Sagar College of Arts Science & Commerce
LIBRARY
Dayananda Bangalore

PG – 710

III Semester M.B.A. (Day & Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)
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 the concepts of vision and mission in strategic management. Discuss their respective roles in shaping organizational identity.
2. Discuss the porter's five force model of industry analysis with suitable illustration.
3. Discuss the components of the external environment analysis. How does conducting a PESTEL analysis contribute to strategic decision-making ?
4. Discuss the BCG Matrix and its relevance in strategic management.
5. Define strategic control. Explain the types of strategic control.
6. Define corporate governance and discuss its importance in modern business practices.
7. Write the differences between SWOT Analysis and TOWS Matrix.

DSCASC Library

SECTION – B

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

8. Explain the concept of corporate level strategies. Provide examples of companies that have implemented each strategy and discuss their outcomes.
9. Describe in detail the strategic management process.
10. Discuss the Mc Kinsey's 7s Framework in organizational analysis. How do the seven elements interrelate to drive organizational effectiveness ?
11. Write short notes on :
    a) Business strategy.
    b) Blue Ocean strategy.

P.T.O.

DSCASC Library

SECTION – C

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

Starbucks Corporation, the global coffee giant, has been on a remarkable journey of expansion since its humble beginnings in Seattle, Washington, in 1971. With a strategic focus on delivering a premium coffee experience coupled with an inviting atmosphere, Starbucks has successfully penetrated markets worldwide, becoming synonymous with quality and convenience. Leveraging its strong brand recognition and unwavering commitment to customer satisfaction, Starbucks has navigated diverse cultural landscapes, adapting its offerings to suit local tastes while maintaining consistency in its core values.

One key factor driving Starbucks' global success is its ability to innovate and adapt to evolving consumer preferences. By investing in research and development, the company continuously introduces new beverages and food items, staying ahead of competitors and catering to diverse palates. Moreover, Starbucks' emphasis on digitalization, with initiatives like mobile ordering and payment systems, has enhanced the customer experience, further solidifying its position as a leader in the industry. Despite encountering challenges such as cultural differences and regulatory hurdles, Starbucks' strategic approach to global expansion has proven resilient, demonstrating the power of a strong brand and a customer-centric mindset in conquering new markets.

Questions :

a) Discuss the role of innovation, particularly in digitalization, in Starbucks' global expansion strategy. How has technology enhanced the customer experience and contributed to the company's success ?

b) Evaluate the challenges Starbucks has faced in entering new markets and how it has overcome them. What lessons can other companies learn from Starbucks' approach to global expansion ?

c) What recommendations would you propose to Starbucks' management team to sustain its momentum in global expansion and ensure continued growth in an increasingly competitive landscape ?

PG – 711

III Semester M.B.A. (Day & Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)
MANAGEMENT
Paper – 3.2 : Project and Operations Management

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. What are the five phases of project management ? Explain each phase briefly.
2. How is a project different from daily operations of a business firm ? Explain with suitable examples.
3. Explain the interdependent relationship of production management with the other functions of a business.
4. Discuss the seven wastes in production with appropriate examples.
5. Explain the meaning and application of the six sigma concept in production.
6. What are quality circles ? How do they support efficiency in a business firm ?
7. What is meant by vendor selection and rating ?

DSCASC Library

SECTION – B

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

8. Explain how inventory management is done and how it is useful in a manufacturing firm.
9. What is meant by maintenance ? What are its types ? Why is maintenance necessary ?
10. What is forecasting ? Explain with suitable examples how forecasting is done by a manager of business firm.
11. What are the characteristics of quality ? What are the tools used in quality management ? Illustrate your answer.

P.T.O.

SECTION – C

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

12. An Indian manufacturer of iron and steel is looking for a foreign location to set up a new manufacturing facility. There are four different locations that are probably good for setting up the facility according to the latest research done by the executives of the company. The following data provides clues on the ways to select the appropriate location availability. You are the management expert appointed by the manufacturer to select the suitable facility location.

Key performance indicators	Weights	Sri Lanka	Bangladesh	Bhutan	Maldives
1. Proximity to market	0.10	10	12	14	9
2. Availability of sufficient space	0.20	9	8	10	7
3. Qualified labour	0.05	12	15	18	14
4. Customer accessibility	0.05	17	20	22	18
5. Local community support	0.30	15	16	17	16
6. Local Government laws	0.15	19	18	21	18
7. Climate conditions	0.15	20	21	25	22

DSCASC Library

Questions :

a) As a management expert, calculate the best factor rating for the four different locations. Advice on the best location.

b) Prepare a report to the Board of Directors of the manufacturing facility regarding the following : Apart from the above factors, what are the other important dynamics that you need to consider when selecting a good location for setting up the manufacturing facility ?

Sagar College of Arts Science & Commerce Jayanagara 4th Block LIBRARY

PG – 712

III Semester M.B.A. (Day & Eve.) Examination, June/July 2024
(CBCS) (2022-23)
MANAGEMENT
3.3.1 : Business Valuation and Value Based 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. "The DuPont Analysis provides insights into profitability, efficiency and leverage" – Discuss.
2. Explain valuation of intangible assets.
3. Distinguish between Spin off, Split off and Split up.
4. Explain Mckinsey Model for value based management.
5. In the current year, a firm has reported a profit of Rs. 65 lakh, after paying taxes @ 35 per cent. On close examination, the analyst ascertains that the current year's income includes :
   a) Extraordinary income of Rs. 10 lakh, and
   b) Extraordinary loss of Rs. 3 lakh.

   Apart from the existing operations, which are normal in nature, and are likely to continue in future, the company expects to launch a new product in the coming year. Revenue and cost estimates in respect of the new product are as follows :

	Rs. in Lakhs
Sales	60
Material Cost	15
Labour Cost (additional)	10
Allocated Fixed Costs	05
Additional Fixed Costs	08

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

P.T.O.

6. X Ltd., is considering a proposal to acquire Y Ltd. Their financial information is given below :

	X Ltd.,	Y Ltd.,
Market capitalization	Rs. 30 million	Rs. 10.8 million
Number of outstanding shares	1 million	0.6 million
Market price per share	Rs. 30	Rs. 18

X Ltd., intend to pay Rs. 14 million in cash for Y Ltd. If Y Ltd's market price reflects only its value as a separate entity, calculate the cost of the merger :

a) When the merger is financed by cash.

b) When the merger is financed by stock.

7. Techno Co. Ltd., is studying the possible acquisition of Info Co. Ltd., by way of merger. The following data are available in respect of the companies :

	Techno Co. Ltd.	Info Co. Ltd.
Earnings after tax (Rs.)	2,00,000	60,000
Number of equity shares	40,000	10,000
Market value per share (Rs.)	15	12

a) If the merger goes through by exchange of equity and the exchange ratio is based on the current market price, what is the new earning per share for Techno Co. Ltd ?

b) Info Co. Ltd. wants to be sure that the earnings available to its shareholders will not be diminished by the merger. What should be the exchange ratio in that case ?

PSCASC Library

SECTION – B

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

8. Consider a firm that has existing assets in which it has capital invested of Rs.100 million. Assume these additional facts about the firm.

- The after-tax operating income on assets in place is Rs. 15 million. This return on capital of 15% is expected to be sustain in the future and the company has a cost of capital of 10%.

- At the beginning of each of next 5 years the firm is expected to make investment of Rs. 10 million each. These investments are also expected to earn 15% as a return on capital and the cost of capital is expected to remain 10%.
- After year 5, the company will continue to make investments and earning will grow 5% a year, but the new investments will have return on capital of 10%.
- All assets and investments are expected to have infinite lives. Thus, the assets in place and the investment made in the first 5 years will make 15% a year in perpetuity with no growth.

Value the company using Economic Value added approach.

9. Following information is provided relating to the acquiring company Mani Ltd., and the target company Ratnam Ltd. :

LSCASC Library

	Mani Ltd.	Ratnam Ltd.
Earnings after tax (Rs. Lakhs)	2,000	4,000
Number of shares outstanding (Lakhs)	200	1,000
P/E ratio (number of times)	10	5

i) What is the swap ratio based on current market price ?

ii) What is the EPS of Mani Ltd., after the acquisition ?

iii) What is the expected market price per share of Mani Ltd., after the acquisition, assuming its P/E ratio is adversely affected by 10% ?

iv) Determine the market value of the merged company.

v) Calculate gain/loss for the shareholders of the two independent entities, due to the merger.

10. Explain different approaches and techniques of corporate valuation.

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

SECTION – C

12. **Compulsory** question. It carries **fifteen** marks. **(1×15=15)**

Magnavision Corporation is expected to grow at a higher rate for 4 years; thereafter the growth rate will fall and stabilize at a lower level. The following information has been assembled :

Base Year (Year 0) Information	
Revenues	= Rs. 3,000 million.
EBIT	= Rs. 500 million.
Capital expenditure	= Rs. 350 million.
Depreciation	= Rs. 250 million.
Working capital as a percentage of revenues	= 25
Corporate tax rate (for all time)	= 30%
Paid up Equity Capital (Rs. 10 par)	= Rs. 400 million.
Market value of Debt	= Rs. 1,200 million.
Input for the High Growth Period	
Length of the high growth phase	4 years
Growth rate in revenues, depreciation, EBIT and Capital expenditure	20%
Working capital as a percentage of revenues	25
Cost of debt (pre-tax)	13%
Debt-equity ratio	1 : 1
Risk-free rate	11%
Market risk premium	7%
Equity beta	1.129
Input for the Stable Growth Period	
Expected growth rate in revenues and EBIT	10%
Capital expenditures are offset by depreciation	
Working capital as a percentage of revenues	25
Cost of debt (pre-tax)	12.14%
Risk-free rate	10%
Market risk premium	6%
Equity beta	1
Debt-equity ratio	2 : 3

DSC/ASC Library

Questions :

a) What is the WACC for the high growth phase and stable growth phase ?

b) What is the value of the firm ?

PG – 713

III Semester M.B.A. (Day & Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)
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. Discuss briefly about the overview of global financial system.
2. Examine the role of State Financial Corporations in promoting Small Scale Industries in India.
3. Define NBFC. Explain the principal business of NBFC.
4. Explain different types of fund based financial services offered by financial institutions.
5. Discuss the pre-issue activities of a merchant banker.
6. What is credit rating ? What are the advantages and disadvantages of credit rating ?
7. Discuss the various money market instruments.

DSCASC Library

SECTION – B

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

8. Discuss in detail the constituents of Indian Financial System.
9. Discuss the various functions of merchant banking.
10. Describe the role and functions of stock exchange.
11. Give a detailed account of the mutual fund schemes offered by some of the leading mutual fund companies in India.

P.T.O.

SECTION – C

12. **Compulsory** Question. **(1×15=15)**

SD Ltd. wants to purchase a machine worth ₹ 25,00,000. It has two options-either :

i) to acquire the asset by taking a bank loan @ 12% p.a. repayable in 5 yearly instalments of ₹ 5,00,000 each plus interest or

ii) to lease the asset at yearly rental of ₹ 7,00,000 for 5 years.

In both the cases, the instalment is payable at the end of the year.

The company discounts its cash flows @ 14% (after tax).

Depreciation is to be taken at 20% on Written Down Value Method.

The company's tax rate is 34%.

You are required to advise which of the financing options is to be exercised and reason there of.

Year	1	2	3	4	5	Total
PV Factor @ 14%	0.877	0.769	0.675	0.592	0.519	3.432

Show amount to the nearest rupee.

DSCASC Library

Sagar College of Arts Science & Commerce
LIBRARY
Dayananda Bangalore

PG – 714

III Semester M.B.A. (Day and Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)
MANAGEMENT
Paper – 3.3.3 : Investment Analysis and Management

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 Investment ? Differentiate between Investment, Trading and Speculation.

2. Define non-marketable financial assets. How do they differ from marketable financial assets in terms of liquidity and tradability ?

3. What is meant by P/E ratio ? What is the logic of using this concept in investment decision ?

4. The following information is available.

	Stock A	Stock B
Expected return	12%	26%
Standard deviation	15%	21%
Coefficient of correlation	0.30	

   a) What is the covariance between stocks A and B ?

   b) What is the expected return and risk of a portfolio in which A and B are weighted 3 : 7 ?

5. An investor purchases a bond at a price of Rs. 900 with Rs. 100 as a coupon payment and sold at Rs. 1,000, what is his holding period return and if the bond is sold for Rs. 750 after receiving Rs. 100 as coupon payment, then what is the holding period return ?

DSCASC Library

P.T.O.

6. Assume you are a portfolio manager, based on the following details determine the securities that are overpriced and underpriced.

Stock Return	Actual Return (%)	Beta
Hindustan Zinc	17	1.3
Asian Paints	14.5	0.8
Maruti Udyog	15.5	1.1
Purvi Electronics	18	1.7
Nifty Index	15	1
T-Bills	10	0

7. Cinderella Mutual Funds has the following assets in Scheme Rudolf at the close of business on 31st March 2023.

Company	No. of Shares	Market price per share
Nairobi Ltd.	25000	Rs. 20
Dakar Ltd.	35000	Rs. 300
Senegal Ltd.	29000	Rs. 380
Cario Ltd.	40000	Rs. 500

The total number of units of Scheme Rudolf is 10 Lakhs. The Scheme Rudolf has accrued Expenses of Rs. 2,50,000 and other liabilities of Rs. 2,00,000. Calculate the NAV per unit of the Scheme Rudolf.

DSCASC Library

SECTION – B

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

8. "Fundamental Analysis provides an analytical framework for rational investment decision-making". Discuss.

9. Explain CAPM theory and its validity in the stock market.

10. Consider the following information for three mutual funds, X, Y and Z and the market.

Portfolio	Mean return (%)	Standard Deviation (%)	Correlation Co-efficient
X	18	27	0.8
Y	14	18	0.6
Z	15	8	0.9
Market	13	12	–

Risk free rate of interest is 9.

a) Rank these portfolios using Sharpe's and Treynor's methods.
b) Compare both the indices.

11. An investor wants to build a portfolio with the following four stocks. With the given details, find out his portfolio return and portfolio variance. The investment is spread equally over the stocks. Market Return = 11 and Market Return Variance = 26.

Company	Alpha	Beta	σ^2_{ei}
Sneha	0.17	0.93	45.15
Neha	2.48	1.37	132.25
Asha	1.47	1.73	196.28
Priya	2.52	1.17	51.98

SECTION – C

12. **Compulsory** question. It carries **fifteen** marks. **(1×15=15)**

An investor holds two stocks A and B. An analyst prepared ex-ante probability distribution for the possible economic scenarios and the conditional returns for two stocks and the market index as shown below.

DSCASC Library

	Probability	Conditional Returns (%)		
		A	B	Market
Growth	0.3	20	25	16
Stagnation	0.5	12	15	10
Recession	0.2	–3	–7	–3

The risk-free rate during the next year is expected to be around 11%. Determine whether the investor should liquidate his holdings in stocks A and B or on the contrary make fresh investments in them. CAPM assumptions are holding true.

Sagar College of Arts Science & Commerce
LIBRARY
Bangalore

PG – 715

III Semester M.B.A. (Day & Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)
MANAGEMENT
3.3.4 (Common to All Papers) : Business Analytics using Spread Sheets

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Define multicollinearity in the context of regression analysis and discuss its implications.
2. Identify and describe two uses of spreadsheet models in business analytics.
3. Explain the key features of Tableau that make it a preferred tool for data visualization.
4. Define visual data storytelling and explain its importance in conveying complex information.
5. Explain how Excel's descriptive statistics tool can be used to analyze data sets.
6. What are probability distributions and why are they important in data modeling ?
7. Define business analytics and explain its scope in modern businesses.

DSCASC Library

SECTION – B

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

8. Describe and differentiate between descriptive, predictive and prescriptive models in business analytics.
9. What are the types of joins available in Tableau ? Describe the procedure to connect multiple tables with joins in Tableau.

P.T.O.

10. Discuss the role of data in business analytics and its impact on decision-making processes.

11. Define visual data storytelling and explain its importance in conveying complex information.

SECTION – C

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

Salary in Rs. thousands	50	60	70	80	90	100
Preference for vacation prices in Rs. Lakhs	5	8	9	12	14	19

a) How do you conduct regression in Excel spreadsheet ? Mention the steps sequentially and accurately.

b) What is multiple regression ? Give an example of multiple regression identifying the independant and dependant variables.

c) Calculate the regression value from the above table and give an inference.

DSCASC Library

Dayananda Sagar College of Arts Science & Commerce * Bangalore * LIBRARY

PG – 716

III Semester M.B.A. (Day and Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)
MANAGEMENT
Paper – 3.4.1 : Retailing Management and Services

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. What is merchandise management ?
2. What are the objectives of a good store design ?
3. Discuss the latest trends in retailing.
4. What is franchising ?
5. What is physical evidence ?
6. Write a note on service marketing triangle.
7. Differentiate between Goods and Services.

DSCASC Library

SECTION – B

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

8. Explain the steps involved in developing a retail strategy.
9. Explain different types of store layouts.
10. Explain GAP model with a neat structural diagram with special reference to a three-star hotel.
11. Explain the approaches of pricing in services.

P.T.O.

SECTION – C

12. Case Study (**Compulsory** question) : It carries **fifteen** marks. **(1×15=15)**

Reliance Retail is the retail initiative of Reliance Industries Limited and is central to the group's consumer facing businesses. Reliance Retail has been at the forefront of bringing about Retail revolution in India.

Reliance Retail has 249 million registered customers buying across all its formats. It recorded more than 780 million footfalls across all its stores in FY23, a scale unmatched by any other retailer in India. With nearly 3 million daily transactions, Reliance Retail operates at a scale unparalleled in the Indian retail industry and continues to enrich the quality of lives of millions of Indians every day.

Reliance Footprint is a leading specialty family footwear retail chain that caters to the footwear needs of the entire family. Reliance Footprint offers widest range of international, domestic and Reliance owned brands across men's footwear, women's footwear, kids' footwear, handbags, backpacks, luggage, socks, belts, wallets and shoe care products.

Reliance Footprint is now gearing up to expand and penetrate operations in semi urban and rural markets in a phased manner. The sole objective of the retailer is to cater these untapped potential markets with high disposal oncome among people who by and large travel all the way to cities and metros for all their buying needs.

DSCASC Library

Questions :

a) Propose retail mix for Reliance Footprint.

b) What criteria should Reliance Footprint consider in assessing and evaluating appropriate locations for the proposed outlet ? Discuss.

PG – 717

III Semester M.B.A. (Day and Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)
MANAGEMENT
Paper – 3.4.2 : Consumer Behaviour

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 the concept of consumer behavior and explain the need for its study.
2. What is social class ? How is it measured ? What role social stratification plays in formulating marketing strategy ?
3. Explain how attitudes are formed and the factors that influence attitude change in consumers.
4. How can marketers use classical conditioning principles to create brand associations ?
5. What are the determinants of consumer involvement in a buying situation ?
6. What are the different roles played in organizational buying decision process ?
7. How do opinion leaders influence consumer behavior ? Discuss strategies that marketers can use to target opinion leaders in their marketing campaigns.

DSCASC Library

SECTION – B

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

8. Discuss, how a marketer can use the consumer decision process in formulating marketing communication.
9. Explain, how diffusion of innovation take place ? Explain how the environmental factors influence the diffusion process.
10. Describe the Engle-Kollat-Blackwell model of consumer decision-making. Outline the key components and stages of this model and explain how it helps marketers understand consumer behavior.

P.T.O.

11. Write a short note on :

a) Post purchase behavior

b) Consumerism.

SECTION – C

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

ABC Electronics Ltd. was a company established in 1983 by Mr. Manoj Kumar and over the years had emerged as one of the leaders in the growing segment of the electronics and home appliances market in India. Currently it has a market share of 30% of the home appliances market. Its product strategy has been to offer a wide range, right from mono stereo, two in ones and sophisticated music systems to televisions, refrigerators, washing machines, ovens and microwave ovens. ABC's marketing strategy also included offering the above products so as to match the needs and budget of the middle and upper middle classes.

In 1991, Prasad, son of Mr. Manoj Kumar, took over as the Managing Director of the company. Seeing the intense competition in the post liberalization scenario, Prasad was keen to follow the principle that once you have decided on your target customer, you follow him/her relentlessly with attractive offerings. In 1994, he developed a well focused promotion and distribution strategy. The promotion strategy involved an advertising budget of Rs. 10 crores, a special training program for the sales force and offering freebies and various other sales promotion techniques. In terms of distribution, Prasad selected exclusive showrooms and franchisees to display their wide range of products. The location of the exclusive retail outlets was also selected so as to match the perceptions of the consumers as an "exclusive showroom" for them. However, even after two years of implementing the new promotion and distribution strategy, the sales of ABC Electronics did not pick up to the extent that the company thought it would. Prasad then directed the marketing manager to conduct a study of other retail outlets to know the trend. The results revealed that there was a change in consumers' perceptions regarding purchasing consumer durables. There seemed to be a preference for purchasing goods from multi brand, rather than from single brand outlets.

Questions :

a) Where do you think Prasad went wrong in his analysis of consumer behavior ?

b) Discuss the change in the role of the consumer today, as compared to the consumer five years ago.

MUCASC Library

Dayananda Sagar College of Arts Science & Commerce
LIBRARY
Bangalore

PG – 719

III Semester M.B.A. (Day & Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)
MANAGEMENT
Paper – 3.5.1 : Learning and Development

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 need and importance of training and development in an organizations.
2. Explain the phases involved in assessment, training and development, highlighting their significance in organizational growth.
3. Explain the difference between training and development in any industry.
4. How does organizational development contribute to the overall growth of an organization ?
5. Describe various training methods, including both on-the-job and off-the-job approaches.
6. Explain the concept of Human Resource Development (HRD) at micro and macro levels.
7. Compare and contrast various methods of management development. How do leader-centered techniques contribute to enhancing leadership capabilities within organizations ?

DSCASC Library

SECTION – B

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

8. Explain the training cycle using some suitable industrial examples.
9. Evaluate the role of need assessment and analysis in organizational development. Discuss the methods and techniques used in conducting need assessments.

P.T.O.

10. Discuss the various HRD sub-systems and their role in organizational growth and development.

11. Discuss the challenges organizations face in managing career development for their employees.

SECTION – C

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

"Navigating Change : HRD Strategies in a Merger"

Alpha Corporation, a leading player in the pharmaceutical industry, recently acquired Beta Pharmaceuticals, a smaller competitor known for its innovative drug research. The merger was aimed at expanding Alpha's product portfolio and market reach. However, the integration process presented numerous challenges, particularly in terms of managing human resources and organizational culture.

Case Description :

Following the merger, Alpha Corporation's Human Resource Development (HRD) department played a pivotal role in facilitating a smooth transition and ensuring employee satisfaction and productivity. The HRD team initiated several strategies to address the challenges arising from the merger :

A) Cultural Integration : Recognizing the differences in organizational culture between Alpha and Beta, the HRD team organized workshops and team-building activities to foster collaboration and mutual understanding among employees from both companies. They encouraged open communication channels and facilitated cultural sensitivity training to promote respect and inclusivity.

B) Talent Management : With the influx of new employees from Beta Pharmaceuticals, the HRD team implemented talent management programs to identify and develop high-potential individuals within the merged entity. They provided opportunities for cross-functional training and career development to ensure that employees felt valued and motivated during the transition period.

C) Change Management : Understanding the resistance to change that often accompanies mergers, the HRD team proactively addressed employee concerns and uncertainties. They conducted regular communication sessions to keep employees informed about the merger process and solicited feedback to address any issues or misconceptions promptly.

DSCASC Library

D) Leadership Development : Recognizing the importance of strong leadership during times of change, the HRD team offered leadership development programs tailored to the specific needs of managers and executives within the merged organization. These programs focused on change management skills, effective communication and strategic decision-making.

Despite the inevitable challenges, Alpha Corporation's HRD strategies played a crucial role in fostering a positive work environment and ensuring a successful merger transition.

Questions :

a) How did Alpha Corporation's HRD strategies contribute to the successful integration of Beta Pharmaceuticals following the merger ? Discuss the importance of cultural integration, talent management and change management in merger scenarios.

b) What lessons can other organizations learn from Alpha Corporation's approach to managing human resources during mergers and acquisitions ? How can HRD practices be leveraged to minimize disruptions and maximize employee engagement and productivity during periods of organizational change ?

DSCAS Library

Dayananda Sagar College of Arts Science & Commerce
LIBRARY
Bangalore

PG – 720

III Semester M.B.A. (Day and Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)
MANAGEMENT
Paper – 3.5.2 : Team Dynamics at Work

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. What are the benefits of team building ?
2. Explain the term sensitivity training.
3. Discuss the principles of employee engagement.
4. What are the different types of negotiation ?
5. Explain the determinants of team morale.
6. Discuss the team building strategies at the work place.
7. Discuss the causes of work stress.

DSCASC Library

SECTION – B

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

8. What are the causes of group conflict ?
9. Discuss the types of culture in an organisation.
10. Explain the process of communication in an organisation.
11. Explain the levels of stress management in the organisation.

P.T.O.

SECTION – C

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

Miller's Department Store, a once-thriving retail giant, faces declining sales and low employee morale. The rise of online shopping has impacted foot traffic, and a recent merger with a competitor has led to restructuring, job cuts and uncertainty. Sales associates feel undervalued and disconnected from their colleagues and the company's mission.

Management recognizes the need to revitalize the workforce and foster a more collaborative and customer-centric environment. Low morale among sales associates translates into poor customer service, further hindering sales.

Miller's implements a multi-faceted team-building initiative :

1) Cross-Departmental Collaboration : Instead of traditional departmental silos, Miller's creates cross-functional teams comprised of sales associates from different departments (clothing, electronics, etc.). These teams work together on projects like creating engaging in-store displays that showcase complementary products.
2) Customer Service Training and Recognition : Refreshed customer service training focuses on building customer relationships and exceeding expectations. Additionally, a new employee recognition program rewards associates who consistently receive positive customer feedback.
3) "Millennial Mentorship" : Recognizing the tech-savvy nature of younger employees, Miller's launches a "Millennial Mentorship" program. Younger associates share their online marketing and social media expertise with their more seasoned colleagues, fostering intergenerational collaboration.
4) Team-Building Activities : Regular team-building activities like escape rooms and volunteering opportunities aim to enhance communication, problem-solving skills and camaraderie among associates.

Questions :

a) How do each of the implemented programs (cross-departmental collaboration, training, mentorship and activities) address the core issues of low morale and disconnectedness among employees ?

b) What relevant metrics can Miller's use to measure the effectiveness of their team-building efforts ?

c) What are potential challenges in sustaining these team-building efforts over time ?

DSCASC Library

Sagar College of Arts Science & Commerce
LIBRARY
Dayananda Bangalore

PG – 721

III Semester M.B.A. (Day and Eve.) Examination, June/July 2024
(CBCS) (2022-23)
MANAGEMENT
3.5.3 : Performance Management Systems

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Describe the performance management prism.
2. Write a note on team performance management.
3. Discuss guidelines on appraising expatriates performance.
4. Why has performance linked reward management attracted increased attention in the recent years ?
5. Performance Management System is a key to competitive advantage of an organization. Justify the statement with examples.
6. Write short notes on Benchmarking.
7. Discuss competency based performance management system.

DSCASC Library

SECTION – B

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

8. Explain several key skills to manage the performance of employees.
9. Compare and contrast performance management and performance appraisal.
10. What do you understand by pay for performance ? Explain different types of performance linked reward.
11. What is high performance team ? Explain its characteristics and strategies for building and leading high performance team.

P.T.O.

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

Berkely Investments is a reputed finance company having 15 branches in different parts of the country. In the home office there are more than 200 employees. The company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered are responsibility, dependability, initiative, interest in work leadership potential, cooperative attitude and community activity. After the performance is evaluated the ratings are discussed with the concerned employees by their immediate boss and are used to counsel them, to influence promotions and salary adjustments and as a criteria for arranging further training for them.

Recently, three employees of the company called on the company's president to express their 1dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately, two thirds of all employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualification or performance. They insisted that 'community activity' was not actually a part of their job and that what they do off the job is none of the company's business. They expressed their opinion that employees should organize a union and insist that salary increases be automatic.

DSCASC Library

The threat of a union caused concern to the officers of the company. This particular experience convinced top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the chief executive feels that performance appraisal is a dangerous source of friction and its hazards outweigh its values so it should be discontinued altogether.

Questions :

a) How far do you agree with the management that performance appraisal should be discontinued ?

b) If you were the HR manager, how would you tackle the situation ?

c) What modifications would you suggest in the performance appraisal system of the company ?

Dayananda Sagar College of Arts Science & Commerce LIBRARY Bangalore

PG – 722

III Semester M.B.A. (Day & Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)
MANAGEMENT
Paper – 3.6.1 : Perspectives on Health Care Sector

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Discuss in detail about "health for all" concept.
2. Write a short note on health care terminologies.
3. How does PHC aim to address inequities in health ?
4. Why do you need health insurance ?
5. List out the objectives of social audit.
6. How do social determinants influence health ?
7. Explain functions of Kidney in detail.

DSCASC Library

SECTION – B

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

8. Illustrate the opportunities and challenges of outsourcing housekeeping department of a tertiary care hospital.
9. Describe the role of health care in human development, economic development and inclusive growth.
10. What are the indigenous systems of medicines and evaluate the advantages and disadvantages of indigenous systems of medicines.
11. Explain in detail about the challenges and recent trends of health care services in India.

SECTION – C

Compulsory question. **(1×15=15)**

12. The National Health Policy, 2017 was launched by the Ministry of Health and Family Welfare on 15th March, 2017.Through the help of this policy the government aims shifting focus from "sick-care" to "wellness", by promoting prevention and well-being of the people.
    - Analyze the Specific Quantitative Goals and Objectives in the National Health Policy, 2017.

PG – 723

III Semester M.B.A. (Day and Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)
MANAGEMENT
Paper – 3.6.2 : Management of Public Health 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. Critically analyze the concept of "Health for All".
2. What are the core functions of Public Health ?
3. Explain the concepts of Surveillance in Public Health.
4. Define the role of NGOs in Public Health.
5. What are some occupational health hazards in agricultural work ?
6. Describe the concept of "health communication audit".
7. Define the term "living will" and its role in end-of-life decisions.

DSCASC Library

SECTION – B

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

8. Describe the social determinants of health and how they influence population health outcomes.
9. Explain the different phases of disaster management : prediction, preparation and rehabilitation. How does public health play a crucial role in each phase ?
10. With the growing elderly population, explain the specific healthcare needs of geriatric patients. How can healthcare systems adapt to meet these needs ?
11. Discuss the importance of informed consent and patient autonomy in healthcare decision-making. How can healthcare professionals ensure patients understand treatment options and risks ?

P.T.O.

SECTION – C
(Case Study)

12. **Compulsory** question. It carries **fifteen** marks. **(1×15=15)**

a) Non-Communicable Diseases (NCDs) like heart disease, diabetes and cancer are a growing public health concern in India. Analyze the public health strategies adopted to address NCDs, including promoting healthy lifestyles, tobacco control initiatives and early detection programs.

b) Slums in Indian cities pose unique public health challenges due to overcrowding, poor sanitation and limited access to healthcare. Analyze the strategies adopted by governments and NGOs to improve sanitation, promote hygiene practices, and deliver essential healthcare services in these densely populated areas.

DSCASC Library

Dayananda Sagar College of Arts & Commerce • Bangalore
LIBRARY

PG – 732

III Semester M.B.A. (Day and Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)
MANAGEMENT
Paper – 3.11.3 : Analytics for Decision Making

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Describe the role and responsibilities of a data scientist.
2. Analyse the different data optimization techniques in detail.
3. Illustrate OLAP with an example of a retail store operation.
4. Expand the meaning of decision analysis along with its components.
5. Depict what is data science and how it impacts commerce and industry.
6. Explain the key elements of data classification and also narrate its challenges.
7. "Hypothesizing is the key in data science" – analyse the statement.

DSCASC Library

SECTION – B

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

8. Elucidate the categories of ML algorithms in detail.
9. Explicate the difference between data mining and statistics.
10. Depict the application of data science in different industries.
11. Narrate how data analytics improves the supply chain function of an organization.

P.T.O.

SECTION – C

Compulsory question. **(1×15=15)**

12. Case study :

Reddy Laboratories is globally known bio-tech company that leverage data using AI technology to discover and deliver newer medicines. Explain in detail.

a) How their R&D teams use AI to decode the big data to understand various diseases to be effectively treated ?

b) How then can identify new targets for innovative medication ?

c) How then can achieve personalized medication strategies ?

DSCASC Library

PG – 734

III Semester M.B.A. (Day and Eve.) Examination, June/July 2024
(CBCS) (2022-23)
MANAGEMENT
Paper – 3.12.2 : Supply Chain Management

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. What are the factors affecting the network design ?
2. Briefly explain the different modes of transportation and their performances.
3. Elucidate demand management in operations planning.
4. What are the benefits in improving the Transportation Infrastructure in SCM ?
5. Explain the concept of reverse logistics.
6. Discuss about applications and effect of PUSH and PULL strategy in SCM.
7. What are the functions of SCM ?

DSCASC Library

SECTION – B

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

8. Define CPFR. Analyze the various steps involved in CPFR process.
9. What are the steps involved in building the Global Sourcing Model in SCM ?
10. Discuss about Bullwhip effect in SCM. What are the cause of Bullwhip effect and how to manage it ? Explain with necessary examples.
11. Analyze the factors influencing network design decisions with suitable examples.

P.T.O.

SECTION – C

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

XYZ motor corporation is Japan's top auto manufacturer and has experienced significant growth in global sales over last two decades. As Key issue facing XYZ is the design of its global production and distribution networks. Part of XYZ global strategy is to open factories in every market it serves.

XYZ must decide what the production capability of each of the factories will be as this as a significant impact on the desired distribution system. At one extreme each plant can be equipped only for local production. At the other extreme each plant is capable of supplying every market.

Prior to 1996 XYZ used specified local factories for each market. After Asian financial crisis in 1996/1997, XYZ redesigned its plants so that it can also export to markets that remain strong when the local market weakens. XYZ call this strongly "Global Complementation".

Whether to be Global or local is also an issue for XYZ's parts plants should they be designed for local consumption or should there be few parts plants globally that supply multiple assembly plants ? For any global manufacturers like XYZ. One must address the following questions regarding the configuration and capability of the supply chain.

Answer the following questions :

a) Where should the plants to be located and what degree of flexibility should be built into each ?

b) Should plants be able to produce for all makers or only specific contingency markets ?

c) How should markets be allocated to plants and how frequently should this allocation be revised ?

d) What kind of flexibility should be built into the distribution system ?

DSCASC Library