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MBAH 501

**Third Semester M.B.A. Degree Examination, December 2018
(Choice Based Credit System)
BUSINESS ADMINISTRATION
Entrepreneurship and Small Business**

Time : 3 Hours

Max. Marks : 70

**SECTION – A
(Compulsory)**

Note : Answer the following question and the answer should **not** exceed **six** pages. (1×15=15)

1. Explain the concept of Social Enterprise and Social Entrepreneurship. What are the responsibilities of an Entrepreneur towards society ?

SECTION – B

Note : Answer **any five** of the following questions. **Each** question carries **eight** marks. Answer to the question should **not** exceed **five** pages. (5×8=40)

2. Why may a trademark be invalidated ? Explain.
3. What are the major problems faced by the women Entrepreneurs in India ? Explain the significance of promoting women Entrepreneurship in India.
4. Discuss the various factors influencing the mobility of entrepreneurs.
5. Explain the role of Central Government and State Government in promoting Entrepreneurship in India.
6. Discuss the different schemes for promoting entrepreneurship in backward and rural areas.
7. Explain different stages in project formulation process.
8. Describe the benefits and concerns of marketing on the internet. Be specific in your answer.
9. Discuss the main components of good feasibility plan.

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**SECTION – C
(Compulsory)**

Note : Read the following case study and answer to the questions should **not** exceed **six** pages. **(1×15=15)**

10. Ms. Manaswini has a degree in robotics and she loves to design products. She started her career in 'Robotech' which uses high end technology in all their products. Her job profile included travelling a lot also. Whenever she travelled she noticed that disabled people have difficulty in manoeuvring their wheelchair from one place to another because in some places ramp is not provided and there is no way they can walk up the stairs. She came up with an idea of a wheelchair which can be used on stairs easily. She decided to quit her job and start her own company. She realized that her idea was the first stage in the process of innovation.

Question :

Explain the stages she has to pass through before becoming an Entrepreneur.

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MBAH 502

Third Semester M.B.A. Degree Examination, December 2018
BUSINESS ADMINISTRATION
Management Accounting

Time : 3 Hours

Max. Marks : 70

Instruction : Answer all Sections.

SECTION – A
(Compulsory)

(2×10 = 20)

Note : Answer **any two** questions. **Each** question carries **10** marks. Answer to the question should **not** exceed **six** pages.

1. Define accounting, Distinguish between Financial Accounting and Management Accounting.
2. Discuss the differences between the marginal costing and absorption costing.
3. Explain the significance and objectives of a break-even chart and state the factors which would cause the break-even point to change. What are the limitations of break-even analysis ?

SECTION – B

(3×12 = 36)

Note : Answer **any three** questions. **Each** question carries **12** marks. Answer to the question should **not** exceed **six** pages.

4. What do you understand by 'Zero Base Budgeting' as distinct from conventional budgeting ? Briefly state its process, its advantages and limitations. Discuss its applications in business.
5. A company has a paid up equity capital of 6,00,000 equity shares of Rs. 10 each. The current market price of the share is Rs. 24. During the current year, the company has declared a dividend of Rs. 6 per share. The company has also previously issued 14% preference shares of Rs. 10 each aggregating Rs. 30 lakhs and 13% 50,000 debentures of Rs. 100 each. The company's corporate

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tax rate is 40%, the growth in dividends on equity shares is expected at 5%. In case of preference shares, the company has received only 95% of the face value of shares after deducting issue expenses. Calculate the Weighted Average Cost of capital of the company.

6. As on 31-03-2015, the paid up capital of ABC Ltd. was Rs. 1,00,00,000. The ratios as on that date were as under :

Current debt to Total debt	0.40
Total debt to equity	0.60
Fixed assets to Equity	0.60
Total assets turnover (based on sales)	2 times
Inventory turnover (based on sales)	8 times

Prepare the Balance Sheet of ABC Ltd.

7. A firm whose cost of capital is 10% is considering two mutually exclusive projects A and B, the details of which are :

	Year	Project A (Rs.)	Project B (Rs.)
Cost	0	1,00,000	1,00,000
Cash inflows	1	10,000	50,000
	2	20,000	40,000
	3	30,000	20,000
	4	45,000	10,000
	5	60,000	10,000

Compute the Net Present Value, Profitability Index and Internal Rate of Return for the two projects and comment on the result.

8. What is fund flow statement ? How is it different from cash flow statement ? What are the mechanics involved in preparation of fund flow statement ?

SECTION – C
(Compulsory)

(1×14 = 14)

Note : Answer to the question should **not** exceed **six** pages. **Each** question carries **14** marks.

9. The data of ABC Ltd. is as under :

Production for the year is 69000 units. Credit given to debtors is 13 months. Finished goods inventory is 3 months. Raw material inventory is 2 months consumption. Production process takes 1 month and credit allowed by creditors is 2 months. The selling price is Rs. 50 each, raw material constitute 50% of selling price, direct wages constitute 10% of selling price and overheads 20% of selling price. There is regular production and sales cycle and wages and overheads accrue evenly. Wages are paid in the next month of accrual. Material is introduced in the beginning of the production cycle. Work-in-process involves use of full unit of raw materials in the beginning of manufacturing process and other conversion costs equivalent to 50%.

Calculate the working capital requirement for ABC Ltd.

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MBAH 503

Third Semester M.B.A. Degree Examination, December 2018
BUSINESS ADMINISTRATION
International Business Environment

Time : 3 Hours

Max. Marks : 70

SECTION – A

Note : Answer to **each** question should **not** exceed **six** pages. **(1×15=15)**

1. Explain the theory of "Comparative cost advantage". How do firms in two different countries benefit from international trade in terms of this theory ? Explain with examples.

SECTION – B

Answer **any five** questions. **Each** question carries **eight** marks. Answer to **each** question should **not** exceed **four** pages. **(5×8=40)**

2. Explain the different orientations of International Business.
3. How do domestic foreign and global business environments influence the international business decisions ?
4. Explain the role of international organizations in the promotion of international business.
5. Examine the rationale of tariff and non-tariff barriers in international business.
6. Explain the significance of FDI to the Indian economy.
7. Discuss the need and importance of bilateral and multilateral agreements in international environment.

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8. Critically examine impact of WTO on developing countries.
9. Discuss the need and importance of technology transfer and business process outsourcing.

SECTION – C
(Compulsory)

Answer to the questions should **not** exceed **six** pages.

(1×15=15)

10. PepsiCo's strategy in the US is to focus on growing its healthier brands and non-carbonated drinks. Internationally, it is focusing on emerging markets, especially China, India and Russia. The lesson from China has been that, although carbonated beverages were targeted as the main product to lead sales, Chinese consumers have shown preferences for bottled water, juices and tea. This seems to indicate that it would be wrong to assume that consumers in developing markets opt first for carbonated drinks and acquire a taste for alternatives as they become more affluent. Strategy must adapt to tastes in differing markets, where there are usually strong local brands well established.

PepsiCo has been able to add new businesses and products by its strategy of diversification, allowing it to respond to changing consumer needs with a wide portfolio of products. In particular, it has added bottled water, snack foods (through the acquisition of Frito-Lay and Quaker Oats), juices (through the acquisition of Tropicana) and the sports drink Gatorade (as part of the Quaker Oats portfolio). These products reduce its dependence on traditional carbonated drinks. They also diversify the range of products for health-conscious consumers. By comparison, Coke has remained more dependent on its flagship carbonated drink, Coke. Although it has expanded into more markets internationally than PepsiCo, it has been slow to diversify into healthier products.

Questions :

- a) Discuss the International Business strategy of the company.
 - b) What are the International Business Environmental factors affecting the PepsiCo strategies ?
 - c) What are the strengths and weaknesses of the PepsiCo and Coca-Cola in international markets ?
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MBAS 504

Third Semester M.B.A. Degree Examination, December 2018
BUSINESS ADMINISTRATION
Strategic Financial Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Note : Answer **any two** questions. **Each** question carries **10** marks. Answer to **each** question should **not** exceed **5** pages. **(2×10=20)**

1. Explain the basic functions of a finance manager of a large business organization.
2. Explain the different stages in Venture Capital Financing ?
3. What is meant by Project Life Cycle ? Discuss the major factors affecting the financial analysis of a project.

SECTION – B

Note : Answer **any three** questions. **Each** question carries **12** marks. Answer to **each** question should **not** exceed **6** pages. **(3×12=36)**

4. A new company's share is currently selling at Rs. 340 and expects to pay a dividend of Rs. 10 per share in the first year, which is expected to grow at 15% till the end of fourth year. It will grow at 10% for the next three years and thereafter at a constant rate of 8% forever. If the required rate of return of an investor is 12%, should the share be bought ? Why or Why not ?
5. What is meant by Term Loan ? Explain the role of Commercial Bank in providing business term loans ?
6. SX & Co. earns Rs. 6 per share having capitalisation rate of 10% and has a return on investment at the rate of 20%. According to Walter's Model, what should be the price per share at 30% dividend pay-out ratio ? Is this the optimum pay-out ratio as per Walter ? Substantiate.

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7. A company earns a profit of Rs. 3 lakh per annum after meeting its interest liability of Rs. 1,20,000 on 12% debentures. The tax rate is 30%. The number of equity shares of Rs. 10 each are 80,000 and retained earnings amount to Rs. 12,00,000. The company proposes to take up an expansion scheme for which a sum of Rs. 4,00,000 is required. It is anticipated that after expansion, the company will be able to achieve the same return on investment as at present. The funds required for expansion be raised either through debt at the rate of 12% or by issuing equity shares at par. You are required to :
- Compute the Earning Per Share ;
 - The additional funds were raised as debt
 - The additional funds were raised by issue of equity shares
 - Advise the company as which source of finance is preferable.
8. The capital structure of P Ltd. as on 31st March, 2018 is as follows :

	Rs. in crores
Equity Capital (100 lakh Equity shares of Rs. 10 each)	10
Reserves	2
14% debentures of Rs. 100 each	3

For the year ended 31st, March, 2018 the company has paid equity dividend at 20%. As the company is a market leader with good future, dividend is likely to grow by 5% every year. The equity shares are now traded at Rs. 80 per share in the stock exchange. Income tax rate applicable to the company is 30%.

You are required :

- To calculate the current Weighted Cost of Capital.
- The company has plans to raise a further Rs. 5 crores by way of long term loan at 16% interest. When this takes place the market value of equity share is expected to fall to Rs. 50 per share ? What will be the new Weighted Average Cost of Capital of the company ?

SECTION – C
(Compulsory)

Answer to **each** question should **not** exceed **6** pages.

(1×14=14)

9. The net sales of A Ltd. is 30 crores. EBIT of the company as a percentage of net sales is 12%. The capital employed comprises Rs. 10 crores of equity, Rs. 2 crores of 13% cumulative preference share capital and 15% debentures of Rs. 6 crores. Income tax rate is 30%.
- Calculate the return on equity for the company and indicate its segments due to the presence of preference share capital and borrowings (debentures).
 - Calculate the operating leverage of the company, given that combined leverage is 3.

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MBAS 505

Third Semester M.B.A. Degree Examination, December 2018
BUSINESS ADMINISTRATION
Security Analysis and Portfolio Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Note : Answer **any two** questions. **Each** question carries **10** marks. Answer to **each** question should **not** exceed **5** pages. **(2×10=20)**

1. Differentiate between capital and money market. Explain the commonly available capital and money market securities.
2. Explain briefly various objectives and steps involved in Portfolio Management.
3. Discuss the industry analysis as a fundamental approach.

SECTION – B

Note : Answer **any three** questions. **Each** question carries **12** marks. Answer to **each** question should **not** exceed **6** pages. **(3×12 =36)**

4. Explain CAPM with assumptions. What are the advantages of ATP over CAPM ?
5. Discuss the various forms of market efficiency. What do they have in common ?
6. 'Technical Analysis is useful for predicting individual share prices as well as the direction of the market as a whole.' Discuss this statement with the help of suitable examples and illustrations.
7. Stock L and M have yielded the following returns for the past two years.

Year	Returns (%)	
	L	M
2016	12	14
2017	18	12

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- a) What is the expected return on a portfolio made up of 60% of L and 40% of M ?
- b) Find out the S.D. of each stock.
- c) What is the covariance and co-efficient of correlation (r) between stocks L and M ?
- d) What is the portfolio of risk of a portfolio made up of 60% of L and 40% of M ?
8. Wisdom fund, T-bill and BSE-Sensex have had the following returns over the past 5 years.

Period	Wisdom fund return %	T-Bills return %	BSE-Sensex return %
2013	9	6	6
2014	-6	10	-5
2015	14	8	11
2016	12	7	10
2017	16	9	13

What is the predictive ability of the fund ?

SECTION – C
(Compulsory)

Note : Answer to this question should **not** exceed 6 pages.

(1×14=14)

9. The following information is provided regarding the performance of the Blue chip fund, Leading sector fund and contra fund for a period of six months ending December 2017. The risk free rate of interest is assumed to be 9%. Rank the funds with the help of Sharpe Index and Treynor Index and discuss it.

Fund Type	R_p	σ_P	β
Blue chip	25.38	4	0.23
Leading sector	25.11	9.01	0.56
Contra	25.01	3.55	0.59

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MBAS 506

Third Semester M.B.A. Degree Examination, December 2018
BUSINESS ADMINISTRATION
Tax Planning

Time : 3 Hours

Max. Marks : 70

SECTION – A

Note : Answer **any two** questions. **Each** question carries **10** marks. Answer to **each** question should **not** exceed **5** pages. **(2×10=20)**

1. Elucidate the areas of corporate tax planning.
2. Describe the advantages of GST to the government.
3. Discuss the objective of tax planning.

SECTION – B

Note : Answer **any three** questions. **Each** question carries **12** marks. Answer to **each** question should **not** exceed **6** pages. **(3×12=36)**

4. Discuss the steps involved in e-filing income tax returns.
5. From the following information determine whether the company should purchase the machine on installment or hire it.
Five interest free annual installments of Rs. 2,40,000 each payable in the beginning of each year for installment sales.
Hire charges Rs. 2,00,000 P A for eight years payable in the beginning of each year.
Residual value Rs. 40,000 after eight years.
Rate of depreciation 20 percent and cost of capital 10 percent.
Corporate tax rate is 30 percent.
Loss on sale of machine set off against short term capital gain.

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6. Explain the tax incentives to amalgamated company.
7. Mr. X received offers from two companies with the following salary structure.

Particulars	A	B
	(Rs.)	(Rs.)
Salary	6,40,000	4,40,000
HRA	-	48,000
Travelling allowance (for coming to office from residence and back)	-	9,600
Contribution to approved superannuation fund by the employer	-	1,20,000
Mobile phone	-	22,400

Other informations are :

- a) His qualifying savings U/S 80C will be Rs. 50,000.
- b) He will pay house rent of Rs. 6,500 p.m.
- c) He needs a mobile phone for private purpose.

Which offer should he accept and why ? All your calculations should be based on the tax rates of 2018 – 19 financial year.

8. A company requires Rs. 60,00,000 to finance an expansion project. The expected rate of return before interest and tax is 25 percent of the investment. The company has the following three financing option.

Source of Finance	Options		
	I	II	III
Equity	60,00,000	40,00,000	20,00,000
12% Debenture	-	20,00,000	40,00,000

Corporate tax rate applicable to the company is 30 percent plus 10 percent surcharge (If the total income exceeds Rs. 1 crore) and 3 percent education cess.

The company decided to distribute the entire earnings as dividend. The corporate dividend tax on the amount of dividend distributed is 17 percent plus 10 percent surcharge and 3 percent education cess. Suggest the best financing option to the company and offer your comment.



SECTION – C
(Compulsory)

Answer to the question should not exceed 6 pages.

(1×14=14)

9. A private sector employee's salary is Rs. 1,10,000 P.M. His salary consists of Rs. 50,000 basic, Rs. 40,000 DA and Rs. 20,000 HRA. He pays Rs. 200 per month as professional tax.

His investments and expense details are as follows :

Life Insurance : Rs. 2,000 P M and Term Insurance Rs. 25,000 PA

PPF Rs. 2,000 PM and ULIP Rs. 2,500 PM

Medical insurance for Self and dependent Rs. 35,000

Premium paid towards Central Government's Pension Scheme Rs. 3,000 PM

ELSS Rs. 5,000 PM and NSC Rs. 20,000 P A

Group Insurance Rs. 250 PM

He is paying Rs. 24,000 housing loan for his residential house which consists of 60 percent interest. He is repaying his children's education loan, for which he pays Rs. 1,20,000 PA including Rs. 40,000 interest. He contributed Rs. 12,000 to CRY a recognised trust and Rs. 10,000 to Prime Ministers Relief Fund. He purchased Rs. 50,000 worth shares in secondary market. He also spends Rs. 80,000 for medical treatment of one of his handicapped dependent with 40 percent disability in the current year. His employer deducts Rs. 5,000 PM as TDS. Compute his tax liability for the assessment year 2018 – 19.

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MBAS 507

Third Semester M.B.A. Degree Examination, December 2018
BUSINESS ADMINISTRATION
Marketing Research and Consumer Behaviour

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Note : Answer to the question should **not** exceed **six** pages. **(1×15=15)**

1. "Culture is an all pervading force." Explain the statement in the context of the role played by culture in shaping consumption behaviour.

SECTION – B

Note : Answer **any five** questions. **Each** question carries **eight** marks and answer to **each** question should **not** exceed **five** pages. **(5×8=40)**

2. What is the significance of Marketing Research ? Explain the applications of Marketing Research.
3. What is Research design ? Explain the different types of research and steps involved in research design.
4. Why are data important in marketing research ? Discuss the different data sources available for Marketing Researcher.
5. What is a research report ? Explain the role of analysis and interpretation of data in the preparation of a research report.
6. Explain and illustrate how social class influences consumption behavior.
7. Why do consumers experience cognitive dissonance ? What marketing strategies are needed to reduce it ? Explain with examples.

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8. How does reference group analysis help in understanding consumer behavior ?
Illustrate.
9. Explain with examples the influence of family on a typical consumer decision process.

SECTION – C

Note : Answer to the question should **not** exceed **six** pages.

(1×15=15)

10. A mobile service provider wants to know the perception of consumers towards different plans offered by him vis-à-vis the offers of the competitors in Mangalore City. The service provider contacts you to do market research and submit the report. How do you go about it ? Elaborate the research design you would use for the purpose.
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MBAS 508

Third Semester M.B.A. Degree Examination, December 2018
BUSINESS ADMINISTRATION
Promotion and Distribution Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Note : Answer to the questions should **not** exceed **six** pages. **(1×15 = 15)**

1. What is the importance of advertising ? Explain the role of advertising in the contemporary business situation.

SECTION – B

Note : Answer **any FIVE** questions. **Each** question carries **eight** marks
Answer to the question should **not** exceed **five** pages. **(5×8 = 40)**

2. Explain the objectives and importance of public relations.
3. Define relationship marketing. What are the five E's of relationship marketing ?
4. What is meant by sales budget ? Explain the various steps in preparing sales budgets.
5. Describe the importance of monitoring and performance appraisal of sales force.
6. What are the relative advantages and disadvantages of various transportation modes ?
7. Describe the role of inventory management in the supply chain management.

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8. Explain the different types of retailers.
9. What is meant by cyber-mediaries ? Explain the diverse role of websites in the virtual marketing.

**SECTION – C
(Compulsory)**

Note : Answer to the question should **not** exceed **six** pages. **(1×15 = 15)**

10. There exist, now a days, toughest competition between, in every respect traditional retailers and e-retailers. Explain the role of technology particularly in promotion and distribution of goods and services in both the cases. Chose the type of retail house of your choice for your explanation and analysis.

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MBAS 509

Third Semester M.B.A. Degree Examination, December 2018
BUSINESS ADMINISTRATION
Retail Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

(Compulsory)

Note : Answer should **not** exceed **6** pages.

(1×15=15)

1. Compare the nature of retail formats employed and their impact on retail penetration of any two FMCG companies.

SECTION – B

Note : Answer **any five** of the following questions. **Each** carries **8** marks. Answer to the following should **not** exceed **five** pages.

(5×8=40)

2. Describe the socio-economic and technological influences on retail management.
3. Why present day retailing has become important concept for marketers ?
4. Elaborate the emerging trends in retail advertising and promotions and how they influence the retail store image ?
5. What are the recent trends in life style in retail shopping behaviour of customers in India ?
6. Describe the factors to be considered to have an effective retail pricing decisions.
7. In many malls, fast-food retailers are located together in an area known as a food court. What are this arrangement's advantages and disadvantages to the fast food retailer ?

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8. Discuss retail inventory management.
9. Explain the factors influencing the choice of retail locations with their merits and demerits.

SECTION – C

Note : Answer to the questions should **not** exceed **six** pages. **(1×15=15)**

10. Super market, Indian fledging retail chain having been started by the alumnus of the prestigious B-School, IIM-B, was expected to have the long-term success, survival and profitability. In the light of India's promising retail potential, huge investments were made by several big corporate houses of India, jacking up the prices of all the related parts of the industry. Being a pioneer in the organised retailing in India, super market became India's largest retail chain with 1,665 stores across the country. In the process it succeeded in building a sound brand name over years with its no-frill, discount format. With Indian organised retail industry blooming under the economic liberalisations and attention from the global players, super market was expected to grow bigger, but as global recession set in, credit markets froze and super market stumbled as its capital structure could not support the requirement. Lack of liquidity and overexpansion troubled super market as it failed to pay rent to the landlords and salary to its employees. Operations came to standstill.
 - a) Analyse the factors responsible for the rise of super market.
 - b) Briefly discuss the reasons for the fall of super market.
 - c) Discuss some strategies for super market to come out of the crisis.

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MBAS 510

Third Semester M.B.A. Degree Examination, December 2018
BUSINESS ADMINISTRATION
Training and Development

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Note : Answer to the question should **not** exceed **six** pages. **(1×15 = 15)**

1. Using a Need Assessment model, explain the various steps in identifying the training needs of an organization. Also list out the various tools and techniques involved in the process.

SECTION – B

Note : Answer **any five** questions. **Each** question carries **eight** marks and answer for **each** question should **not** exceed **five** pages. **(5×8 = 40)**

2. Explain the various methods of Training and Development.
3. Explain how the Indian corporate sector being affected by the current trends of issues related to training and development.
4. Explain the barriers to an effective training process. Suggest ways to make training better.
5. What are the approaches to management development ? Describe the various methods of Development.
6. What is evaluation of training programme ? What are the various problems in training evaluation ?

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7. What aspects will you consider while designing a training programme for newly recruits for pharmaceutical company ?
8. Discuss the various elements of HRD systems with example.
9. Explain the methods of evaluating the training programme.

SECTION – C
(Compulsory)

(1×15 = 15)

10. Design a TNA process and a training workshop for the newly recruited sales force of the Patanjali FMCG company.
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MBAS 511

Third Semester M.B.A. Degree Examination, December 2018
BUSINESS ADMINISTRATION
Employees Relations Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Note : Answer to the question should **not** exceed **six** pages. **(1×15=15)**

1. Competition due to globalisation brought paradigm shifts in traditional collective bargaining. Discuss the reasons for this shift.

SECTION – B

Note : Answer **any five** questions. **Each** question carries **eight** marks and answer to **each** question should **not** exceed **five** pages. **(5×8 =40)**

2. The Factories Act, 1948 makes provisions for the employment of women and young persons. Explain.
3. Critically evaluate the employee relations scenario in India.
4. Discuss the authorities under the Industrial Disputes Act, 1947 for the purpose of investigation and settlement of disputes.
5. Elaborate on the compensation payable to an injured as per the Workmen's Compensation Act, 1923.
6. Distinguish between grievance and a dispute. Explain the employee grievance handling procedure.
7. What are the different strategies available for negotiation ? Describe the basic negotiation process.
8. Explain workers participation in management. Give a brief description of the philosophy of participative management.
9. Describe various employee counselling techniques.

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SECTION – C

Note : Answer to the question should **not** exceed **six** pages.

(1×15=15)

10. Case Analysis :

Prachi Das supervises ten clerical employees at the Starlight Insurance Company. Her team prepares and files the insurance claims and registrations for Starlight's customers from their district. This work requires speed and accuracy and is often tedious. Even though Prachi is happy with the work of her group, she is worried about the behaviour of Jolene Khanna.

Jolene had learned the job fairly well but she can get really talkative at times especially when Prachi is gone. Jolene also has the habit of shouting and making demeaning remarks about the other employees in the office. She was always reluctant to follow the rules and regulations of the company. She was skilled in spreading rumours and manipulating situations to her advantage. Jolene would often behave rudely to the other employees which would frequently lead to fights with them .

Prachi has started getting complaints from others in the team regarding Jolene. She has noticed that Jolene has also started exhibiting a lackadaisical attitude towards work. She was aware that Jolene's behaviour was seriously affecting the morale and productivity of her team. Prachi had tried to make Jolene understand that her behaviour was unacceptable but Jolene would only behave well for a day or two after which she would go back to her irritating behaviour.

Questions :

- a) Do you justify the efforts made by Prachi ?
- b) If you were Jolene's supervisor, how would you resolve the complaints from others in the group ?
- c) What steps would you take to avoid the recurrence of such problems in the future ?

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MBAS 512

Third Semester M.B.A. Degree Examination, December 2018
BUSINESS ADMINISTRATION
Stress Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Note : Answer to the question should **not** exceed **six** pages. **(1×15=15)**

1. 'Emotions give rise to affective experiences, such as pleasure or displeasure'.
Comment on the statement.

SECTION – B

Note : Answer **any five, each** question carries **eight** marks. Answer to the question should **not** exceed **five** pages. **(5×8=40)**

2. Explain adaptive and maladaptive behaviour of individuals.
3. What are the psychological relaxation methods of stress management ?
4. Explain the various techniques of coping with occupational stress.
5. How to deal with monetary stress and unhealthy worry of employees ?
6. Elaborate the ways to deal with frustration and anger with examples.
7. What is the role of stress intervention in employees' performance ? Explain.
8. How lifestyle issues affect the optimal functioning in stressful environment ?
9. Bring out the cognitive aspects of stress with examples.

P.T.O.



SECTION - C
(Compulsory)

Note : Answer to the question should not exceed six pages.

(1×15=15)

10. Case analysis.

Many employees feel that on-the-job stress is difficult to control, but at least when they get home they can relax. However, as the nature of work changes, the home is no longer the sanctuary it once was. With advanced information technology and customer demands for 24-hour service, an increasing number of employees are on call at all times or working the "graveyard" shift that used to exist only for factory workers. For example, today there are numerous Wal-Mart stores, Walgreens, drugstores and supermarkets that never close. Add consider the Heartland Golf Park in Deer Park, Long Island. A golfer who wants a late evening tee-off time can get one up to 3:00 A.M. The strategy has proven so popular that within 90 days of the time it was introduced, the wait time at midnight had grown to two and a half hours. Avid golfers do not mind, however, as the course is well lit and they can play as if it were high noon.

All around the country, businesses are realizing that there is a great deal of profit that can be added to the bottom line if they remain open outside of "normal" hours. One research firm estimates that this strategy can add 5 percent to overall profits, a hefty sum given that more and more businesses are finding their profit margins being narrowed by the competition.

In some cases, the decision to expand working hours has been a result of customer needs. Kinko's Inc., a privately held chain of photocopy shops, moved to a 24-hour schedule when people literally started banging on their doors after regular business hours and asking them to let them come in for desperately needed photocopies. As a news article recently put it, "The company's ... stores are magnets for ambassadors of the night: everyone from dreamers pursuing secret schemes and second careers to executives putting the final touches on tomorrow's presentation." In Chicago, Kinko's set up an office in the lobby of the Stouffer Renaissance Hotel, a favorite spot of international executives. Customers from different time zones had been coming down at odd hours to ask the hotel to fax materials abroad and to help them with their desktop publishing. The hotel was not equipped to provide these services, so it asked Kinko's to help out. The guests are delighted with the new service and the hotel is happy to be able to accommodate them thanks to their profitable arrangement with Kinko's.



Banks have also begun to offer 24-hour service. In addition to their ATM machines, which can be found just about everywhere, some banks now offer round-the-clock service: customers can call in and find out within 10 minutes whether they qualify for a new-car loan. A growing number of banks also offer after-hours customer services ranging from safe deposit boxes to \$ 1,000 credit lines to overdraft protection. All the customer has to do is call in at any hour and provide the necessary information.

Some critics are concerned that this development will result in increasing costs to business and added stress to employees. After all, when people work late at night or put in a 15-hour day, they are likely not only to make far more mistakes than if they were on a 9-to-5 schedule but also to become fatigued and burned out. Nevertheless, at the present time approximately two-thirds of all U.S. workers, around 75 million people, do not work traditional 9-to-5 hours – and the number is definitely growing. Additionally, organizations that are engaged in international business, such as brokerage firms, are finding that their operations in Europe and Asia require them to keep odd hours. A U.S. - based broker must be up or on call in the wee hours of the morning because Europe's stock exchanges are doing business. By the time the broker wraps up trading on the Pacific Stock Exchange in the early evening (Eastern Standard Time), there are only a few hours before the Asian stock exchanges open. Simply put, in an increasing number of businesses, it is possible to work round-the-clock—and, of course, to pick up the stress that goes along with this lifestyle.

- 1) How would a Type A personality feel if his or her organization suddenly announced that everyone was to be on call 24-hours a day because the company was moving to round-the-clock customer service ?
- 2) How would psychological hardiness help people deal with these emerging round-the-clock operations ?
- 3) What are some ways employees and their organizations could cope with the stress caused by these new round-the-clock developments ?