team building strategies at workplace.
3. Define work stress. Discuss techniques of Stress Management.
4. Explain the stages of Group formation with a diagram.
5. How does Negotiation skill help in Team Building ? Give examples.
6. What is Group dynamics ? What is its significance in an organization ?
7. Write a short note on Organization Culture.

SECTION – B

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

8. What are theories of Conflict ? Discuss the techniques of conflict resolution in teams.
9. 'Key to the concept of effective team is communication within its members' – Comment.
10. Explain the building blocks of Talent Management.
11. Elucidate building interpersonal trust through the Johari Window.

P.T.O.

SECTION – C

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

Mr. Akshay was promoted as the Manager, he had mixed feelings of joy and discontentment. He was proud of having his work recognised but he had some doubts as to how he would like the new work. He was earlier a PRO with Delhi Development Authority, it involved regular contact with the general public, recoveries and processing their complaints, meeting with the press and image building. It was a high profile job involving lot of media and publicity. As a PRO, he could build a good picture of DDA in the developing and constructing residential and commercial properties. His new job was a desk job working with files relating to the applicants registered for various housing projects coming up in the North of Delhi area named "Rohini Scheme". Akshay missed the routine of his old office and the people he had worked with. He now had a private office with air conditioning and a carpet. But he felt incomplete. He thought he did not have a team to go ahead. When he submitted the first report of 'Rohini Scheme' to his Director he got some changes. The Director was a nice human being, he suggested Akshay that 'We all need to learn our new work'. The more Akshay thought about it he wanted to go to old office. But he hesitated as he would be considered misfit and disqualified for any promotion in the future.

Questions :

a) If Talent acquisition is important, is the retention difficult ? Explain in context of this case.

b) How would you, as Director deal with Akshay's engagement on the job ?

JP – 714

III Semester M.B.A. (Day/Evening) Examination, May/June 2023
(CBCS) (2022-23 & Onwards) (Freshers)
MANAGEMENT
3.11.1 : Data Science using R and Python

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 R Studio ? What are the different types of panes in R studio ?
2. Write a note on :
   - summary( ) function
   - supply( ) function
3. Differentiate between List and Tuple in Python.
4. What is data frame in Python ? How do you create a data frame in python ? Give an example.
5. What is stat.desc( ) function ? Write the steps to install Pastecs package in R.
6. What is Jupyter Notebook ? What is the difference between Python and Jupyter Notebook ?
7. List out the common approaches for handling missing values in R with example.

SECTION – B

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

8. What is par() function in R ? Explain the parameters of par( ) function with an example.
9. What is aggregated pyramid in R ? Explain the arguments used in aggregated pyramid.

P.T.O.

10. Create an Array in R with name "MySales" with 30 observations using following methods.
    a) By using array with dimension of 3,5 and 2
    b) By using vector method

11. What is moving window function in python? Explain the different types of window function.

SECTION – C

Compulsory Question : **(1×15=15)**

12. Case Study :

    Suppose we have two arrays, A (1, 2, 3) and B (4, 5, 6), and we want to perform the following operations using NumPy: Write a Python script for the following questions :

    a) Import Numpy as np and see the version
    b) Create an array C that is the sum of A and B
    c) Create an array D that is the difference between A and B
    d) Create an array E that is the product of A and B
    e) Create an array F that is the result of element-wise division of A by B
    f) Create an array G that is the dot product of A and B.

JP – 715

III Semester M.B.A. (Day/Evening) Examination, May/June 2023
(Freshers) (CBCS Scheme) (2022 – 23 and Onwards)
MANAGEMENT
Paper – 3.11.2 : Advanced Statistical Methods for Business Decision Making

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Define Hypothesis. Explain the basics of hypothesis testing.
2. What is the difference between discrete and continuous probability distributions ?
3. Fit a linear regression model to the following data set : x = [2, 4, 6, 8, 10], y = [5, 7, 9, 11, 13]. Find the slope, intercept and R-squared value.
4. How do you estimate the logistic regression model ?
5. A retailer wants to determine whether a customer will make a purchase or not based on their age, gender and income. The dependent variable is "purchase" (1 = yes, 0 = no). Using logistic regression, build a model to predict the probability of purchase based on these three independent variables.
6. How do you decide the number of principal components to retain after performing PCA ?
7. What is Confirmatory Factor Analysis (CFA) ? How is it different from Exploratory Factor Analysis (EFA) ?

SECTION – B

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

8. Define chi-square distribution. Explain the application of it.
9. Mention the statistical tests for model stability. Explain different tests used.
10. What is the purpose of stepwise regression in logistic regression ? How does it work ?
11. Explain the steps involved in conducting a SEM analysis with suitable example.

P.T.O.

SECTION – C

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

12. A company is interested in understanding the relationship between the level of education and work experience of their employees and their salary. They collect data on 100 employees, including their level of education (high school, bachelor's degree, master's degree, or PhD), years of work experience, and salary. They want to use regression analysis to determine which factors are most strongly related to salary.

    a) What is the dependent variable in this case study ?

    b) What is the independent variable in this case study ?

    c) What type of regression analysis would be most appropriate for this case study ?

    d) What are the assumptions of multiple linear regression ?

    e) How would you interpret the coefficients in a multiple linear regression model ?

    f) How would you assess the overall fit of a multiple linear regression model ?

JP – 716

III Semester M.B.A. (Day/Evening) Examination, May/June 2023
(CBCS Scheme) (2022 – 23 and Onwards)
(Freshers)
MANAGEMENT
Paper – 3.11.3. : Analytics for Decision Making

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions carrying **five** marks **each** : **(5×5=25)**

1. What is data ? Explain using suitable examples.
2. What is the difference between Data Analysis and Data Science ?
3. Why data visualization is important ?
4. Define OLAP and how is it considered a support system for multi-dimensional analysis.
5. What is Reinforcement learning ?
6. What are the key elements of decision analysis ?
7. Retail analytics is a day-to-day affair for business. Comment.

SECTION – B

Answer **any three** questions carrying **ten** marks **each** : **(3×10=30)**

8. Briefly explain Data Science Project Life Cycle.
9. Why Cluster Analysis is considered to be a best way of analysis ? Substantiate using suitable industrial example.

P.T.O.

10. Explain the steps in AI evolution considering an industry example.

11. What are the multistage decision problems that an industry faces and how is latest data analytics a solution to all of them ?

SECTION – C

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

Considering yourself to be a manager of a MNC dealing with 3 country in 3 different time zone and having a cultural mix in the organisation, how will you use data analytics in programming the schedule of employees to reduce the conflicts ? Also explain how will you use AI, MI and ML to solve multistage decision problems.

JP – 717

III Semester M.B.A. (Day/Evening) Examination, May/June 2023
(CBCS)
(2022-23 and Onwards)(Freshers)
MANAGEMENT
3.12.1 : Inventory Management

Time : 3 Hours Max. Marks : 70

PART – A

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

1. Explain the meaning of Inventory Control and its importance.
2. Explain consequences of a poor Inventory Control System.
3. Explain the meaning of "Standardization of stock items". Give examples.
4. Discuss briefly constituents of Consumption Rate and Lead Time with regard to safety stock.
5. Explain in detail the costs involved in EOQ.
6. "For assembly type of products, MRP will work better." Explain this statement in detail.
7. Explain the various stages of manufacturing resource planning with a suitable diagram.

PART – B

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

8. From the following particulars, calculate the Economic Order Quantity (EOQ) :
   Annual requirements 1,600 units
   Cost of materials per units Rs. 40
   Cost of placing and receiving one order : Rs. 50
   Annual carrying cost for inventory value 10%.
9. You have a Scooter Manufacturing unit producing 1 lakh scooters per year in 3 varieties. How will you arrange MRP system-show your Master Production Schedule and other processes ?

P.T.O.

10. With reference to a warehouse of your choice, describe five main operations which the warehouse manager is required to perform in order to provide a satisfactory level of service. Illustrate your answer with appropriate examples.

11. What are the economic and service benefits of having a warehouse ?

PART – C

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

Mr. Karthik, CEO of M/s. Fantastic Foods Pvt. Ltd. is not happy recently on the performance of materials department in general and inventory in particular of his organization. He has given nod to his materials manager Mr. Surendra to appoint an Inventory Control Officer to revamp the department. MM, Mr. Surendra appointed Mr. Rabindra as Inventory Controller to streamline the given assignment. He was given all the required data to analyse and take remedial action.

Based on the above inputs you are asked to find out the answers for following questions :

a) Identify H, M and L classified items with percentage (L equals Rs. 999/- and less, M equals values between Rs. 1,000/- and Rs. 4,999/- and H equals to Rs. 5,000/- and more).

b) Identify FSN items and find out how many numbers each class has ? How many number of items Mr. Rabindra recommended for speedy disposal ?

c) Identify A, B and C items with percentage. What % of items requires moderate control ? What percentage of items need very strict consumption control basis ? Hardly any check is required for what percentage of items ?

JP – 718

III Semester M.B.A. (Day/Evening) Examination, May/June 2023
(CBCS Scheme) (2022 – 23 and Onwards)
(Freshers)
MANAGEMENT
Paper – 3.12.2 : Supply Chain Management

Time : 3 Hours Max. Marks : 70

PART – A

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

1. How would you summarize about the Business logistics and supply chain in detail ?
2. Explain the key tools and components of Customer Relationship Management.
3. Discuss about the strategic importance of transportation.
4. Explain the process of designing and implementing successful SCM.
5. Examine the significance of CRM in the present competitive world.
6. What is the importance of proper supplier selection for global supply chain ?
7. Which factors should you consider for facility location decision ?

PART – B

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

8. Explain the logistics structure required for manufacturing industries in detail.
9. Elucidate the recent trends in logistics network with suitable examples.
10. "The mission of logistics management is to plan and coordinate all those activities necessary to achieve desired levels of quality and service at lowest possible cost." Explain.
11. Write about the transaction risk in international supply chain management.

P.T.O.

PART – C

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

Ace Dairies gives a home delivery service for milk, dairy products and a range of related goods. Roger Smitheram has run the dairy for the past twelve years. His product is a combination of goods (the items he delivers) and services (the delivery and associated jobs he does for customers). At the heart of operations is an information system which contains full details of all Roger's 500 customers, including their regular orders, special orders, where to deliver, how they pay and so on. Every day the system calculates the likely sales of all products in two days' time. Roger adds some margin of safety, allows for likely variations and passes his order to Unigate Dairy in Totnes in Devon (about 150 km away). This Unigate depot acts as a wholesaler for milkmen in Wales and the southwest of England. The following evening it delivers to a holding depot in Camborne, and then takes Roger's goods 10 km to a cold store in Hayle. At 5.30 the following morning Roger collects the order from his cold store and starts delivering to customers. This normally takes until 1.30 in the afternoon, but on Fridays he spends more time collecting money and often finishes after 5.00 pm. There are several specific problems facing Ace Dairies.

There is, for example, some variation in daily demand, so Roger has to carry spare stock. He cannot carry too much, as dairy products have a short life and anything not delivered quickly is thrown away. Roger aims at keeping this waste down to 2 per cent of sales. There are also problems maintaining a service during holidays, or when Unigate has difficulties with their deliveries. Perhaps Roger's main concern is maintaining his sales over the long term. Demand for doorstep deliveries is declining, as people buy more milk at supermarkets. The number of milkmen in Hayle has declined from ten in 1987 to three in 2002. Most of Roger's customers have been with him for many years, but he generates new custom by canvassing, delivering leaflets, special offers, carrying a range of other products, and so on.

Questions :

a) Describe the supply chain process for a milk producer.

b) What specific activities form the logistics in Ace Dairies ?

c) What are the main problems that Ace Dairies has with logistics ?

LIBRARY

JP – 719

III Semester M.B.A. (Day/Evening) Examination, May/June 2023

(CBCS Scheme)

(2022 – 23 & Onwards) (Freshers)

MANAGEMENT

Paper – 3.12.3 : Logistics Management Systems and Practices

Time : 3 Hours Max. Marks : 70

PART – A

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

1. Explain logistics management and its significance.
2. Explain the different costs associated with logistics.
3. What is a multimodal transport system ? Explain its advantages.
4. Elaborate major features of Rail transport.
5. Explain the different types of warehouses with examples.
6. Explain customer order cycle with the help of an example.
7. How information technology is playing important role in warehousing and physical distribution ?

PART – B

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

8. Describe the intermodal relationships in multimodal transport system.
9. Explain Distribution Network Planning Systems.
10. Explain Warehousing Strategies.
11. Elaborate the significance of Logistics for a developing country like India.

P.T.O.

PART – C

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

Super Dolls is a toy manufacturing company which is in the business for the past two decades. The manufacturing unit is situated in Mumbai, while its sales and marketing are spread over a large geographical area, especially in the major cities across the country. Over the years, a number of competitors have sprung in the field. Far from child's play, the company found that the toys' sector is a tough business. Some of the problems faced by it are : There is a massive sale during the festival seasons. If the company's product is delayed, the valuable market is missed. "Fashion" or "Cult" status products influence the market. Any wrong decision in this matter, means loss of sales and build-up of unwanted inventory. There are high marketing and promotional costs. If these programmes go out, the sales drop massively. Any misjudgement of the market can also mean closing down of the company. The company has problems regarding stock holding at its distribution centres. This is mainly due to wrong inputs from feedbacks and improper surveys. The company relies mainly on hired fleet of road transport. The services are not up to the mark in terms of delivery schedules, safety of goods from pilferage/theft, and mishandling of product. Marketing strategies are far from adequate. They are not effective enough to counter the strategies adopted by the competitors.

You are called upon by the management of Super Dolls to head their logistics operations. You are required to study and guide the company regarding the following matters :

a) Warehousing at distribution centres and large retailers to cut down inventory costs plus other suggestions in order to reduce inventory carrying costs.

b) Alternatives with regard to having own fleet of trucks.

c) Suggestions to counter competitors' strategies.