

**SECTION – C**
(Compulsory)

Note : Read the following case study and the answer should **not** exceed **six** pages.

(1×15=15)

William Gates III, the former CEO of Microsoft, for short period of time, had assets worth over 100 billion dollars, making him the world's first centibillionaire. Today his assets are half of that but he remains, the world's wealthiest man according to Forbes.

Gates was born on 28 October, 1955 in Seattle, Washington to a successful family and was able to attend a Seattle private school. His mother was a school teacher and his father a Seattle attorney. He developed interest in software and began programming at age 13, when the school acquired an ASR-33 teletype terminal from a mother's rummage sale. Because of their exploits of bugs in the school's second computer: a DEC PDP-10, owned by Computer Center Corporation, Gates and a number of other students, including Paul Allen, Microsoft's co-founder, were offered unlimited computer time in exchange for debugging the company's computers. After CCC went out of business, the students were hired by Sciences Inc. to write a payroll program. The students were successful and received royalties for the program.

Gates scored a close-to-perfect score of 1590 on the SAT and was accepted by Harvard. He studied pre-law but spent the majority of his time with the school's computers. Here, he met Steve Balmer, who was to become a prominent business partner in Microsoft. Gates and Allen understood the computer market was erupting. They contacted Micro Instrumentation and Telemetry Systems, or MITS: and lied claiming they had developed a BASIC (a programming language). MITS were intrigued but Allen and Gates had not developed the code, nor had Altair for themselves or even had touched one. They worked day and night for eight weeks writing the code for their promised computer and with a single yoke, worked perfectly in a demonstration for MITS. Gates and Allen had already dropped out of college. When MITS purchased the rights to their BASIC for the Altair, Microsoft was formed.

Gates announced in 2008, he will leave Microsoft, but will remain as a chair, to follow philanthropy.

Questions :

- 1) Discuss how William Bill Gate has the right CEO of Microsoft.
- 2) Highlights the success story of historical Miltones of Microsoft.
- 3) What is the lesson for upcoming entrepreneurs from the Bill Gate.

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MBAH 502

Third Semester M.B.A. Degree Examination, April 2021
(Choice Based Credit System)
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 cost analysis. Briefly explain the different types of element of cost with an illustration.
2. "Capital budgeting is long-term planning for making and financing proposed capital outlays". Explain. What are the techniques of capital budgeting ?
3. What is meant by working capital ? Differentiate between Gross working capital and net working capital.

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. "Management accounting is nothing more than the use of financial information for management purposes". Explain this statement and clearly distinguish between Financial Accounting and Management Accounting.
5. What do you understand by the analysis and interpretation of financial statements ? Discuss their utility and significance to the management and others who are interested in the business.

P.T.O.



6. The accounts of ABC Ltd. consist of fixed assets and while its current liabilities comprise bank credit and trade credit in the ratio of 2 : 1. From the following figures relating to the company for the year 2010, prepare its Balance Sheet showing the details of working :

Share Capital	Rs. 1,99,500
Working Capital	Rs. 45,000
Gross Margin	20%
Inventory Turnover	6
Average Collection Period	2 months
Current Ratio	1.5
Quick Ratio	0.9
Reserves and Surplus to Working Capital	0.9

7. 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 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.
8. Two cement plants decide to merge to earn higher profits. The working results of the two plants for the last year were as follows :

	Plant I	Plant II
Capacity utilization	80%	60%
Sales (lakhs of rupees)	400	240
Variable cost (lakhs of rupees)	320	180
Fixed cost (lakhs of rupees)	60	50

After merger, the management wants information on the following :

- Capacity at which the combined plant will break-even.
- Profit likely to be made if the combined plant works at 90% capacity.
- Sales required to earn profit of Rs. 60 lakhs. If the total fixed costs are reduced by Rs. 10 lakhs, what sales will yield a profit of Rs. 60 lakhs ?



SECTION – C
(Compulsory)

(1×14=14)

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

9. Given below are the Balance Sheet of Grow More Ltd. as on 31st December, 1994 and 31st December, 1995 :

Balance Sheets					
Liabilities	1994	1995	Assets	1994	1995
	Rs.	Rs.		Rs.	Rs.
Issued Share Capital	1,20,000	1,50,000	Freehold Properties		
Share Premium A/c	–	10,000	at cost	66,000	48,000
Capital Reserve (Profit on sale of freehold property)	–	34,000	Plant and Machinery at cost, less depreciation	41,600	1,20,600
Profit and Loss A/c	43,000	42,400	Preliminary Expenses	2,400	1,200
Trade Creditors	54,400	65,200	Stock-in-trade	60,700	63,700
Proposed Dividend	12,000	17,000	Debtors	40,200	49,500
			Balance at Bank	18,500	33,600
	2,29,400	3,18,600		2,29,400	3,18,600

The following is a summary of the Profit and Loss A/c for the year 1995 :

Profit and Loss Account			
Proposed Dividends	17,000	Net profit for the year	16,400
Balance c/f	42,400	Balance from 1994	43,000
	59,400		59,400

No plant and machinery was sold during 1995. The net profit Rs. 16,400 is the amount after charging Rs. 15,000 for depreciation of Plant and Machinery and after writing off preliminary expenses Rs. 1,200.

Prepare a statement showing :

- i) The net increase in Working Capital during the year 1995 and
- ii) The Sources and Applications of Working Capital during that year.

SECTION – C
(Compulsory)

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

10. Indian leather exports, an important foreign exchange earner for the country has been reportedly hit hard by the decision of some major US retail chains like Eddie Bauer, LL Bean, Timberland and Casual Corner, and a German company Bader to boycott leather goods from India in protest against the ill-treatment of animals here. This move came shortly after a decision by global retail chains Gap, Marks and L. Spencer, Liz Claiborne and J. Crew not to buy Indian leather goods. This development has a lot to do with the lobbying by the US-based animal rights group. People for Ethical Treatment of Animals (PETA) for a ban on leather goods from India by documenting evidence of "cruelty to animals" killed for making leather. It has been reported that the overseas firms have officially communicated to the Indian outfit of PETA that they will not be sourcing leather products from India until there is strict enforcement of animal protection laws. Following this, the Mumbai-based Teja Industries, the official supplier of leather goods for Marks and Spencer in India, started out-sourcing leather from other countries to manufacture products for the global chain.

Questions :

- 1) In the light of the above, discuss the implications of social activist groups for business.
- 2) With reference to this case, discuss the failure of the governments, Council for Leather Exports and the leather industry and the lessons of this case.
- 3) What should the governments, Council for Leather Exports and the leather industry do to overcome the problem ?

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MBAS 504

Third Semester M.B.A. Degree Examination, April 2021

**BUSINESS ADMINISTRATION
Strategic Financial Management**

Time : 3 Hours

Max. Marks : 70

SECTION – A

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

1. Explain the objectives and scope of Financial Management. What functions do the Financial Manager perform in a modern enterprise ?
2. Explain the concept of Valuation of Securities. Discuss the different methods of valuing equity shares.
3. What is meant by Optimum Capital Structure? What are the elements of a capital structure ? Discuss the factors that should be considered while deciding a firm's capital structure.

SECTION – B

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

4. What is Dividend Policy? How dividend policies affect the firm's value? Discuss the factors that should be considered while deciding a firm's dividend policies.
5. What do you understand by Project Feasibility study? What are the objectives of this study ? Explain briefly the marketing, financial and technical aspects of a project feasibility study.
6. Write a short note on :
 - a) Role of lending institutions for term and working capital finance and
 - b) Venture capital financing.

P.T.O.



7. The Earning Per share of a company is Rs. 26. The market capitalisation rate applicable to the company is 13.5%. Retained earnings can be employed to yield a return of 10%. The company is considering a Pay-out ratio of 30%, 50% and 65%. Which of these would maximise the wealth of the shareholders as per Walter's model ?
8. EBIT of ABC Ltd. is Rs. 2,00,000 p.a. on an investment of Rs.6,00,000. The company can finance this amount by issuing equity share capital of Rs. 100 each, 10% preference shares and 15% debentures. Suppose, Company analyzes the following four options to raise the required funds of Rs. 6,00,000 :
- Option I : By issuing equity share capital at par.
- Option II : 50% funds by equity share and 50% funds by Preference share capital.
- Option III : 50% funds by equity share capital, 25% by issue of 10% preference shares and 25% by issue of 15% debentures.
- Option IV : 25% funds by equity share capital, 25% by issue of 10% preference shares and 50% by issue of 15% debentures.
- Find and analyze EPS under different options assuming tax rate of 35%.

SECTION – C

Note : This section is **compulsory**. It carries **fourteen** marks. Answer to this question should **not** exceed **six** pages : **(1×14=14)**

9. Bharat Co. Ltd. Belongs to a risk class for which the capitalisation rate is 10 percent it currently has outstanding 25000 shares selling at Rs. 100 each. The firm wants to distribute dividend of Rs. 5 per share at the end of the current financial year. The company expects to have a net income of Rs. 2,50,000 and has a proposal for making new investment of Rs. 5,00,000. Show that under the MM assumptions, the payment of dividends does not affect the value of the firm .

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MBAS 505

III Semester M.B.A. Degree Examination, April 2021

BUSINESS ADMINISTRATION

Security Analysis and Portfolio Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any two** of the following questions. **Each** question carries **10** marks.

Answer to this question should **not** exceed **5** pages :

(2×10=20)

1. Bring out and explain the different investment avenues available in Indian financial market.
2. Describe the main techniques of financial analysis.
3. Discuss the advantages and disadvantages of listing of securities.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **12** marks.

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

(3×12=36)

4. What are the tools of industry analysis ? Explain.
5. Assume that stock A, B, C, D and E constitute the sample of companies for the computation of an index. The base index is 100 and the base price and current market prices are given below :

Share	Outstanding Shares	Base Price	Current Market Price
A	10,00,000	150	600
B	8,00,000	120	720
C	6,00,000	210	900
D	11,00,000	100	190
E	9,50,000	175	300

Compute the current stock index when no change in share representation takes place, dividends or stock splits have not occurred and no additional shares have been issued. Use the market value weighted method, price weighted method and equal weight method.

P.T.O.



6. Find out the expected return of portfolio's A, B, C, D and E with standard deviation of 7, 5, 8, 6 and 4 respectively. The market standard deviation is 6 percent and market return is 16 percent. The risk free rate of return is 4 percent. Draw the capital market line and identify the portfolio which outperformed or under performed market.

7. The following information regarding the growth fund is available to an investor. Rank the mutual funds in the order of superior performance with help of Sharpe index and discuss it. Assume a risk free rate of return of 4 percent.

Fund	A	B	C	D	E	F
Return (%)	8	9	10	12	15	18
Standard Deviation (%)	15	20	30	25	38	34
Beta	0.67	1.21	1.30	1.05	1.52	1.90

8. The following are the returns of share S and market M for the last six years:

Year	Return %	
	S	M
2015	20	18
2016	12	9
2017	22	20
2018	-12	-14
2019	7	5
2020	14	10

Calculate the covariance and correlation coefficient of returns.

Determine the beta coefficient for S.

What is S's total risk? How much is systematic risk?

**SECTION - C
(Compulsory)**

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

(1x14 =14)

9. Share of a company is selling for Rs. 200. An investor buys a 3 months call option at a premium of Rs. 10. The exercise price is Rs. 210. What is the call option holder's and seller's pay off if the share price is Rs. 190, Rs. 200, Rs. 210, Rs. 220 or Rs. 230 at the time the option is exercised? Draw a diagram to illustrate your answer.

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MBAS 506

III Semester M.B.A. Degree Examination, April 2021

BUSINESS ADMINISTRATION

Tax Planning

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any two** of the following questions. **Each** question carries **10** marks.

Answer to this question should **not** exceed **5** pages.

(2×10=20)

1. Bring out and explain the objectives and significance of tax planning.
2. Describe the impact of GST on Indian economy.
3. Explain the steps involved e-filing income tax return.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **12** marks.

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

(12×3=36)

4. Describe the different areas of corporate tax planning techniques.
5. Discuss the taxation of the demerged resulting company.
6. Explain the permissible exemptions, deductions, rebates, relief available to individuals.
7. A Ltd. wants to raise capital of Rs. 20,00,000 for a project where earnings before tax shall be 40 percent of the capital employed. This can raise debt fund at 18 percent PA. Suggest, which of the following 3 alternatives should it opt for :
 - a) Rs. 20,00,000 to be raise by equity capital.
 - b) Rs. 16,00,000 by equity capital and Rs. 4,00,000 by loan.
 - c) Rs. 4,00,000 by equity capital and 16,00,000 by loans.

Assuming the company shall distribute the entire amount of profit as dividend and tax rate is 33.99 percent and dividend tax is 17.304 percent.

P.T.O.



8. A Ltd. wants to acquire an equipment costing Rs. 30 lakhs. There are two alternatives available :

- a) To buy the equipment by taking a loan of Rs. 30 lakhs repayable in 6 equal year end instalments together with interest at 16 percent per annum.
- b) To take it on lease basis for a period of 5 years at annual lease rent of Rs. 8,00,000 payable at each year end.

Other information :

- i) Star Ltd. is in 33 percent tax bracket.
- ii) Rate of depreciation applicable to equipment is 25 percent.
- iii) The company has a policy of evaluating the capital budgeting proposals at 16 percent discount rate.

As a tax consultant, you are asked to suggest which of the above two options should be adopted ?

9. Mr. X received offers from employers of Delhi for services as under :

	Offer A Rs.	Offer B Rs.
Salary	4,80,000	6,00,000
D.A.	3,60,000	3,00,000
Bonus	60,000	60,000
Rent-free house	2,40,000	—
House rent allowance	—	1,80,000

Other informations are :

- a) He will pay house rent Rs. 20,000 PM.
- b) His qualifying savings u/s 80C will be Rs. 80,000.

Which offer should he accept and why ?



SECTION – C

(Compulsory)

Answer to this question should not exceed 6 pages :

(1×14=14)

10. Mr. X draw's total annual Rs. 13,80,000 plus Rs. 1,20,000 HRA. During the financial year his savings consists of life insurance Rs .50,000, term insurance Rs. 25,000, PPF Rs. 2,500 PM, Sukanya Samridhi Scheme Rs. 36,000 PA, Group Insurance Rs. 250 PM, National Pension Scheme Rs .50,000 PA and ELSS Rs. 18,000 PA.

Other information :

House Rent Rs. 15,000 per month.

Tuition fees for two children's Rs. 20,000 and Rs. 15,000

Medical insurance for self and dependent Rs. 24,000

Housing loan instalment including 60% interest Rs. 30,000 PM (Borrowed in the year 2016)

Contribution to Chief Ministers Relief Fund Rs. 18,000

TDS deducted Rs. 7,000 PM

Compute his tax liability for the assessment year 2021-22. Suggest him best tax regime new or old.

7. A Ltd. has a net worth of Rs. 20,00,000 for a year where earnings before tax shall be 40 percent of the capital employed. This can raise debt fund at 18 percent PA. Suggest, which of the following 3 alternatives should it opt for:

a) Rs. 20,00,000 to be raised by equity capital.

b) Rs. 16,00,000 by equity capital and 4,00,000 by loan.

c) Rs. 4,00,000 by equity capital and 16,00,000 by loans.

Assuming the company shall distribute the entire amount of profit as dividend and tax rate is 33.99 percent and dividend tax is 17.304 percent.



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MBAS 507

Third Semester M.B.A. Examination, April 2021
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. Design a questionnaire to elicit the customer opinion on Marketing Mix of Television of your choice.

SECTION – B

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

2. Explain how do firms conduct Marketing Research ? Outline the different types of Marketing Research services offered by research agencies.
3. A marketing firm is interested to know who buys our product and what factors influence consumers to buy our product ? Suggest suitable research designs and techniques of the designs.
4. Management problem is only a symptom for a researcher and research problem is derived from the management problem – elucidate the statement with example.
5. Explain the various types of measurement scales in research and their utility in designing data collection instrument.
6. Explain with example, how Marketing Research, helps in Marketing Strategy formulation.
7. Explain the different buying situations in consumer market and buying behaviour exhibited by the customers.

P.T.O.



8. Discuss with example, how age cycle of consumers is considered to be an influencer of buying behaviour.
9. Discuss the utility of Maslow's need hierarchy theory of motivation in marketing Management.

SECTION – C

Note : Answer the following question, which carries **15** marks. Answer to question should **not** exceed **six** pages. **(1×15=15)**

10. You are the Product Manager of a Cell Phone hand set manufacturer. The firm wants to add new product sets with inbuilt economically priced cameras and scanners. Describe how an understanding of consumer behaviour will help you in your segmentation strategy and promotion strategy. What are the consumer behaviour variables that are crucial to your understanding of this market ?

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

2. Explain how do firms conduct Marketing Research ? Outline the different types of Marketing Research services offered by research agencies.
3. A marketing firm is interested to know who buys our product and what factors influence consumers to buy our product ? Suggest suitable research designs and techniques of the designs.
4. Management problem is only a symptom for a researcher and research problem is derived from the management problem – elucidate the statement with example.
5. Explain the various types of measurement scales in research and their utility in designing data collection instrument.
6. Explain with example, how Marketing Research, helps in Marketing Strategy formulation.
7. Explain the different buying situations in consumer market and buying behaviour exhibited by the customers.



8. Describe in detail the different test used to measure the effectiveness of advertising after it's seen.

9. Write a note on development of e-commerce and its commercial models.

**SECTION – C
(Compulsory)**

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

10. Case Study :

Mr. Arman Mehra works for a company that sells machine components and spares to different manufacturers catering to the consumer markets. The costs of these machine components are quite high as they constitute strategic components of many of these machines and go as a part of the boiler used in the factory to keep the temperature of the boiler under control. This is a conversation of Mr. Arman Mehra with Mr. Piyush Sinha, who heads the purchasing department of a company and is a long-term customer for Mr. Mehra.

'Mr. Sinha, your company has established itself as a high-quality manufacturer that provides good products at a superior value to the customers. As a result, your salespeople have had to continuously prove the value of your product against the cheaper alternatives available in the market by showing the additional benefits when compared with the higher prices that you charge. Do you not agree with this statement ?'

'I do agree with you. I have heard sales managers discussing this with our salesperson all the time, constantly hitting at benefits that our products deliver in comparison to the cheaper alternatives available in the market,' said Mr. Sinha.

'That is the point. Though quality costs more, it also pays off well for the customer. We all feel the same for the products that we sell you every time. Though they cost more than the product you are considering now from our competitor, the dependability of the performance is certainly something worth comparing while comparing our prices with those of the competitors,' said Mr. Mehra.



'I understand that Mr. Mehra, but our headquarters have instructed us to make savings in the purchases and yours is the largest buying that we/are going to have this year. As the industry conditions are bad due to availability of cheap substitutes from China, we have to make some cost cuttings this year. That forces us to look for better alternatives from cost point of view.'" said Mr. Sinha.

'OK, that is something I cannot refute, but the quality of service that our company has given you in last few years has provided longer wear, fewer replacements, and less down time in the production process resulting in substantial cost saving in your organization,' said Mr. Mehra.

'I am not so sure that I can agree with your statement Mr. Mehra. You are talking about measuring something that has not happened. These can only be treated as sales claims as there is no substantial benefit observed as you are suggesting,' said Mr. Sinha.

'Mr. Sinha, you know very well that we have worked closely with your production people and had our service engineers stationed for emergency calls at nights and on weekends also. Are you saying that we didn't help your company in saving money and achieving your sales goals ?" said Mr. Mehra.

'I am not saying that. I also don't want you to twist what I am saying. What you are referring must be a production problem and it has nothing to do with the purchase department. I have been asked to reduce costs by 15%. Since you cannot give me a lower price, I have decided to go with the competitor as their specifications almost match to that of yours and is OK to my production people. If their products and services do not live up to their promise, I will get in touch with you. I think I have to go for another meeting and I will see you sometime in future,' said Mr. Sinha. Mr. Mehra thanked Mr. Sinha and left the office with a deserted look.

Question :

- 1) What went wrong ? If you are the sales manager for the company what advise will you give to Mr. Mehra ? What kind of changes Mr. Mehra should have made in his presentation ?

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MBAS 509

III Semester M.B.A. Degree Examination, April 2021
BUSINESS ADMINISTRATION
Retail Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

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

1. What would you consider for choosing a location of a garment store in a metro city ? Also explain the steps to be considered while choose a retail store location.

SECTION – B

Note : Answer **any five** of the following. Answer to **each** question should **not** exceed **five** pages. **(5×8=40)**

2. Discuss the socio economic and technological impact on retail management.
3. Explain the different types of organised retail formats in detail.
4. What do you mean by retail service quality management ? Discuss the various service quality models.
5. Elaborate the retail positioning strategies with examples.
6. What are the key components of retail atmospherics ?
7. What are the major buying behaviour pattern of retail consumer ? Explain in detail.
8. Discuss the elements and objectives of visual merchandising.
9. Write a note on retail value chain.

P.T.O.

SECTION – C
(Compulsory)

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

(1×15=15)

10. Analyse the following case study.

Pratap Kapoor's wild dining format is unique and one of its kind in Mumbai. Advertised as a jungle theme restaurant, it is named as "sheer Baugh." Wild dining is more of an amusement park than dining space with all the facilities, which can delight a family. It delivers its promises through robotic animals and a simulated thunderstorm, features that would delight children. It gives the feeling of living in the wild for the urbanites and gives them a break from the typical fancy restaurants.

Mr. Pratap was planning to convert his venture into a franchise format with opening of outlet in all the metro cities in India. However, he is not sure of the sale ability of this kind of retail format in the Indian context. This critic of his venture says that for adults who put the food over the experience of eating in an artificial jungle the wild dining restaurant is not all that fun. In addition, the cost incurred in setting up the format is a point of concern.

- a) What is wild dining offering and target market ?
- b) According to you will this kind of theme based dining format succeed in the Indian context ? Why ? Explain with relevant examples.

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MBAS 510

III Semester M.B.A. Degree Examination, April 2021
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. Design a TNA process and a training workshop for the newly recruited sales force of the "Patanjali" FMCG company.

SECTION – B

Note : Answer **any five** of the following. Answer to **each** question should **not** exceed **five** pages.

(5×8=40)

2. Write short notes on the following :
 - a) Transaction analysis.
 - b) Transfer of training.
3. Explain the methods of On the job training with examples.
 1. What are the major steps in the development of a training program ? Discuss the steps in details.
5. Explain the various styles of management training with examples.
6. What is your understanding on National Education policy and National vocational education and training ?
7. How do you make an effective training program ? Explain with action strategies.
8. Write a note on :
 - a) Managerial grid.
 - b) Fault analysis.
 - c) Human resource accounting.
9. Define competency training program. Elaborate the features of competency training program.

P.T.O.



SECTION – C
(Compulsory)

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

(1×15=15)

10. Analyse the following **case study**.

Laura Holshouser's favorite video games include Halo, Tetris, and an online training game developed by her employer. A training game ? That's right. The 24-year-old graduate student, who manages a Cold Stone Creamery ice-cream store in Riverside, California, stumbled across game on the corporate web site in October.

It teaches portion control and customer service in a cartoon-like simulation of a Cold Stone store. Players scoop cones against the clock and try to avoid serving too much ice cream. The company says more than 8,000 employees, or about 30 percent of the total, voluntarily downloaded the game in the first week. "It's so much fun," says Holshouser. "I e-mailed it to everyone at work."

The military has used video games as a training tool since the 1980s. Now the practice is catching on with companies, too, ranging from Cold Stone to Cisco Systems Inc. to Canon Inc. Corporate trainers are betting that games interactivity and fun will hook young, media-savvy employees like Holshouser and help them grasp and retain sales, technical, and management skills. "Video games teach resource management, collaboration, critical thinking, and tolerance for failure," says Ben Sawyer, who runs Digitalmill Inc., a game consultancy in Portland, Me.

The market for corporate training games is small but it's growing fast. Sawyer estimates that such games make up 15 percent of the "serious," or non-entertainment, market, which also includes educational and medical training products. Over the next five years, Sawyer sees the serious-games market more than doubling, to \$100 million, with trainers accounting for nearly a third of that. It's numbers like those that prompted Cyberlore Studios Inc., maker of Playboy: The Mansion, to refocus on training games—albeit based on its Playboy title. And training games will be top of mind at the Game Developers Conference in San Jose, California, this month.

Companies like video games because they are cost effective. Why pay for someone to fly to a central training campus when you can just plunk them down in front of a computer ? Even better, employees often play the games at home on their own time. Besides, by industry standards, training games are cheap to make. A typical military game costs up to \$10 million, while sophisticated entertainment games can cost twice that. Since the corporate variety doesn't require dramatic, warlike explosions or complex 3D graphics, they cost a lot less. Break Away Games Ltd., which designs simulation games for the military, is finishing its first corporate product, V-bank, to train bank auditors. Its budget ? Just \$5,00,000.



DRAG AND DROP

Games are especially well-suited to training technicians. In one used by Canon, repairmen must drag and drop parts into the right spot on a copier. As in the board game Operation, a light flashes and a buzzer-sounds if the repairman gets it wrong. Workers who played the game showed a 5-percent to 8 percent improvement in their training scores compared with older training techniques such as manuals, says Chuck Reinders, who trains technical support staff at Canon. This spring, the company will unveil 11 new training games. Games are also being developed to help teach customer service workers to be more empathetic. Cyber lore, now rechristened Minerva Software Inc., is developing a training tool for a retailer by refiguring its Playboy Mansion game. In the original, guests had to persuade models to pose topless. The new game requires players to use the art of persuasion to sell products, and simulates a store, down to the carpet and point-of-purchase display details. Don Field, director of certifications at Cisco, says games won't entirely replace traditional training methods such as videos and classes.

But he says they From the Pages of noe 30344_ch06_215-256.qxd 9/9/09 17:28 Page 255 Rev. Confirming Pages 256 Part 2 Designing Training should be part of the toolbox. Last year, Cisco rolled out six new training games—some of them designed to teach technicians how to build a computer network. It's hard to imagine a drier subject. Not so in the virtual world. In one Cisco game, players must put the network together on Mars. In a sandstorm. "Our employees learn without realizing they are learning," says Field. Sounds suspiciously like fun.

Questions :

- 1) How can video games be used to enhance learning ? Transfer of training.
 - 2) What features does a video game need to have to be an effective training method ?
 - 3) Do you believe that some generations (e.g. baby boomers, Generation Y, Generation X) of employees will react more positively to video games used for training than other generations ? Why ? Explain your answer.
 - 4) The article discusses the use of video gaming by Cold Stone and Canon. How would you evaluate the effectiveness of video gaming (choose either Cold Stone or Canon) ? What outcomes would you collect ? What evaluation design would you use ?
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MBAS 511

Third Semester M.B.A. Degree Examination, April 2021
BUSINESS ADMINISTRATION
Employees Relations Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

(1×15=15)

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

1. Briefly explain the need and importance of labour laws in employee relations management with suitable examples.

SECTION – B

(5×8=40)

Note : Answer **any five**, **each** question carries **8** marks. Answer to the question should **not** exceed **five** pages.

2. Define collective bargaining and discuss the process of collective bargaining.
3. What strategies are to be adopted for making negotiation exercises meaningful ? Explain in detail.
4. Explain the various benefits available to employees under the Employees' State Insurance Act, 1948.
5. What is Workers' Participation in Management ? Briefly discuss the different types of Workers' Participation in Management.
6. Discuss the need and importance of Payment of Gratuity Act, 1972. What are the major provisions under this Act ?
7. Bring out the important provisions related to payment of wages under Payment of Wages Act, 1936.
8. What is grievance ? Outline the steps involved in handling employee grievance.
9. Elaborate the employer's duties and responsibilities to prevent harassment at work place.

P.T.O.

SECTION – C
(Compulsory)

(1×15=15)

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

10. Case analysis.

A nationalised road transport the bus crew (staff) so as to provide better transport facilities to the maximum number of passengers as there was no other transport agency operating on the same route. Moreover, this would increase the revenue of the corporation. In accordance with this scheme, the corporate fixed a certain amount of the level of revenue to each route as base revenue. If the revenue earned by a particular trip was equal to the base revenue, the conductor and driver of that bus would be eligible to receive the incentive amount of one per cent of the base revenue. If the revenue exceeded the base amount the conductor and driver could get higher per cent on increment and revenue as incentive bonus. In a bid to take advantage of this incentive scheme, the bus conductors of almost all the routes started to overload the buses exceeding double the seating capacity (i.e., 49 seating capacity plus 49 standing passengers).

This scheme had been functioning successfully, benefiting the passengers, the bus crew and particularly the corporation, as the cost of operation of the bus did not increase in proportion to the increase in revenue. Mr. A had been working as a conductor in 1 depot of the road transport corporation. He was on duty on 19th September 2018 on a route (R to K passenger bus). He had overloaded the bus almost to a double of the seating capacity, Mr. – X a passenger of that bus did not purchase a ticket despite repeated enquiries of the conductor, because the heavy overloaded condition of the bus and his illness.

The conductor was unable to count the passengers because of the overload. In this state, the ticket checking officers stopped the bus, verified the tickets of all the passengers and found that Mr. X had not purchased a ticket. They blamed the conductor for not issuing the ticket and the passenger for not buying the ticket. Then Mr. X in a written appeal to the checking staff stated that he had not purchased the ticket despite repeated enquiries by the conductor because he was ill and the bus was heavily overloaded. He requested, therefore, not to take any action against the conductor. The ticket checking staff collected the ticket, fare and penalty from Mr. X and suspended the conductor ignoring the written request made by Mr. X. Moreover, the repeated requests made



by the co-passengers of that bus was not paid any heed to brpaper.com. The suspension of the conductor created an uproar among all the bus crew of the depot (Z). The operating staff (conductors and drivers) held a meeting on 19th September itself and resolved to limit the intake of passengers to the seating capacity. This decision was implemented with immediate effect. Consequently, most of the commuters were unable to leave for their destination. Passengers of almost all the routes experienced many difficulties while travelling. Average revenue per day of 'Z' bus depot declined to Rs. 75,000 from Rs. 1,00,000 between 20th and 27th September. The suspension of Mr. A at 'Z' bus depot served as the potential "fuel" for the staff, working in other depots to launch a work-to-rule agitation. Viewing the situation, the officials of the corporation re-examined the whole case and withdrew the suspension order served on Mr. A on 27th September 2018.

Questions :

- a) Was the conductor guilty of negligence of duty ?
- b) Should the corporation officials ignore the pleas and evidences of the passengers travelling in that bus while imposing a penalty ?

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MBAS 512

III Semester M.B.A. Degree Examination, April 2021

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. What type of stress do you think Indian organisations experienced and explain the current practices followed by Indian organisation to reduce the stress ?

SECTION – B

Note : Answer **any five** of the following. Answer to **each** question should not exceed **five** pages. **(5×8=40)**

2. Briefly explain the General Adaption Syndrome (GAS), given by Hans Seyle.
3. Explain the stress at various stages of life.
4. Elaborate the relationship between the stress and memory.
5. "All types of stress are not negative. When an individual learns to tolerate the stress to enhance performance, stress is healthy." Discuss the statement.
6. Explain various kinds of stress moderators.
7. Explain with the example the various method of reducing the work stress by the employees themselves, at the individual level.
8. What is the relationship between stress and anger and explain how to deal with frustration and anger ?
9. 'Emotions are basis of stresses.' Explain with example.

P.T.O.



SECTION – C
(Compulsory)

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

(1×15=15)

10. Analyse the following case study.

Mrs. Shaminder is a well-known professor in the city college. Her son, Tinu, was an intelligent and promising boy in the early years of schooling. As the child got to learn a bit of internet surfing, he grew fond of it and started spending long hours remaining glued to computer. Thus, he started remaining awake till midnight. Getting up very late in the morning became his habit. Tinu, a first-year student of graduate programme, can never make it to attending the first period in the college which starts at nine in the morning. Getting up late and falling off to sleep at odd hours is now his habit. His truant behaviour is a matter of concern for teachers. Initially he was bunking classes, then started missing examinations as he was neither prepared for the test nor was able to reach examination venue on time. Missing a few tests initially and the resultant rebukes of parents made Tinu immune to all insults on this account and now it seems his academic career is spoiled. Thus, it has become a great cause of sorrow for Mrs. Shaminder who has been a meritorious student and is a reputed and dedicated teacher.

Questions :

- 1) Identify main problems in the case.
- 2) Suggest ways and means to solve the problems in the above case.