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MBAH 501

Third Semester M.B.A. Degree Examination, April/May 2022
BUSINESS ADMINISTRATION
Entrepreneurship and Start-Ups

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Answer the following question and it should **not** exceed **6** pages. **(1×15=15)**

1. Assuming yourself as a industrial consultant, identify any two new ideas for Start-Up, project for entrepreneurs and write a detailed business plan any of the chosen idea.

SECTION – B

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

2. What is the economic and social significance of Entrepreneurial growth ?
3. Explain the concept of entrepreneurial personality with an example.
4. Give a brief account of the process of new business idea development.
5. Explain the first two elements in the innovation process.
6. Identify the critical components of an effective business plan.
7. Identify the financing options for new venture start-ups.
8. When is franchising appropriate, from the business owner's point of view ? Provide an example.

SECTION – C
(Compulsory)

Answer to this question should **not** exceed **6** pages. **(1×15=15)**

9. Business Model is an important tool/document for a firm to succeeding in any business. It provides ways and means on how a business can deploy its resources in the pursuit its goal. Give an example of a startup company's business model to illustrate and discuss the strengths and weaknesses of the model.

Reg. No.

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**MBAH 502**

Third Semester M.B.A. Degree Examination, April/May 2022
BUSINESS ADMINISTRATION
Strategic Cost Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any two** questions. **Each** question carries **10** marks. Answer to the question should **not** exceed **six** pages. **(2×10=20)**

1. What are the stages involved in target costing ? Explain the methods used in setting 'Target cost'.
2. What are the types of cost management programs ? What are the precautions to be taken in implementation of Cost management programs ? Explain.
3. What is cost analysis ? How is it useful in decision making ? Explain.

SECTION – B

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

4. Beta Ltd. has decided to analyse the profitability of its five new customers. It buys bottled water at Rs.90 per case and sells to retail customers at a list price of Rs. 108 per case. The data pertaining to five customers are :

	Customers				
	A	B	C	D	E
Cases sold	4,680	19,688	1,36,800	71,550	8,775
List selling price	Rs.108	Rs.108	Rs.108	Rs.108	Rs.108
Actual Selling Price	Rs.108	Rs.106.25	Rs.99	Rs.104.40	Rs. 97.20
Number of Purchase Orders	15	25	30	25	30
Number of Customer Visits	2	3	6	2	3
Number of Deliveries	10	30	60	40	20
Kilometres Travelled per Delivery	20	6	5	10	30
Number of Expedited Deliveries	0	0	0	0	1

Its five activities and their cost drivers are :

Activity	Cost Driver Rate
Order taking	Rs.750 per purchase order
Customer visits	Rs.600 per customer visit

P.T.O.



Deliveries	Rs.5.75 per delivery KM travelled
Product handling	Rs. 3.75 per case sold
Expedited deliveries	Rs. 2,250 per expedited delivery

Required :

- Compute customer level operating income of each of five retail customers now being examined (A,B,C,D and E). Comment on the results.
 - What insights are gained by reporting both the list selling price and the actual selling price for each customer ?
5. Define balance score card. Explain characteristics and benefits of a good balance score card.
6. Due Pont & Company has two divisions. South Division manufactures an intermediate product for which there is no intermediate external market. North Division incorporates this intermediate product into final product which it sells. One product of intermediate product is used in the production of final product. The expected units of the final products, which North Division estimates it can sell at various selling prices are as follows :

Net Selling Price (Rs.)	Quantity Sold (units)
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100	1,000
90	2,000
80	3,000
70	4,000
60	5,000
50	6,000

The costs of each division are as follows :

	South	North
Variable cost per unit	Rs.11	Rs. 7
Fixed cost per annum	Rs. 60,000	Rs. 90,000

The transfer price is Rs. 35 for the intermediate product and is determined on full cost plus basis.

You are Required to :

- Prepare profit statement of each division and the company as a whole for the various selling prices.
- State which selling price maximises the profit of North Division and the company as a whole and comment on why latter selling price is not selected by North Division.
- State which transfer pricing policy will maximise the company's profit under divisional organization.



7. BPL is engaged in manufacturing automobile parts. The following particulars are available from the records of BPL :

	Rs.
Sales	50,00,000
less : variable costs	<u>33,25,000</u>
Contribution	16,75,000
Less : Fixed costs	<u>9,00,000</u>
Net Income	<u>7,75,000</u>

Following additional information concerning the performance of 3 departments has been given below :

Particulars	Departments		
	A (Rs.)	B (Rs.)	C (Rs.)
Sales	20,40,000	18,50,000	11,00,000
Variable Cost	14,00,000	12,13,000	7,12,000
Direct Fixed Cost	2,70,000	2,55,000	1,75,000

- i) Rank the three departments on the basis of their proportionate measure of relative profitability.
- ii) Corporate marketing department BPL proposes to increase advertisement expenses by Rs.1,50,000 with an expectations of 10% increase in sales in all three departments. Analyze the effects of this proposal on the company as a whole and on each department and give your suitable recommendation.

8. Titan company makes digital watches. Titan is preparing a product life cycle budget for a new watch Citizen. Development on the new watch is to start shortly. Estimates for Citizen watch are as follows :

	Rs.
Life cycle units manufactured and sold	4,00,000
Selling price per watch (Rs.)	600
Life cycle costs :	
R&D and design costs	1,00,00,000
Manufacturing :	
Variable cost per watch	150
Variable cost per batch	6,000
Watches per batch	500



Fixed costs :	1,80,00,000
Marketing:	
Variable Cost per watch	35
Fixed costs	10,00,000
Distribution costs :	
Variable cost per batch	280
Watches per batch	180
Fixed costs	72,00,000
Customer service cost per watch	15

Required :

- Calculate the budgeted life cycle operating income for the new watch.
- Titans Market Research Department estimates reducing Citizen's price by Rs.30 will increase life cycle unit sales by 10%. If unit sales increase by 10% , Titan plans to increase manufacturing and distribution batch sizes by 10%' as well. Assume that all variable costs per watch, variable cost per batch, and fixed costs will remain the same. Should Titan reduce Citizen's price by Rs.30 ?

**SECTION – C
(Compulsory)**

(1×14=14)

Answer to the question should **not** exceed **six** pages. This question carries **fourteen** marks.

9. ABC Ltd., has prepared a flexible budget for the coming quarter. The following information is provided from the same :

Production Capacity	40%	60%	80%	100%
Costs :				
Direct Wages	24,000	32,000	40,000	48,000
Direct Materials	12,000	18,000	24,000	30,000
Production overheads (Fixed and variable)	12,600	13,800	15,000	16,200
Administrative overheads (Fixed and Variable)	6,200	6,600	7,000	7,400
Selling & Distribution overheads (Fixed and Variable)	6,800	7,400	8,000	8,600
	61,600	77,800	94,000	1,10,200



However, due to recession the company will have to operate at 50% capacity in the coming quarter. Selling prices has to be lowered to an uneconomic level and expected sales revenue for the coming quarter will be ₹ 49,500. But it is projected that in the next quarter following the coming quarter, the concern will operate at 70% capacity and generate a sales revenue of 90,000. The management is considering a suggestion to keep the operation suspended in the coming quarter and restart operation from the quarter when it is expecting to operate at 70% capacity. If the operation is suspended in the next quarter it is estimated that :

- (a) The present fixed cost for the quarter would be reduced to Rs. 11,000.
- (b) There will be cost of Rs.7,500 for closing down operations.
- (c) There would be additional maintenance cost of Rs.24,000 for quarter.
- (d) There would be an one time cost of Rs.20,000 in reopening the plant.

You are required to advise whether the factory should be kept operational during the coming quarter and also be the profit at 70% capacity utilization level.

	Customers				
	A	B	C	D	E
Capacity	4,000	10,000	15,000	21,000	30,000
List selling price	Rs. 105	Rs. 100	Rs. 95	Rs. 90	Rs. 85
Actual Selling Price	Rs. 100	Rs. 101.25	Rs. 94	Rs. 104.40	Rs. 97.20
Number of Purchase Order	10	20	30	40	50
Number of Customer Visits	2	3	4	5	6
Number of Deliveries	10	30	60	80	100
Quantity Delivered per Delivery	200	300	400	500	600
Number of Requested Deliveries	10	20	30	40	50

at two quarters and their cost structure is as follows:

- Ordering cost: Rs. 700 per purchase order
- Customer visits: Rs. 500 per customer visit
- Delivery cost: Rs. 100 per delivery
- Inventory carrying cost: 20% of the value of inventory



5. A manager has 4 jobs on hand to be assigned to 3 of his clerical staff. Clerical staff differs in efficiency. The efficiency is a measure of time taken by them to do various jobs. The manager wants to assign the duty to his staff, so that the total time taken by the staff should be minimum. The matrix given below shows the time taken by each person to do a particular job. Help the manager in assigning the jobs to the personnel.

Jobs	Men (Time taken to do jobs in hours)		
	X	Y	Z
A	10	27	16
B	14	28	7
C	36	32	16
D	19	31	21

6. The pay off matrix shown in the following table describes the increase in market share for firm A and decrease in market share for firm B with different strategies.

	B ₁	B ₂	B ₃	B ₄
A ₁	35	65	25	5
A ₂	30	20	15	0
A ₃	40	50	0	10
A ₄	55	60	10	15

Find the optimum strategies for both the firm and value of the game.

7. A firm is considering replacement of a machine, whose cost price is Rs. 60,000. The running costs are estimated to be Rs. 5000 for the first year increasing by 3000 year in the second and subsequent years. Assume that the machine has resale value for the first five years only, thereafter the machine has no resale value.

Year	1	2	3	4	5
Resale Value	30000	25000	25000	20000	20000

When should the machine be replaced ?

8. Discuss the application of simulation in business operations.



SECTION – C
(Compulsory)

Answer to each questions should not exceed 6 pages. (1x14=14)

9. The following table gives the estimates of optimistic time (t_o), most likely time (t_m) and pessimistic time (t_p) of different activities of a project.

Activity	t_o	t_m	t_p
1-2	4	8	12
2-3	1	4	7
3-4	8	12	16
3-5	3	5	7
4-6	3	6	9
5-7	3	6	9
5-8	4	8	6
6-10	4	6	8
7-9	4	8	12
8-9	2	5	8
9-10	4	10	16

Construct the network diagram and calculate the probability of finishing the project.

- a) Less than 45 days
- b) Less than 38 days.
- c) Probability that project will complete in 38 to 45 weeks.

Reg. No.

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MBAS 504

Third Semester M.B.A. Degree Examination, April/May 2022

**BUSINESS ADMINISTRATION
Strategic Financial Management**

Time : 3 Hours

Max. Marks : 70

SECTION – A

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

1. What do you understand by Financial Modeling ? Briefly explain the different types financial modeling with their merits and limitations.
2. Why is the valuation concept relevant for financial decision making purposes ? Explain briefly the guidelines for valuation.
3. What do you mean by Value Based Management ? Explain in detail the direct measure of value creation by Mckinsey Model.

SECTION – B

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

4. What are the different tools for developing an effective capital structure of an organization ? Discuss briefly the guidelines for capital structure planning.
5. Write a short note on : (a) Non-DCF Approaches to Valuation, and (b) Valuation of Intangible assets.
6. Discuss in detail about the Enterprise Risk Management and role of credit agencies in the evaluation of risk management functions.
7. a) What is Scenario Analysis and how it contributes in decision making and valuation ?
b) Shares of XY Enterprise engaged in promotion and sales of commercial spaces, is quoted at Rs. 500 at the beginning of the year. It has capital expenditure of Rs. 300 crore at the year end. The cost of equity is 15% and 3 crore shares are outstanding. Ascertain the value of the firm at the beginning of the year if the anticipated profits for the next year is Rs. 280 crores and at that time XY Enterprise declares (i) No dividend, and (ii) Rs. 12 per share as dividend.

P.T.O.



8. a) What is the significance of cost of capital in corporate valuation ?
 b) ABC Company has compiled the information shown in the following table.

Source of capital	Book Value	Market Value	After tax cost
Equity	1080000	3000000	17
Preference stock	50000	60000	13
Long term debt	4500000	3840000	6
Total	5630000	6900000	

- i) Calculate the weighted average cost of capital using book value weights.
 ii) Calculate the weighted average cost of capital using market value weights.
 iii) Compare the answers obtained in parts (i) and (ii) Explain the differences.

SECTION – C

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

9. Suppose you're a financial analyst at a company and you are recommending whether the company should invest in Project A or Project B.

Each of the two projects has been proposed by a lead engineer, but the company can only invest in creating one of them this year, and so your manager wants you to give her advice on which one to invest in. Your company's WACC is 9%, so you'll use 9% as your discount rate.

Details of the two projects are as below :

Year	Project A's Cash Flow	Project B's Cash Flow
0	-3 million, initial investment	-3 Million, initial investment
1	2 million profit	0 million
2	4 million profit	0 million
3	4 million profit	0 million
4	2 million profit	0 million
5	0 million, project close out	14 million profit

Project A starts with an initial investment to make a tech product, followed by a growing income stream, until the product becomes obsolete and is terminated.

Project B starts with an initial investment to make a different product, and makes no sales, but the whole product is expected to be sold in five years to some other company for a large payoff of 14 million.

Which project, assuming both carry the same risk, should the financial analyst recommend to his/her manager ? Explain with clear workings.



Reg. No.

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**MBAS 505****Third Semester M.B.A. Degree Examination, April/May 2022****BUSINESS ADMINISTRATION****Investment Analysis and Portfolio Management**

Time : 3 Hours

Max. Marks : 70

SECTION – A

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

1. What do you mean by Fundamental Analysis ? How is Fundamental Analysis different from Technical Analysis ? Explain some tools used in Technical Analysis.
2. Explain Efficient Market Hypothesis. Do the assumptions of Efficient Market Hypothesis hold good in today's real market ? Justify your answer.
3. What is Option ? Explain the features of option contract.

SECTION – B

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

4. Desmond wants to purchase the stock of company A and B. He estimates the return and probabilities of returns by analyzing the past records; with the given details, find out the expected return.

Return		Probability
A	B	
8%	-2%	0.10
10%	6%	0.20
12%	10%	0.30
13%	15%	0.20
14%	20%	0.15

P.T.O.



5. a) Determine the price of Rs. 1,000 zero coupon bond with yield to maturity of 18% and 10 years to maturity.
 b) What is YTM of this bond if its price is Rs. 220 ?
6. What is Beta ? How is it different from Standard Deviation ? Explain the relevance of Correlation of Determination (r^2) with systematic and unsystematic risk components.
7. Explain 'Efficient Frontier' given by Harry Markowitz. What are possible and impossible portfolio combinations on a risk return graph ? How does an investor select the portfolios from this list of huge combinations ?

8. Rank the three funds given below with the help of Treynor and Sharpe Index.

Growth Fund	Return	Beta	Alpha
X	15%	1.5	12
Y	17%	1.6	14
Z	13%	0.75	11
Risk-free Return	9%	-	-

Is there any difference in the ranking according to these measures ? If so, why ?

**SECTION – C
(Compulsory)**

Answer to this question should **not** exceed 6 pages. **(1×14=14)**

9. The following table provides information regarding the portfolio return and risk.

Portfolio	Expected Return E (R)	SD
1	10	4
2	12	7
3	13	5
4	16	12
5	20	14

- a) The treasury bill rate is 5%, which portfolio is the best ?
- b) Would it be possible to earn 12% return with SD of 4% ?
- c) If SD is 12% what would be the expected return ?



7. Mr. Anil received job offers from two companies Bangalore with the following packages.

Details	Alternative – I Rs.	Alternative – II Rs.
Salary	3,60,000	3,60,000
D.A.	1,80,000	1,80,000
Bonus	50,000	50,000
Hostel expenditure allowance for one child	–	3,000
Cost of education of a child in employer's school	3,000	–
HRA (rent payable Rs. 12,000 PM)	72,000	72,000
Uniform allowance (Estimated expenditure on uniform Rs. 3,000)	3,000	3,000
Medical allowance	15,000	–
Reimbursement of medical bills of a private clinic	–	15,000
Refrigerator, TV and Fans	30,000	–
Computers	–	30,000
Employers contribution to provident fund	1,00,000	1,20,000
Anil's contribution to provident fund	1,00,000	1,00,000

Which of the alternatives should Mr. Anil should opt for keeping in view his tax liability ?

8. ABC Ltd. wants to acquire a machine, which cost Rs. 20 lakhs. There are two alternatives available to the firm.
- To buy the equipment by taking a loan of Rs. 20 lakhs repayable in 5 equal year end instalments together with interest 14 percent per annum.
 - To take it on lease basis for a period of 5 years at an annual lease rent of Rs. 6,00,000 payable at each year end.

Other information :

Tax Rate : 30 percent

Rate of depreciation : 20 percent

Discount rate : 15 percent.

Evaluate the above two options and offer your comment.



**SECTION – C
(Compulsory)**

Answer to **each** question should **not** exceed **6** pages. (1×14=14)

9. Mr. ABC, a 45 percent physically challenged person is employed in IOB head office. His pay package consist of Rs. 75,000 basic plus 30% DA PM and Rs. 20,000 HRA PM. During the financial year 2021-22 he invested in the following investment avenues :

- | | |
|------------------------------|--|
| Life insurance Rs. 5,000 PM; | Term insurance Rs. 2,000 PM |
| PPF Rs. 3,000 PM; | Sukanya Samridhi Scheme Rs. 60,000 PA. |
| Group insurance Rs. 250 PM; | Approved pension scheme Rs. 5,000 PM |
| ELSS Rs. 1,500 PM; | |

Additional Information :

House Rent Rs. 25,000 per month.

Tuition fees Rs. 40,000

Medical insurance for dependant Rs. 20,000

Housing loan Instalment including 40% interest Rs. 24,000 PM

Contribution to Prime Ministers Relief Fund Rs. 10,000.

TDS deducted Rs. 8,000 PM

Compute his tax liability for the assessment year 2022-23. Suggest him best tax regime new or old.



Reg. No.

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MBAS 510

III Semester M.B.A. Degree Examination, April/May 2022

BUSINESS ADMINISTRATION

Learning 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. “Training techniques must be subservient to the aims of the training sessions”. In the background of this statement, explain in detail various methods and techniques used for Training.

SECTION – B

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

2. Discuss the process and significance of Training and Development.
3. Explain how training needs are determined.
4. Discuss the need and importance of competency based training programmes.
5. Explain in detail Keller’s Arcs Model.
6. Examine various methods used for evaluation of training.
7. Briefly explain the various advantages of Management development.
8. Explain the various methods of Management development programme.

P.T.O.



SECTION – C
(Compulsory)

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

(1×15=15)

9. (Case study)

When Sudhir became head of Spark Ltd., he set out to discover what people liked and did not like about working there. He realized that people remember how you make them feel, so he decided to focus on people and emphasize training and development. The results have been very positive, as 80% of employees say that their position in Spark Ltd. is good for personal growth, and 82% say their experience is good for their future. 73% find their work stimulating and 72% report that they are excited about the company's future. 73% find their work stimulating and 72% are excited about Spark Ltd.'s future. Sudhir is a reflection of the excellent leadership at Spark Ltd. which has earned an 80% approval rating from employees. Their confidence in senior management is also reflected in a survey that showed 69% of employees were not just motivated, but inspired, by Spark Ltd. senior partner and chief executive Raghuvver. When Spark Ltd.'s operations hit nearly \$ 4 billion in revenues, everyone received about a \$ 2,000 bonus and special gift cards on Diwali and an extra day off. Those were the good time. How, about the hard times ? During difficult times, Spark Ltd. needs to look at meeting different kinds of employee need. At the onset of the global recession in late 2008, Raghuvver actively provided regular voice mail updates on how the company was dealing with the crisis, another sign of excellent leadership. A recession is an opportune time for a company to explore creative ways to manage and lead people. Spark Ltd. experimented with reduced hours, unpaid furloughs, and lateral career moves. Crises are times in which to seek out new opportunities while being attentive to the dangers and pitfalls that are most often the focus. Going up the career ladder in hard times may be difficult, even impossible, but does this mean work becomes a dead end.

Questions :

- a) As an employee, what type of motivational method would you prefer, financial incentives, job flexibility, training and development, or something else ? Why ?
- b) How training and development helps in enhancing employee motivation ?

Reg. No.

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MBAS 511

III Semester M.B.A. Degree Examination, April/May 2022

**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. "Industrial relations is becoming more and more bipartite with gradual withdrawal of the state from IR scene." Discuss the emerging trends in Industrial relations in India.

SECTION – B

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

2. State the statutory welfare, safety and health provisions under the Factories Act, 1948.
3. Explain the role of labour policies in the maintenance of Industrial peace.
4. Define Strikes and lockouts and state the comparison between lockouts and closure, lockouts and strike.
5. Explain briefly the strategies for Industrial conflict resolution.
6. What do you mean by industrial dispute ? Explain briefly most common type of Industrial dispute.
7. Explain the significance of collective bargaining in Industrial relation.
8. Briefly describe the concept of Workers Participation in Management and its benefits.

P.T.O.



SECTION – C
(Compulsory)

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

(1×15=15)

9. Analyse the following **case study**.

Mrs. Jancy works with TBL global services, IT project management company, in the HR department. Jancy is known for her involvement not only in her duties but also in other various activities of the department. She was aware of many minute details about the department throughout her tenure. Hence she becomes a point of contact for any such information which often consumes her time. She is loaded with responsibilities very often, sometimes give to her and sometimes taken by her. In the beginning, she was happy with her profile and gave her the best in all the responsibilities with her. When years pass and she gets elevated to higher responsibilities she becomes overloaded. Still, she was happy with her job.

One fine day suddenly, she realized that many of her colleagues complete their work on time and also equally take care of their personal life. On the other hand, Jancy, having been loaded with responsibilities completed it partially at work and partially during her personal time. This becomes a reason for her stress. She started questioning her ability to not being able to complete her work at the scheduled time. Later, she understood that apart from given responsibility she was involved in many other crucial activities of the department which becomes her additional responsibility which slowly the people forget that it is not under her job profile.

Jancy Being highly disturbed started feeling her job as a burden. She thought she can't come out of this because the habit which she developed for herself and her coworkers is irreversible. So she finally decided to take a break from her job. She fixed an appointment with the head HR Mr. Ratan, for her resignation, He knows the fact that her involvement is irreplaceable and he also knew that she can be his competitor in a very short period, so, he had some other plans for her. During the conversation, Ratan understood that Jancy is highly stubborn in leaving the job. So, he convinced her to do work from home and advised her to limit her responsibilities as she will not come in any direct contact with the employees. Jancy happily accepted the option and she felt relaxed.



At the same time, Mr. Ratan was reporting to CEO Mr. Vedant "Sir, I didn't accept the resignation. I have given Jancy the option of work from home and she accepted to continue the job". Mr. Vedant asked "but Ratan how did you made her accept this offer. And why you have given this option. As per her colleagues, her nature of doing the job is a key component".

Mr. Ratan with a smile replied. "Sir I advised her to limit her responsibilities to her profile by opting for work from home. She accepted the offer. And I am very sure that her very nature of involvement will not allow her to restrict her responsibility even after opting for work from home". So I am not going to lose the benefit of her involvement.

Mr. Vedant was worried by the last words of Ratan, he thought. "How I am going to execute my plan of replacing Jancy in Ratan's position of Head HR as she opted for work from home and why did Ratan has that option to her. Is this a planned show".

- 1) Whose assumption is correct Jancy or Ratan.
- 2) According to you what could be the reason for Jancy being overloaded is it the fault of organizational structure or the nature of Jancy.
- 3) Also, answer the questions raised by Mr. Vedant in the last para. Was it a planned show ?



Reg. No.

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SECTION - C
(Compulsory)

MBAS 512

III Semester M.B.A. Degree Examination, April/May 2022
BUSINESS ADMINISTRATION
Stress Management

Time : 3 Hours

Max. Marks : 70

SECTION - A
(Compulsory)

Note : Answer to the question should **not** exceed **6** pages. **(1×15=15)**

1. What are the different types of life events that cause stress ? How do individuals differ in their response to these life events in terms of taking stress ?

SECTION - B

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

2. How an individual may identify that he is in stress ? Briefly explain the strategies that can be adopted to manage stress.
3. What factors are responsible for increasing stress within the organization ? What strategies can be adopted to reduce the stress within an organization ?
4. "Spirituality is not about any religious beliefs but it is about connecting to yourself and others". Discuss the statement in the light of how spirituality helps in stress relief.
5. Critically examine how effective utilization of time reduces the stress .
6. Explain how good communication helps in managing stress and work performance in the organization.
7. What is the importance of emotional intelligence for the present organization scenario ? Explain with example.
8. Explain different relaxation technique used to reduce the stress and how it different for different culture.

P.T.O.



SECTION – C
(Compulsory)

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

9. Analyse the following case study :

Ms. Shilpa has been working with Infotech Pvt. Ltd. at Hyderabad since 2013. She joined this IT company as a software trainee but over the time she performed so well that she got three promotions and now she is a part of team of software developers. Her team leader is impressed by her technical know-how and her skills to resolve the technical issues. Till 2017 she devoted her quality time to her responsibilities and has been found dedicated towards her job. However, HR manager of this company Mr. S. Dass has noticed a major change in her behaviour since last few months as these changes were putting a significant impact on her performance. So he collected some important information regarding her life. He came to know that she got married in December 2016. Her husband was staying at some other place so she has shifted with him at a distant place in June 2017. She has to travel almost two hours daily due to this change in place. Her mother got expired in February 2018. She was very close to her mother and was not able to accept it. Moreover, she delivered a baby girl in June 2018. Mr. Dass concluded that Shilpa is not able to manage this stress and making balance between her personal and professional life. As a HR manager he investigated the other women working in his company.

But he realized that most of women workers are maintaining work life balance and performing well. So he calls Shilpa to discuss about her problem and provide her necessary counselling.

Questions :

- a) Do you think that some major life changes in Shilpa's life have created stress which has reduced her efficiency ?
- b) Do individuals vary in reacting to similar life events in terms of managing stress ?
- c) What coping strategies Ms. Shilpa should follow to reduce stress caused to her due to life changes ?

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MBAS 507

Third Semester M.B.A. Examination, April/May 2022

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. What is the relevance of Projective Techniques in data collection for Marketing Research ? With examples, explain the various kinds of Projective Techniques used in Marketing Research.

SECTION – B

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

2. What do you understand by the term 'consumer behaviour' ? Explain the scope of consumer behaviour giving suitable examples.
3. Why is information search behaviour of consumers important to marketers ? What are the various sources of information used by consumers ?
4. Write short notes on (a) The Attitude-Towards-Objects (ATO) Model
(b) Reference group applications in marketing.
5. Explain the concepts of culture and subculture. Discuss the relevance of subculture segmentation for food products.
6. Discuss the need for using secondary data in marketing research. Enlist a few sources of secondary data.
7. Write short notes on (a) Probability Sampling Techniques (b) Rating Scales used in Marketing Research.
8. Using relevant examples differentiate between Nominal, Ordinal, Interval and Ratio scale.

P.T.O.



SECTION – C
(Compulsory)

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

(1×15=15)

9. Case analysis.

People love talking about things that make them happy-including their favorite products and brands. For example, if you really like an airline - they fly with flair and get you there at a reasonable price or you just love your recently acquired Sony camera - it is too good to keep the knowledge of the experience to yourself. In the old days, you would have chatted up these brands with a few friends and family members, but these days technology allows you to spread the word about products and brands experiences to thousands of other consumers.

In response, Marketers are now working to harness the new found communications power of their everyday customers by turning them into influential brand ambassadors. Companies like Sony, Microsoft and McDonald's are now developing a new breed of brand ambassador programs that organize and multiply consumer to consumer interactions about their brands. These programs employ everyday consumers who are passionate about their products to act as part PR agents and part sales reps.

Marketers select their brand ambassadors very carefully, based on customers' devotion to a brand and the size of their social circles. Once selected, the ambassadors are trained with real brand knowledge to go along with their passion for the brand. The ambassadors then tap into friends, family groups and wider audience through personal conversations, blogs and online social media. For the ambassadors rewards include product samples, gifts, discounts and token cash payments. Perhaps most important to many brand enthusiasts, they get inside access to company's information about new products and services about to be launched. Brand ambassador programs leverage the power of peer to peer communication. Consumers hear about products and brand experiences from others just like themselves people they trust rather than from commercial marketing sources.

Sony used brand ambassadors to jumpstart the launch of its new GPS camera, a high tech device that draws on satellite tracking technology to let you record the exact location of every picture you take and later map them out using Google maps. Sony selected customer ambassadors who like to travel, take pictures and use online communications. "This is a product with emerging technology and we really need to let consumers see people using it" says Sony's director of digital imaging.



Out of 2000 or more online applicants, Sony picked only 25 brand ambassadors. The ambassadors were given a free camera and other equipment along with lessons on how to use them. They were encouraged to show the camera to friends, associates and anyone else who asked ; handout discount coupons and blog weekly about their travel and picture taking adventures on a dedicated Sony micro site.

College campuses are traditional fertile ground for ambassadors. Marketing companies identify and manage college student ambassadors for diverse products and services. The brand ambassador approach has its critics. For example, some view the practice as underhanded or deceptive, most firms advise their ambassadors to openly reveal that they are representatives. Others worry that brand ambassadors may be perceived as pressure agents who promote products because they get free stuff or worse, as annoying interfering people best avoided. The best ambassadors, however, it has been found, are people who are seen as friendly, everyday brand loyalists for love to talk to people about their own experiences.

Questions :

- a) Based on your own understanding of reference groups, how effective would brand ambassadors be as reference groups for relatively expensive, infrequently bought products and services ? How would your answer change if the product in question was detergent or cooking oil ?
- b) In your view, in the Indian marketing context, is the concept of brand ambassadors likely to succeed ? Justify your answer.
- c) Comment upon Sony's strategy of using brand ambassadors to launch its cameras. What can be the possible dangers of using this approach ?

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MBAS 508

Third Semester M.B.A. Degree Examination, April/May 2022
BUSINESS ADMINISTRATION
Promotions and Distribution Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

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

1. "With an advent of internet and e-commerce, non-store retailing is on rise, in India". Do you agree with the statement ? Justify your answer.

SECTION – B

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

2. What are the objectives of sales promotion ? Explain the methods of sales promotion.
3. Write a short notes on :
 - a) Industrial Advertising
 - b) Consumer Advertising.
4. Define advertising and explain role of advertisement in marketing mix.
5. State the importance of Warehousing and Storage in distribution management.
6. Discuss the critical factors affecting distribution management.
7. Examine the factors to be considered while selecting an advertising agency.
8. Compare and contrast between Publicity and Corporate advertising.

SECTION – C
(Compulsory)

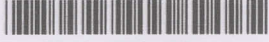
Note : Answer to the question should **not** exceed **six** pages. **(1×15=15)**

9. A Public Company was started in January 2007 in the Eastern India. In 2010, the Directors decided to enter the fruit canning industry since there was lot of demand in foreign and domestic markets, for good quality canned foods. The Company's products were branded with the name 'Sweety'. The products were mango pulp and mango juice, jams etc. The management of the company has not been fully satisfied with sales figures. Suggest a suitable advertising campaign to enhance the sales of its products.



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MBAS 509

Third Semester M.B.A. Degree Examination, April/May 2022
BUSINESS ADMINISTRATION
Retail Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

(Compulsory)

(1×15=15)

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

1. Compare and evaluate traditional retail formats with modern retail formats giving 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. Discuss the role of technology in retailing by listing the various hardware and software tools used in retailing.
3. What is services retailing ? Discuss the types of services retailing and strategies used in services retailing.
4. What is Visual merchandising ? Discuss important components of visual merchandising.
5. Describe the CRM strategies used in retailing industry, giving appropriate examples.
6. Discuss the various stages of consumer decision making and their impact on retail strategy.
7. Outline the importance of locational decisions for an upcoming retail mall.
8. Define Marketing research and explain its significance in retail business.

P.T.O.



SECTION – C
(Compulsory)

(1×15=15)

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

9. **Case analysis**

Bharti group of Industries has tied up with an International retail chain 'WALMART' to open various cash and carry stores in wholesale segment. To start, with they have opened their first store in Amritsar (Punjab) and now are gradually expanding to other important Tier I and Tier II cities across India.

They have appointed you as a consultant to advise them in various decision areas involved in Retail Management and want to seek your advise to ensure success of their operations.

Questions :

- a) What are the merchandise management decisions involved and what advice you will give for category management and planning ?
- b) What performance measures you will suggest to measure the performance of their retail outlets ?
- c) What Human Resource issues are involved and how these Human resources functions can be addressed ? Give a brief account of them.