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MBAH 501

Third Semester M.B.A. Degree Examination, March 2023

**BUSINESS ADMINISTRATION
Entrepreneurship and Start-Ups**

Time : 3 Hours

Max. Marks : 70

**SECTION – A
(Compulsory)**

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

1. Describe the factors which affect the growth of Women Entrepreneurs in India and explain the challenges of women entrepreneurs.

SECTION – B

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

2. Explain various types of barriers to entrepreneurship growth in India.
3. Explain the importance of Business Plans in a successful enterprise.
4. Discuss merits and demerits of franchising arrangements.
5. Discuss the export potentials of Small-Scale Industries in India.
6. Briefly discuss the role of Make-in India Programme in promoting Start-Ups in India.
7. Discuss the Business Environmental of MSME's in India.
8. Explain the steps in obtaining a patent and registration of trademark.

**SECTION – C
(Compulsory)**

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

9. Tangy spices Ltd., the countries' biggest spices marketer has decided to launch a hostile bid for Italy's major spice marketer Chilliano. This is a rare case of an Indian company making an unsolicited hostile bid for a foreign company. The Tangy Spices Ltd. has competencies in Indian spices. The major destination

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markets for the Tangy Spices Ltd. exports have been the Europe and America. The competencies of Chilliano lie in Italian herbs and spices. The Indian company with the takeover wishes to synergies its operations in the World market. It also wants to take advantage of the reach enjoyed by the Italian company in several countries where its products are not being sold presently. The move of hostile takeover follows Chilliano's rejection to an agreement entered a year back. At that time Chilliano was suffering losses and it offered majority shares at a price of € 2.25. A total of 20% shares were transferred at that time. In one year Chilliano was able to turnaround its operations and the company made handsome profits in the last quarter. The promoters who have residual holding of 35% in the company are reluctant to transfer the shares now. They have rejected the agreement with a plea that the earlier offer price was not sufficient. Tangy Spices Ltd. has revised its offer to € 2.95. By this lucrative offer some of the large shareholders of Chilliano reveal their interest for selling their stakes. On the other hand, promoters maintained their position on this matter. Through the process of buying of shares in the market the Tangy Spices Ltd. gradually consolidated its holding in Chilliano to 45%. Being a major shareholder they were ready for a takeover. At the same time, Tangy Spices Ltd. was trying hard to improve their position so that they do not leave any space for Chilliano's promoters in future.

Questions :

- a) What strategic alternative is followed by Tangy Spices Ltd ?
- b) Why the Tangy Spices Ltd. is interested in this takeover ?
- c) Why the promoters are reluctant to transfer the shares after the agreement ?

SECTION - C
(Compulsory)

(15=15)

8. Tangy spices Ltd., the countries' biggest spices marketer has decided to launch a hostile bid for Italy's major spice marketer Chilliano. This is a rare case of an Indian company making an unsolicited hostile bid for a foreign company. The Tangy Spices Ltd. has competencies in Indian spices. The major destination

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MBAH 502

Third Semester M.B.A. Degree Examination, March 2023
BUSINESS ADMINISTRATION
Strategic Cost Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

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

1. What is meant by Strategic Total Cost Management ? Explain in brief the steps involved in 'Strategic Cost Analysis'.
2. Describe the characteristics and benefits of PLC.
3. What is marginal costing? Explain the utility and limitations of marginal costing.

SECTION – B

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

4. Explain balance score card and its various perspectives.
5. a) What are the limitations to market based transfer prices ?
b) Royal Ltd., is having production shops which are cost centres. Each shop charges other shops for materials supplied and services rendered. The shops are motivated through goal congruence autonomy and management efforts. Royal Ltd., is having a welding shop and a painting shop. The welding shop welds annually 7,50,000 purchased items with other 15,00,000 shop made parts into 1,20,000 assemblies.
The assemblies are having variable cost of Rs.18 each and are sold in the market at Rs.25 per assembly. Out of the total production, 80% is diverted to painting shop at same price ruling in the market. Welding shop incurs a fixed cost of Rs. 5,00,000 per annum. The painting shop is having a fixed cost of Rs. 6,00,000 and its cost of painting including transfer price from welding shop comes to Rs.45 per unit. The painting shop sells all units transfer to it by welding shop at Rs.55 per assembly.

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Requirements :

- i) Find out profit of individual cost centres and the overall profitability of the company.
- ii) Recommend course of action, if painting shop wishes to purchase its full requirement either from open market (@ Rs. 20 per assembly) or from welding shop at Rs. 20 per assembly.

Give reasons for your recommendations.

6. Ice-cream Ltd. is engaged in production of three types of ice-cream product Chocolate, Butterscotch and Vanilla. The company presently sells 50000 units of Chocolate @ Rs. 30 per unit, Butterscotch 20000 @ Rs. 25 per unit and Vanilla 60000 units @ Rs. 15 per unit.

The demand is sensitive to selling price and it has been observed that every reduction of Re. 1 per unit in selling price, increases the demand for each product by 10% to the previous level. The company has the production capacity of 60000 units of Chocolate, 24000 units of Butterscotch and 72000 units of Vanilla. The company marks up 20% on cost of the product.

The Company management decides to apply ABC analysis. For this purpose, it identifies four activities and the rates as follows :

Activity	Cost Rate
Ordering	Rs. 900 per purchase order
Delivery	800 per delivery
Shelf stocking	Rs. 200 per hour

Customer support and assistance Re. 1.10 per unit sold.

The other relevant information for the products are as follows :

Particulars	Chocolate	Butterscotch	Vanilla
Direct Material p.u. (Rs.)	9	6	5
Direct Labour p.u. (Rs.)	6	5	4
No. of Purchase Orders	35	30	15
No. of Deliveries	115	70	50
Shelf Stocking Hours	135	150	160

Under the traditional costing system, store support costs are charged @ 25% of prime cost. In ABC, these costs coming under customer support and assistance.

Required :

- i) Calculate target cost for each product after a reduction of selling price required to achieve the sales equal to the production capacity.
- ii) Calculate the total cost and unit cost of each product at the maximum level using traditional costing.
- iii) Calculate the total cost and unit cost of each product at the maximum level using activity based costing.
- iv) Compare the cost of each product calculated in i), ii) and iii).



7. a) Discuss the advantages and problems associated with the use of each of the following measures of divisional performance
- Return on Capital Employed
 - Residual Income.
- b) A division of a large group company has prepared the following summarized budget for the ensuring year.

	(Rs. Lakhs)
Profits	700
Net current asset (average for the year)	800
Fixed assets (at cost)	3,500
Accumulate depreciation	1,440

The group financial controller has proposed the following non-routine transaction :

At the beginning of the year, the division will buy a plant for Rs. 400 lakhs to achieve a reduction of Rs. 105 lakhs in the revenue expenses. The plant will have a life of 5 years with no salvage value at the end of the 5th year.

The division manager asks you to evaluate the financial controller's proposal from the point of view performance of the division. Ignore taxation.

8. The cost per unit of three products, A, B and C of a concern is as follows :

	A (Rs.)	B (Rs.)	C (Rs.)
Direct Material	10	8	9
Direct Labour	6	7	6
Variable Expenses	4	5	3
Fixed Expenses	<u>3</u>	<u>3</u>	<u>2</u>
Total Cost	23	23	20
Profit	<u>9</u>	<u>7</u>	<u>6</u>
Selling price	32	30	26
Number of units produced	10,000	5,000	8,000

Production arrangements are such that if one product is given up, the production of the other can be raised by 50%. The directors propose that C should be given up because the contribution in that case is the lowest. Do you agree ?

SECTION – C
(Compulsory)

9. Answer to the question should **not** exceed **six** pages. This question carries **fourteen** marks. **(1×14=14)**

The Indiana Company produces only two products : a major computer part and cell phones. The company uses a normal cost system and overhead costs are currently allocated using a plant-wide overhead rate based on direct labour hours. Outside cost consultants have recommended, however, that the company



use activity-based costing to charge overhead to products. The company expects to produce 4000 computer parts and 2000 cell phones in 2013. Each computer part requires two direct labour hours to produce and each cell phone requires one-half hour to produce. The direct material and direct labour costs included in the two products are as follows :

Items	Computer Part	Cell Phone
Direct Material (per unit) ₹	30	17
Direct labour cost (per unit) in ₹ (₹ 8 per labour hour)	16	4

Budgeted (Estimated) Total Factory Overhead Data for 2013 :

Activity	Budgeted Overhead in Rs.	Estimated Volume Level
Production Setups	80,000	20 setups
Material Handling	70,000	5,000 lbs.
Sales	Rs. 16 lakhs	
Direct Material	Rs. 5.80 lakhs	
Direct Labour	Rs. 2.40 lakhs	
Variable Overheads	Rs. 0.60 lakhs	
Fixed Overheads	Rs. 5.20 lakhs	

The following alternatives are available to the management :

- I) Continue with domestic sales and reject the export order.
- II) Accept the export order and allow the domestic market to starve to the extent of excess of demand.
- III) Increase capacity so as to accept the export order and maintain the domestic demand by
 - i) Purchasing additional plant and increasing 10% capacity and thereby increasing fixed overheads by Rs. 65,000 and
 - ii) Working overtime at one and half time the normal rate to meet balance of the required capacity.

You are required to evaluate each of the above alternatives and suggest the best one.

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MBAH 503

Third Semester M.B.A. Degree Examination, March 2023
BUSINESS ADMINISTRATION
Operations Research

Time : 3 Hours

Max. Marks : 70

SECTION – A

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

1. Explain the significance and scope of operations research in modern management.
2. What is the basic object of CPM and PERT technique ? Differentiate between CPM Network and PERT Network.
3. Explain the role of OR in decision-making.

SECTION – B

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

4. A manufacturer produces 2 products A and B. Both the products are processed on two different machines. The available capacity of first machine is 12 hours and that of the second machine is 9 hours per day. Each unit of product A requires 3 hours on both machines and each unit of product B requires 2 hours on first machine and 1 hour on second machine. Each unit of product A is sold at Rs. 7 profit and that of B at a profit of Rs. 4. Find the production level per day for maximum profit graphically.

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5. A manager has 5 jobs and 5 operators. The operators differ in efficiency. The efficiency is the measure of time taken by them to do the various jobs. The manager wants to assign the duty to his operator, so that the total time taken by the operator should be minimum. The matrix given below shows the time taken by each operator to do a particular job. Solve the problem of minimising total time for doing all the jobs using Hungarian method.

Operator/Jobs	Job A	Job B	Job C	Job D	Job E
Operator 1	9	11	14	11	7
Operator 2	6	15	13	13	10
Operator 3	12	13	6	8	8
Operator 4	11	9	10	12	9
Operator 5	7	12	14	10	14

6. Solve the following game and state the optimum strategy for both players using Dominance property.

Player A/Player B	1	2	3	4	5
1	4	6	5	10	6
2	7	8	5	9	10
3	8	9	11	10	9
4	6	4	10	6	4

7. The following table shows 3 sources and 4 destinations and respective supply and demand. Find the initial basic feasible solution by North West Corner method and then optimise the solution using UV - MODI method.

Source/Destination	A	B	C	D	Supply
1	3	1	7	4	250
2	2	6	5	9	350
3	8	3	3	2	400
Demand	200	300	350	150	

8. Explain the advantages and limitations of Simulation.



**SECTION – C
(Compulsory)**

9. The following table shows the jobs of a network along with their time estimates.

(1×14=14)

Activity Time estimates

Activities	O	M	P
1-2	1	7	13
1-6	2	5	14
2-3	2	14	26
2-4	2	5	8
3-5	7	10	19
4-5	5	5	17
6-7	5	8	29
5-8	3	3	9
7-8	8	17	32

- a) Draw the project network.
- b) Calculate the expected duration and variance of each activity.
- c) Calculate EST and LCT.
- d) Calculate the expected project length.
- e) Calculate the variance and standard deviation.
- f) Find the probability of the completion of project in 40 days.

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MBAS 504

Third Semester M.B.A. Degree Examination, March 2023
BUSINESS ADMINISTRATION
Strategic Financial Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

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

1. Describe the rationale and objections to share buybacks.
2. Explain the tools and techniques of financial modeling.
3. What are the types of risk ? Explain the process of risk management ?

SECTION – B

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

4. Describe the steps involved in implementing the EVA system.
5. Two companies L and U belongs to the same risk class. The two firms are identical in every respect except that company L has 10% debentures. The following data relates to two companies is as follows :

Particulars	L	U
Expected Net operating income	Rs. 22,50,000	Rs. 22,50,000
Debentures	Rs.15,00,000	–
Equity Capitalisation Rate	0.14	0.125

- a) Determine the total value and WACC for each company. Assuming no taxes.
 - b) Show the arbitrage process by which an investor with shares worth Rs.22,500 in company U will benefit by switching over to company L.
6. ABC Ltd. has an invested capital of 100 million. Its Return On Invested Capital (ROIC) is 14 percent and its weighted average cost of capital is 12 percent.

P.T.O.



The expected growth rate in ABC Ltd. revenues and invested capital will be 20 percent for the first four years, 12 percent for the following three years, and 10 percent thereafter forever.

- a) Calculate the Enterprise DCF value of ABC Ltd.
 - b) Calculate the Enterprise value of ABC Ltd. using the economic profit model.
7. a) Describe the steps involved in relative valuation.
- b) ABC Corporation's ROE is 15% and its r is 14%. ABC Corporation dividend payout ratio is 0.6 and its g is 9%. What is ABC Corporation P/B Multiple from fundamental point of view ? What is ABC corporation value ratio ?
8. What are patents ? Discuss the purposes and bases for valuing intangible assets.

SECTION – C
(Compulsory)

(1×14=14)

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

9. Diamond Engineering company has 10,00,000 equity shares outstanding at the start of the accounting year 2007. The ruling market price per share is Rs.150. The Board of Directors of the company contemplates declaring Rs. 8 share as dividend at the end of the current year. Rate of capitalization appropriate to the risk - class to which the company belongs is 12%.
- a) Based on Modigliani - Miller approach, calculate the market price per share of the company when the contemplated dividend is
 - i) declared and
 - ii) not declared.
 - b) How many new shares need to be issued by the company at the end of the accounting year on the assumption that the Net Income for the year is Rs. 2 crores ? Investment budget is Rs. 4 crores and i) the above dividends are distributed and ii) they are not distributed.
 - c) Show that the total market value of the shares at the end of the accounting year will remain the same whether dividends redistributed or not distributed. Also find out the current market value of the firm under both situations.
 - d) Does Modigliani- Miller approach suffer from deficiencies ? Explain.

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**MBAS 505****Third Semester M.B.A. Degree Examination, March 2023****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 **each** question should **not** exceed **5** pages. **(2×10=20)**

1. Discuss the classification of investment avenues.
2. Discuss the technical analysis as a tool for security analysis.
3. Differentiate between capital and money market. Explain various capital and money market instruments.

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. The following are the monthly rates of return for Madison Cookies and for Sophie Electric during a six month period.

Month	Madison Cookies	Sophie Electric
1	-0.04	0.07
2	0.06	-0.02
3	-0.07	-0.10
4	0.12	0.15
5	-0.02	-0.06
6	0.05	0.02

P.T.O.



Compute the following :

- a) Average monthly rate of return on portfolio made up of 60% of Madison Cookies and 40% Sophie Electric.
- b) Standard deviation of return for each stock.
- c) Covariance and correlation coefficient between both stocks.
- d) What is a portfolio risk of a portfolio made up of 60% Madison Cookies and 40% Sophie Electric ?

5. Briefly explain about derivatives and its types. Discuss the various reasons to enter into derivative contract.

6. The following data is available for Thermal Plastics Limited, a company that is not expected to pay dividend for a year :

Price of stock – Rs. 120

Exercise price – Rs. 110

Standard deviation – 0.4

Interest rate per annum – 0.14

Year to maturity – 1.0

What is the value of the call option as per the Black – Scholes Model ?

7. The following information describes the expected return and risk relationship for the stocks of two of WAH's competitors.

	Expected Return	Standard Deviation	Beta Return
Stock X	12.0%	20%	1.3
Stock Y	9.0	15	0.7
Market Index	10.0	12	1.0
Risk-free rate	5.0		

Using the data shown in the preceding table :

- a) Draw and label a graph showing the security market line and position stocks X and Y relative to it.
- b) Assume that the risk-free rate increases to 7 percent, with the other data in the preceding matrix remaining unchanged. Select the stock providing the higher expected risk-adjusted return and justify your selection.

8. Explain various strategies and objectives of portfolio management.



SECTION – C (Compulsory)

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

(1×14=14)

9. The following portfolios are being considered for investment. During the period under consideration, $R_f = 0.07$

Portfolio	K	L	M	N
Return	0.15	0.20	0.10	0.17
β	1.0	1.5	0.6	1.1
S.D.	0.05	0.10	0.03	0.06

Market return and Standard deviation are 0.13 and 0.04 respectively.

- a) Rank the performance of these portfolios using sharp's, Treynor's, Fama's, Jensen's techniques and interpret it.
- b) Calculate unsystematic risk. Which portfolio has highest unsystematic risk during the evaluation period ? Explain it.

SECTION – B

Answer any three of the following questions. Each question carries 12 marks. Answer any each question should not exceed 6 pages.

4. The following are the monthly rates of return for M & M's common stock for 1998. Calculate the monthly return during a six month period.

Month	Madison Cookies	Scott's Electric
1	-0.04	0.07
2	0.06	-0.02
3	-0.07	-0.10
4	0.12	0.15
5	-0.02	-0.06
6	0.05	0.02

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MBAS 506

Third Semester M.B.A. Degree Examination, March 2023

BUSINESS ADMINISTRATION

Tax Planning

Time : 3 Hours

Max. Marks : 70

SECTION – A

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

(2×10=20)

1. Discuss the benefits of GST in India.
2. Explain the scope of tax planning in India.
3. How to file income tax return ? 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. Discuss the procedures involved in TDS and consequences of non deduction of TDS.
5. Describe the tax concessions to amalgamating companies.
6. A firm wants to acquire a new machine which costs Rs. 24,00,000. The company has enough cash reserves to purchase the machine. However, it seeks your advice, to buy the machine or get it on lease. On the basis of the following particulars advice suitable alternative to the company.

Corporate tax rate: 30 percent

Rate of depreciation 20 percent

Expected life of the machine 8 years

Lease rent Rs. 4,20,000 P A

Discount rate is 14 percent.

P.T.O.



7. Monthly salary of an employee consists of Rs. 60,000 PM (Basic + DA) and Rs. 10,000 HRA PM. His savings and expenses for the financial year are as under :

Life Insurance : Rs. 2,500 PM

Term Insurance Rs. 20,000 PA

PPF Rs. 2,500 PM

Medical insurance for self and dependent Rs. 22,000 PA

Sukanya samridhi scheme Rs. 2,000 PM

Contribution to national pension scheme Rs. 75,000 PA

ELSS Rs.1,500 PM

Group Insurance Rs. 250 PM

Housing loan Installment Rs 20,000 PM (Including 35% Interest) which is borrowed in the year 2015.

Tuition fees Rs. 25,000 PA

Contribution to PMs Relief Fund Rs. 10,000.

Medical treatment for Cancer Rs. 75,000 PA

TDS Rs. 5,000 PM

Compute his tax liability for the assessment year 2021-22 under old tax regime.

8. ABC Ltd. needs capital for its expansion project. It has two option to mobilise the required capital.

To have equity capital of Rs. 30,00,000 and loaned capital of Rs. 20,00,000 @ 14 percent PA.

To have equity capital of Rs. 20,00,000 and loaned capital of Rs. 30,00,000 @ 15 percent PA.

The expected rate of return is 20 percent and rate of tax is 30 percent + surcharge @ 5 percent of tax. Health and education cess is @ 4 percent of tax and surcharge. Suggest better option assuming that company has decided to retain its entire profits.



**SECTION – C
(Compulsory)**

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

(1×14=14)

9. Mr. Suresh received job offers from two companies Bangalore and Delhi with the following packages :

Details	Bangalore Based Co. Rs.	Delhi Based Co. Rs.
Salary	4,80,000	4,80,000
D.A.	3,60,000	3,60,000
Bonus	96,000	96,000
Hostel expenditure allowance for one child	–	3,600
Cost of education of a child in employer's school	3,600	–
HRA (rent payable Rs. 15,000 PM)	96,000	96,000
Uniform allowance (Estimated expenditure on uniform Rs. 3000)	3,000	3,000
Medical allowance	12,000	–
Reimbursement of medical bills of a private clinic	–	12,000
Refrigerator, T V and Fans	40,000	–
Computers	–	40,000
Employers contribution to provident fund	1,50,000	1,00,000
Anil's contribution to provident fund	1,20,000	1,20,000

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

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MBAS 507

Third Semester M.B.A. Degree Examination, March 2023

BUSINESS ADMINISTRATION

Marketing Research and Consumer Behaviour

Time : 3 Hours

Max. Marks : 70

SECTION – A

(Compulsory)

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

1. Highlight the applications of research in marketing and consumer behaviour with suitable illustrations.

SECTION – B

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

2. Define the concept of consumer behaviour and explain the need for its study.
3. What are the various steps involved in marketing research process ?
4. How are consumers' perceptions formed ? Elaborate with examples.
5. Write notes on :
 - a) Factor Analysis and
 - b) Discriminant Analysis.
6. Explain reference groups and their influence in purchase decision making process.
7. Explain the various techniques for analysing the primary data.
8. Explain the impact of socio-economic and cultural environment on consumer behaviour.

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SECTION – C
(Compulsory)

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

(1×15=15)

9. A car manufacturing company is deciding to make flying cars in India and you are hired as Tudor Fashions is a four-decade old company. Its two major product lines are footwear and ready-to-wear garments. It was nearly 10 am and the company CEO, Prashant Gupta, decided to take a walk in the Connaught Place area to observe people in general and office goers in particular, before going to his office on Barakhamba Road. His idea was to have a first-hand feeling of consumer response to the Tudor shoes and observe in general the footwear habit of urban Indians. He parked his car and walked purposefully. Tudor shoes were positioned as simple, no fuss yet elegant shoes particularly targeted at office goers. The shoe had a reputation of being comfortable and reasonably priced and had a good market share despite competition from Bata, Windsor, Lee Cooper, Woodland and Liberty etc. Prashant looked keenly at the moving feet of hurrying office goers. His trained eyes could notice the changing scenario.

A significantly large number of office goers no longer seemed to have any preference for “no fuss” shoes. There was a very distinct shift in preference for heavy looking bold shoes. Consumers’ perceptions about the type of shoes appropriate for wearing to office were changing from regular six-hole laced shoes to these heavy looking bold shoes. As per result of this shift in consumer perceptions and preferences, the market share of Tudor shoes had declined by 10 percent within the last two years. The trend was disturbing and Prashant called a meeting of departmental heads.

The outcome of the meeting was an agreement by all that perceptions attitudes and preferences of Indian urban consumers had undergone a significant change about the workplace and products No longer did they perceive the workplace as dull and boring where a “no nonsense and stiff upper lip” attitude has to be maintained. The office was viewed more as a part of everyday life where one can be reasonably relaxed and within limits, “you can be yourself” attitude was OK. A major decision was taken that Tudor shoes should shed off its image of being “traditional,” and keeping-pace with times should become “contemporary”, as more and more consumers were going for branded shoes.



Departmental heads agreed that consumers carry a definite “price-quality” perception about most branded products, including shoes. High price is generally perceived as denoting high quality. To take advantage of such consumer perceptions, it was decided to move away from “high quality — affordable price” and targeting the growing middle class consumers to a “high price — high quality” image. The decision-makers saw better prospects for the company by making such a move. In larger cities especially shoes were no longer viewed a necessity, but had become a part of fashion accessory and life style expression. For the past nearly four decades, Tudor Fashions was known for making popular and affordable shoes.

After the decision the company took a one hundred and eighty degree turn. It developed dedicated showrooms with premium priced shoes and other accessories such as leather bags, belts, purses and T-shirts etc. The results were quite contrary to expectations and the decrease in market share continued despite the new efforts. Apparently the reasons for such results seem to be quite simple — for decades consumers earned the image of Tudor shoes as good quality in the affordable range. This created considerable confusion among consumers and they felt betrayed. They turned to other brands, national as well as local. The main appeal for the consumer was missing. The premium brands were perceived to be in a category that catered to upper middle and upper class consumers. When consumers considered premium shoes, other brands came to recall, not Tudor.

Questions :

- a) What kind of information was the basis for the CEO’s decision about Tudor shoes ?
 - b) Analyse the pros and cons of Prashant’s decision about Tudor Shoes.
 - c) Suggest an approach which in your view might have been successful in changing consumer perceptions and attitudes about Tudor shoes.
 - d) You are marketing communications consultant. Suggest an ad campaign to help Tudor establish a premium image for its shoes.
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MBAS 508

Third Semester M.B.A. Degree Examination, March 2023
BUSINESS ADMINISTRATION
Promotions and Distribution Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

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

1. Discuss the legal, ethical and social aspects of advertising in the context of Indian market.

SECTION – B

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

2. Write a detailed note on internet and interactive media.
3. Explain the objectives and significance of public relationship in marketing.
4. What do you mean by sales forecasting ? Explain the process.
5. Discuss the cost-benefit analysis of distribution channels.
6. What are the advantages and limitations of supply chain management ? Discuss.
7. What is virtual marketing ? Is it possible to replace offline marketing ? Discuss.
8. What is market testing ? Discuss pre testing and post testing.

P.T.O.



SECTION – C
(Compulsory)

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

(1×15=15)

9. Read the following Case study and answer the questions given at the end.

Facebook was founded in 2004 by Mark Zuckerberg, a Harvard University student at the time. Zuckerberg recalls, "I just thought that being able to have access to different people's profiles would be interesting. Obviously, there's no way you can get access to that stuff unless people are throwing up profiles, so I wanted to make an application that would allow people to do that, to share as much information as they wanted while having control over what they put up."

Within 24 hours of its launch, nearly 1,500 Harvard students had registered on the site. A month later, half the campus had joined. Initially, only Harvard students could view and use the site, which had relatively simple profile and navigation tools at first. The early momentum was tremendous, though, and Facebook soon expanded to include students throughout the Ivy League and then other colleges. The initial decision to keep the site exclusive to college students was critical to its early success. It gave Facebook a sense of privacy, unity, and exclusivity that social media competitors like MySpace did not offer. In 2006, the site opened its doors to everyone.

Today, Facebook is the most popular social networking Web site in the world, with more than 1.3 billion active users. It allows users to create customized personal profiles with information such as their hometown, work experience, educational background, and relationship status as well as an unlimited number of photos and albums. To interact with each other, users send messages, "poke" each other, and "tag" or label people in their photos. They can post comments on friends' "walls," join groups, upload and view albums, plan group events, and create status updates viewable by everyone. In summary, Facebook is on its way to fulfilling its mission: Give people the power to share and make the world more open and connected.

Facebook is not only an important part of many people's lives but also a critical marketing component for just about any brand and company. Its pages provide a way to personally interact and communicate with consumers no matter the size of the company. In fact, Facebook is a great way for smaller companies to build strong, longlasting one-to-one relationships with their initial consumer base and listen to consumer feedback. Even politicians use the site to push their compaigns and communicate with supporters on a local, personal level.



Facebook provides companies a place to expand their personalities in an inviting and non-threatening environment where they can show a softer side than they might in traditional marketing media. Marketers can launch videos and trailers, unveil promotions, run contests, upload images, and post news. Some companies tie into charitable causes through Facebook. Pacific Bioscience Laboratories, maker of Clarisonic face brushes, pledged to donate \$ 1 to charity each time a Facebook user clicked the "Like" button on its page and raised \$ 30,000 for women suffering from cancer. Burt's Bee's uses Facebook to introduce new products to its loyal consumer base first and hear their immediate feedback. Old Spice has successfully used the site to take its humorous commercials viral. The brand has millions of fans and believes Facebook was one of the key factors in revitalizing a 70-plus-year-old product among young consumers.

Facebook also offers highly targeted advertising opportunities with personalized messages. Ads— the company's major source of income— can target individuals by demographic or keywords based on the demographic and interest information they have placed in their profiles. Many ads include an interactive element such as polls or opportunities to comment or invite friends to an event. Facebook can include "social context" with the advertiser's marketing message, which highlights a friend's connection with that particular brand.

In one survey, college students named Facebook the second-most popular thing in their undergraduate world, tied only with beer. The site offers a unique opportunity to engage consumers on a personal, meaningful level and even reach new ones through its targeted advertising options.

Questions :

- A) Why is Facebook unique in the world of personal marketing ? What are Facebook's greatest strengths ?
- B) Who are Facebook's biggest competitors? What are the greatest risks it faces in the future ?
- C) What does a company gain by having a Facebook page or advertising through Facebook ? What would you think if a brand or company were not on Facebook ?

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MBAS 509

Third Semester M.B.A. Degree Examination, March 2023
BUSINESS ADMINISTRATION
Retail Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Answer the following question and the answer should **not** exceed **six** pages.

(1×15=15)

1. Explain the factors which play a significant role in the location choice of a particular store in a particular city.

SECTION – B

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. Explain the recent developments of retail marketing in India.
3. Describe the factors influencing retail shopper behaviour.
4. Bring out the different types of pricing strategies in retailing.
5. Explain the strategy for effective market segmentation.
6. What are different types of retail formats ? Explain with examples.
7. How to build a retail store image ? Explain.
8. Explain inventory and store management in retail.

P.T.O.



SECTION – C
(Compulsory)

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

(1×15=15)

9. Case Study :

Today's consumers want good value, low prices, and convenience, but they also are attracted to a great shopping experience. Build-A-Bear Workshop, a chain with over 170 stores generating \$300 million in annual sales, is a teddy-bear-themed entertainment retailer whose stores are playgrounds for children.

The stores are exactly what the name says : Customers, or builders, choose an unstuffed animal and, working with the retailer's staff, move through eight "creation stations" to build their own bear. At the first station, the Stuffateria, children can pick fluff from bins marked "Love," "Hugs and Kisses," "Friendship," and "Kindness". The stuffing is sent through a long, clear tube and into a stuffing machine. A sales associate holds the bear to a small tube while the builder pumps a foot peddle. In seconds, the bear takes its form. Before the stitching, builders must insert a heart. The builders follow the sales associates' instructions and rub the heart between their hands to make it warm. They then close their eyes, make a wish, and kiss the heart before putting it inside the bear. After selecting a name and having it stitched on the bear, builders take their bears to the Fluff Me station, where they brush their bears on a "bathtub" that features spigots blowing air. Finally, they move to a computer station to create a birth certificate for their bear.

Bears are sent home in Club Condo boxes, which act as mini-houses complete with windows and doors. Besides adding value as playhouses, the boxes advertise Build-A-Bear to the child's friends. "[You] could buy a bear anywhere" says Maxine Clark, founder and Chief Executive Bear. "It's the experience that customers are looking for." The experience is depicted on the retailer's Web site, www.buildabear.com.



Customers pay about \$25 for the basic bear, but they can also buy sound, clothing and accessories for their bear. To keep the experience fresh, Build-A-Bear regularly introduces new and limited-edition animals. Clothes and accessories are also up-dated to reflect current trends. There are also in-store birthday parties and an official CD. To make sure that customers have a great experience every time they visit, all sales associates attend a three-week training program at "Bear University," and the firm offers incentive programs and bonuses. The inventory in the stores changes frequently, with different bear styles arriving weekly. Build-A-Bear stores also feature seasonal merchandise such as a King of the Grill bear for Father's Day and a Sweet-heart bear for Valentine's Day.

Questions :

- 1) Is the Build-A-Bear concept a fad, or does it have staying power ?
- 2) What can Build-A-Bear do to generate repeat visits to the store ?

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MBAS 510

III Semester M.B.A. Degree Examination, March 2023
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. Discuss different training methods. What are the merits and demerits of different training methods ?

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. What is positive reinforcement in operant conditioning ?
3. Explain how training needs are determined.
4. What are the latest methods of training ? Explain.
5. Explain motivational incentives and strategies in the light of Keller's Arcs Model.
6. Discuss the models of training evaluation.
7. Briefly explain the need and objectives of management development programmes.
8. Explain the purpose and characteristics of competency based training programmes.

P.T.O.



SECTION – C
(Compulsory)

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

(1×15=15)

9. **Case study.**

Rajat Sharma has been employed for six months in the accounts section of a large manufacturing company in Faridabad. You have been his supervisor for the past three months. Recently you have been asked by the management to find out the contributions of each employee in the Accounts Section and monitor carefully whether they are meeting the standards set by you. A few days back you have completed your formal investigation and with the exception of Rajat, all seem to be meeting the targets set by you. Along with numerous errors, Rajat's work is characterized by low performance. Often he does 20 percent less than the other clerks in the department. As you look into Rajat's performance review sheets again, you begin to wonder whether some sort of training is needed for people like him.

Questions :

- a) As Rajat's supervisor can you find out whether the poor performance is due to poor training or to some other cause ?
- b) Since Rajat has been with the company for six months, what kind of training do you think would be best ?

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MBAS 511

Third Semester M.B.A. Degree Examination, March 2023

BUSINESS ADMINISTRATION

Employees Relations Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

(Compulsory)

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

1. Explain in detail the shift of industrial relations to the employee relations.

SECTION – B

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

2. Describe the concept and importance of employee relations in a business establishment.
3. What do you mean by company culture ? Emphasize the importance of culture on employees relations in organizations.
4. Elucidate the Regulations of working conditions : Factories Act 1948.
5. What is Employee Discipline ? Define the Code of Discipline as applicable in business organizations.
6. Explain the common reasons for industrial conflicts. Elucidate the difference between distributive and integrative bargaining.
7. Define "Negotiation". Explain the various stages of negotiation process.
8. Write a note on workers' participation in Management. Explain the various levels of workers' participation in management.

P.T.O.



SECTION – C
(Compulsory)

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

9. Raman is the sales manager of a reputed Corporation. He has 25 employees in his department, and all are paid commission for their sales in their territories. For the past 3 years the market for the company's goods has been steadily growing and the majority of Raman's staff has met this growth with increased sales. However one employee in particular, Gopal has not kept up with the pace.

Gopal has been with this corporation for over 20 years and is now 56 years old. He is a friendly man and is liked by all his peers and those to whom he sells the company's products on a regular basis. The company has always considered Gopal dependable and loyal. Through the years, he has been counted as an asset to the company, but at the age of 56, he has gone into an age of semi-retirement.

Gopal's sales have not increased and others have and he does not have the determination to acquire a significant increase in sales. Raman wishes to change this situation. He wants to motivate Gopal into increasing his sales to match that of his younger peers. To do this, Gopal must begin to do more than just put in his time, but Raman is not sure how to go about trying to motivate him. Unlike the majority of new employees, Gopal is an old man, who within a few years will reach the age of retirement.

Questions :

- a) If you were Raman, or the sales manager, what would you do ?
- b) What motivational tool can be implemented to motivate the Gopal ?

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MBAS 512

III Semester M.B.A. Degree Examination, March 2023

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. Elaborate with examples how coping mechanism and relaxation techniques are different.

SECTION – B

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

2. Discuss the various social and psychological sources of stress.
3. Do you think time management helps in reducing stress ? Justify.
4. Explain fright and flight response and general adoption syndrome.
5. Elucidate Type A personality and explain the moderator's stress.
6. Explain briefly the management standards and competencies in stress management.
7. Briefly explain about college and occupational stress.
8. Explain the emotional and cognitive coping styles of stress.

P.T.O.



SECTION – C
(Compulsory)

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

9. Case study.

When Mahesh joined XYZ Bank (private sector) in 1985, he had one clear goal-to prove his mettle. He did prove himself and has been promoted five times since his entry into the bank. Compared to others, his progress has been fastest. Currently, his job demands that Mahesh should work 10 hours a day with practically no holidays. At least two day in a week, Mahesh is required to travel. Peers and subordinates at the bank have appreciation for Mahesh. They don't grudge the ascension achieved by Mahesh, though there are some who wish they too had been promoted as well. The post of General Manager fell vacant. One should work as GM for a couple of years if he were to climb up to the top of the ladder, Mahesh applied for the post along with others in the bank. The Chairman assured Mahesh that the post would be his. A sudden development took place which almost wrecked Mahesh's chances. The bank has the practice of subjecting all its executives to medical check-up once in a year. The medical reports go straight to the chairman who would initiate remedials where necessary. Though Mahesh was only 35, he too, was required to undergo the test. The Chairman of the bank received a copy of Mahesh's physical examination results, along with a note from the doctor. The note explained that Mahesh was seriously overworked, and recommended that he be given an immediate four-week vacation. The doctor also recommended that Mahesh's workload must be reduced and he must take physical exercise every day. The note warned that if Mahesh did not care for advice, he would be in for heart trouble in another six months. After reading the doctor's note, the Chairman sat back in his chair, and started brooding over. Three issues were uppermost in his mind.

- i) How would Mahesh take this news ?
- ii) How many others do have similar fitness problems ?
- iii) Since the environment in the bank helps create the problem, what could he do to alleviate it ? The idea of holding a stress-management programme flashed in his mind and suddenly he instructed his secretary to set up a meeting with the doctor and some key staff members, at the earliest.

Questions :

- a) If the news is broken to Mahesh, how would he react ?
 - b) If you were giving the advice to chairman on this matter, what would you recommend ?
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