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MBAH 501

Third Semester M.B.A. Degree Examination, December 2017
(Choice Based Credit System)
BUSINESS ADMINISTRATION
Entrepreneurship and Small Business

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

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

1. Describe elaborately about entrepreneurship development training and the role of family and society in the Entrepreneurship development.

SECTION – B

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

2. Differentiate between Entrepreneur and Manager.
3. Describe the entrepreneurial strategy matrix and explain why it is effective for entrepreneurs.
4. Discuss the Government of India policy measures to promote Women entrepreneurship in India.
5. Identify and discuss three of the most important personal characteristics that help an entrepreneur identify and describe customers.
6. In a franchising agreement, what is the franchisee often called on to do ? What responsibility does the franchisor assume ?

P.T.O.



7. Explain about the contents and formulation of project report.
8. Explain the importance and significance of preventing sick units.
9. Define the term due diligence. How is it applied to the acquisition of an existing venture ?

SECTION – C
(Compulsory)

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

(1×15=15)

10. When Carmine Guion started his retail company three years ago, he had more than enough working capital to keep operations going. This abundance of money helped him grow rapidly and today he has outlets in 16 states. In order to become larger, however, he is going to have to secure outside funding. Carmine has decided to issue stock. The investment house advising him has suggested that he float an issue of 1 million shares at \$5 each. After all expenses, he will clear \$ 4.50 per share. Carmine and his wife intended to hold on to 250,000 shares and sell 750,000 shares. Carmine feels that, between his shares and those that will be bought by his relatives and friends, he need have little concern about the firm's being taken over by outside investors.

Carmine talked to his father, who agreed to buy 10,000 shares at \$5 each. Carmine's two uncles are each buying 5,000 shares at \$5 each. A group of 20 other relatives is going to buy an additional 5,000 shares.

Earlier this week, Carmine received some good news from his accountant. His profit estimate for next year is going to be at least double what he had previously estimated. When Carmine shared this information with the investment brokers, they were delighted. "When this news gets out", one of them told him, "your stock will rise to between \$13 and \$15 per share. Anyone who gets in on the original offering at \$5 will do very well indeed."



Carmine has told only his father and two uncles the good news. Based on this information, the three of them have decided to buy three times as much stock as previously planned. "When it rises to around \$12," his father said, "i will sell 10,000 shares and hang on to the other 20,000." His uncle intended to do the same thing. Carmine is delighted. He also intends to sell some of his other relatives about the improved profit picture prior to the time the initial stock offering is made.

Questions :

- 1) Has Carmine been unethical in his conduct ? What is your reasoning ?
 - 2) Is it ethical for Carmine to tell his other relatives the good news ? Why or why not ?
 - 3) If you were advising Carmine, what would you tell him ? Why ?
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**MBAH 502**

Third Semester M.B.A. Degree Examination, December 2017
(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 questions should **not** exceed **six** pages.

1. Give a comparative description of absorption costing and marginal costing.
2. Explain the significance and limitations of Financial Statements.
3. Explain in detail the concept of zero base budgeting.

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. From the following summarized Balance Sheet of K and C Company, as at 31st March, 2010 and other information furnished, prepare Statement of sources and application of Fund Flow Statement for the year ended 31st March, 2010.

Liabilities	2010	2009	Assets	2010	2009
Equity Share Capital	2,00,000	50,000	Fixed Assets	4,20,000	2,40,000
Redeemable preference			Investments	15,000	18,000
Share capital	–	1,00,000	Stock	1,60,000	58,500
Reserve and Surplus	3,50,000	1,20,000	Sundry Debtors	92,000	1,37,000
Secured Loans	–	1,25,000	Cash at Bank	1,20,000	1,85,000
Creditors	1,90,000	2,25,000	Prepaid Expenses	8,000	6,500
Provision for tax	75,000	25,000			
Total	8,15,000	6,45,000	Total	8,15,000	6,45,000

P.T.O.



Additional information :

- a) On 31st March, 2010 accumulated depreciation on fixed assets amounted to Rs. 1,20,000 and on 31st March, 2009 to Rs. 1,10,000.
 - b) Machinery costing Rs. 10,000 (accumulated depreciation there on being Rs. 5,000) was discarded and written off during 2009-10.
 - c) Depreciation written off during 2009-10 amounted to Rs. 15,000.
 - d) During the year 2009-10 investments costing Rs. 6,000 were sold for Rs. 7,000.
 - e) Dividend paid for the year ending 31st March, 2009 was Rs. 45,000.
 - f) Redeemable preference shares were redeemed out of profits during the year at a premium of 5%.
5. Explain the factors influencing cost of capital.
 6. The following information regarding the budget for the year 2010 based on 100% capacity of Swastika Ltd. has been made available from the cost record :

	Budget for 2010 (based on 100% capacity) expenses	Estimated shutdown
	Rs.	Rs.
Direct materials	3,40,000	-
Direct wages	3,10,000	-
Factory expenses	1,90,000	1,20,000
Administration expenses	40,000	20,000
Selling and distribution expenses	60,700	40,700
Sales	9,00,000	-

You are required to calculate :

- i) The value of output at which the business breaks even and
 - ii) The percentage of capacity at which it breaks even.
7. What is the importance of working capital for a manufacturing firm ? What shall be the repercussions if a firm has a) Paucity of working capital, b) excess working capital ?



8. The expenses budgeted for production of 10,000 units in a factory are furnished below :

	Per Unit Rs.
Materials	70
Labour	25
Variable Overheads	20
Fixed Overheads (Rs. 1,00,000)	10
Variable Expenses (Direct)	5
Selling Expenses (10% fixed)	13
Distribution Expenses (20% fixed)	7
Administrative Expenses (Rs. 50,000)	5
Total cost of sale per unit (to make and sell)	155

Prepare a budget for the production of :

- a) 8,000 units and b) 6,000 units.

SECTION – C
(Compulsory)

(1×14=14)

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

9. A company has to make a choice between two projects namely A and B. The initial capital outlay of two projects are Rs. 1,35,000 and Rs. 2,40,000 respectively for A and B. There will be no scrap value at the end of the life of both the projects. The opportunity cost of capital of the company is 15%. The annual incomes are as under :

Year	Project A (Rs.)	Project B (Rs.)
1	—	60,000
2	30,000	84,000
3	1,32,000	96,000
4	84,000	84,000
5	84,000	90,000

You are required to calculate for each project :

- Payback period
 - ARR
 - IRR
 - NPV
 - PI
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MBAH 503

Third Semester M.B.A. Degree Examination, December 2017
BUSINESS ADMINISTRATION
International Business Environment

Time : 3 Hours

Max. Marks :70

SECTION – A
(Compulsory)

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

(1×15=15)

1. Explain different approaches to international business.

SECTION – B

Note : Answer **any five** questions. **Each** question carries **8** marks.

Answer to **each** question should **not** exceed **4** pages.

(5×8=40)

2. Explain the significance of international business.
3. Describe the comparative cost advantage theory of international trade.
4. Elucidate the commandments of foreign direct investment.
5. Discuss the need for economic integration.
6. Explain the functions of WTO in the current scenario.
7. Describe the advantages of MNC's to the host countries.
8. Elucidate the benefits of outsourcing.
9. Explain the impact of it on International Trade Environment.

P.T.O.



SECTION – C
(Compulsory)

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

(1×15=15)

10. The SAARC Chamber of commerce and Industry (SAARC-CCI) has developed a comprehensive mechanism to resolve SAARC trade dispute through the SAARC Arbitration Council, an inter-regional, independent body governed and financed by SAARC member countries. SARCO offers a fair mechanism through which to settle inter-trade disputes amicably. Aiming to serve as a viable alternative to the International Court of Arbitration, it will be sensitive and adherent to cultural differences amongst the member states and guarantees thorough inquiry in the pursuit of legal solutions to conflicts, said Director General Wikemanna. SARCO Director General recommends that organizations and individuals entering into inter-state agreements within SAARC include a clause that will enable them to make use of SARCO to settle any disputes that may arise.

Questions for Discussion :

- a) Is there a need for a new dispute settlement ? Why ? Explain.
 - b) What are the advantage of regional dispute settlement councils ? Explain.
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MBAS 504

Third Semester M.B.A. Degree Examination, December 2017

**BUSINESS ADMINISTRATION
Strategic Financial Management**

Time : 3 Hours

Max. Marks : 70

SECTION – A

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

1. Elucidate the functions of financial management.
2. Discuss the future prospects of venture capital financing.
3. Bring out and explain different stages in project preparation.

SECTION – B

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

4. Explain different valuation concepts.
5. Describe the need for good institutional setup for term finance.
6. The following information relates the financial positions of two companies.

Details	Company A	Company B
EBIT	12,00,000	15,00,000
PBT	3,20,000	4,00,000
Fixed Cost	7,00,000	8,00,000

Rs.

Calculate the percentage change in EPS if sales declined by 10 percent and comment on financial status of the companies.

P.T.O.



7. The EBIT of company is Rs. 60,000. The company has Rs. 2,50,000, 10 percent debentures. The equity capitalisation rate is 12 percent. The firm has decided to raise amount of debenture by Rs. 1,00,000 or decrease the amount of debenture to Rs. 1,50,000. The cost of debt and equity remain unaffected. Compute the value of the firm and cost of capital according to net income approach and comment on the result.
8. A company expects to pay a dividend of Rs. 10 per share next year that is expected to grow at 8 percent. It retains 40 percent of its earning. Assume a capitalisation rate of 10 percent. Calculate EPS, ROE and the value of growth opportunities and comment on the results.

SECTION – C
(Compulsory)

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

(1×14=14)

9. A Company 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 a 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



Third Semester M.B.A. Examination, December 2017
BUSINESS ADMINISTRATION
(Choice Based Credit System)
Security Analysis and Portfolio Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

(2×10=20)

Note : Answer **any two** questions. **Each** question carries **10** marks. Answer to **each** question should **not** exceed **5** pages.

1. Discuss the features of different money market instruments.
2. Discuss the company analysis as a fundamental approach.
3. Discuss the trading and settlement methods of stock exchanges in India.

SECTION – B

(3×12=36)

Note : Answer **any three** questions. **Each** question carries **12** marks. Answer to **each** question should **not** exceed **6** pages.

4. Stocks A Limited and M Limited display the following returns over the past two years.

Economic Condition	Probability	Stock "A Ltd." Return (%)	Stock "M Ltd." Return (%)
Good	0.5	14	26
Bad	0.5	22	10

P.T.O.



- a) Determine the expected return and risk on the following combinations of these two stocks :

Portfolios	% STOCK Akash Ltd.	% STOCK Moon Ltd.
1	0	100
2	20	80
3	30	70
4	1/3	2/3
5	50	50
6	2/3	1/3
7	80	20
8	100	0

- b) Comment on the returns and risk for the above combinations.
- c) Is there any combination of the securities for which the risk can be completely eliminated ?
- d) Suppose the correlation co-efficient is +1, would the above returns and risk change for the portfolios 1 to 8 above ?

5. Gordon Funds Inc manages several mutual fund schemes, The following four funds exhibit the characteristics given below :

Funds	Average Annual Return	Standard Deviation	Correlation Co-efficient with the market
Equity Fund	30	40	0.8
Growth Fund	22	25	0.75
Balanced Fund	18	15	0.7
Debt Fund	10	10	0.4
Market	20	15	1
T-Bill	5		



- a) Evaluate the performance of the above portfolios using Sharpe's Treynor's and Jensen's Indices.
 - b) Which of the portfolios has performed well ?
 - c) If an investor approaches you to know the ability of the fund manager to select the under-valued stocks, which one would you suggest and why ?
6. The following assets are assumed to be correctly priced on the Security Market Line (SML). What is the return of market portfolio ? What is the risk-free rate of return ? What do market return and risk-free rate of return indicate ?
- $R_1 = 44\%$ $\beta_1 = 1.7$; $R_2 = 50\%$ $\beta_2 = 2$
7. What are the various tests available for testing the weak form of market efficiency ?
8. Discuss the technical analysis as a tool for security analysis.

SECTION – C
(Compulsory)

(1×14=14)

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

9. The following information is available to you.

(1) Security No., i	(2) Expected Return, R_i	(3) Risk	
Real Estate	21	14.0	
Fixed Income	10	8.5	
Equities	25	16.50	
T-Bills	6		
Portfolios (A, B, C) formed from the above Securities			
Securities	A	B	C
Real Estate	25%		
Fixed Income	25%	33.3%	50%
Equities	25%	33.3%	



T-Bills	25%	33.4%	50%	
Correlations of the Returns of the Securities				
Securities	Real Estate	Fixed Income	Equities	T-Bills
Real Estate	1			
Fixed Income	0.30	1		
Equities	0.50	0.45	1	
T-Bills	0.00	0.00	0.00	1

What is the optimum portfolio for an investor with (a) 40 percent risk tolerance (b) 50 percent risk tolerance (c) 85 percent risk tolerance ? As an investment adviser what is your advice to the investors ?

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MBAS 506

Third Semester M.B.A. Degree Examination, December 2017
BUSINESS ADMINISTRATION
Tax Planning

Time : 3 Hours

Max. Marks : 70

SECTION – A

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

1. Bring out and explain the need for tax planning.
2. What would be the role of GST council ? Explain.
3. Explain the permissible deduction under section 80 C.

SECTION – B

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

4. Describe the area of corporate tax planning. ✓
5. What are the consequences a deductor would face if he fails to deduct TDS or after deducting ?
6. Explain the steps involved in the computation of taxable income. ✓
7. A company wants to acquire an industrial equipment costing Rs. 20 lakhs. There are two alternatives available.
 - i) To buy the equipment by taking a loan of Rs. 20 lakhs repayable in five equal instalments annually together with 15 percent interest.
 - ii) To take lease basis for a period of 5 years at annual lease rent of Rs. 5,00,000 payable at the end of each years.
Rate of depreciation applicable to industrial equipment is 25 percent. The company has a policy of evaluating the capital budgeting proposals at 16 percent. The corporate tax rate is 30 percent. As a tax consultant you are asked to suggest which of the above two options should be adopted ?

P.T.O.



8. ABC Ltd. requires Rs. 75,00,000 to finance its expansion programmes. It has the following three options.

	Alternatives (Rs.)		
	I	II	III
Share Capital	75,00,000	30,00,000	15,00,000
9% Debentures	30,00,000	20,00,000
Loan from IDBI (12%)	15,00,000	40,00,000
Total	75,00,000	75,00,000	75,00,000

The expected rate of return before interest and tax is 25% for the past few years and the company has been declaring a dividend of 16%. The tax rate applicable to company is 30 percent plus surcharge 7 percent and education cess 3 percent. Now, the board of directors have decided not to distribute any dividend as the company has plough back the entire profits. The surcharge is applicable if the total income of the company exceeds Rs. 1 crore. Which is the best alternatives for the company ? Why ?

SECTION – C
(Compulsory)

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

(1×14=14)

9. An employee earns Rs. 48,000 PM salary (Basic + DA) and Rs. 36,000 HRA. He paid Rs. 200 per month as professional tax.
- His investment for the financial year as follow :
- Life Insurance Rs. 24,000
- Term Insurance Rs. 10,000
- PPF Rs. 6,000
- Medical Insurance for Self and dependent Rs. 10,000



Sukanya Samriddi Scheme Rs. 12,000

Premium paid towards approved pension scheme Rs. 24,000

ELSS Rs. 10,000

Group Insurance Rs. 250 PM.

He is paying Rs. 18,000 housing loan PM for his residential house which consists of 60 percent interest. He also paid Rs. 20,000 tuition fees for his children's. He contributed Rs. 1,200 to CRY a recognized trust. He also spends Rs. 80,000 for medical treatment of one of his handicapped dependent with 50 percent disability in the current year. His employer deducts Rs. 3,000 as TDS per month. Compute his tax liability for the assessment year 2017-18.

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MBAS 510

Third Semester M.B.A. Degree Examination, December 2017
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. Compare and contrast management development programmes with traditional training programmes.

SECTION – B

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

2. Describe the process of developing a case study for management training.
3. Explain the purpose and characteristics of competency based management training.
4. Explain the management training process.
5. Explain the stages of evaluation.
6. Describe the methods of training need identification.
7. Explain the role of government agencies and workers education in training.
8. Explain the objectives and models of management training.
9. How do you review the effectiveness of training ? Explain.

P.T.O.



SECTION – C

10. Case Study (Compulsory).

(1×15=15)

Read the following case and the questions given at the end :

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 the 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 any 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 its growing fast. Sawyer estimates that such games make up 15 percent of the "serious," or nonentertainment, 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. Its 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 don't



require dramatic, warlike explosions or complex 3D graphics, they cost a lot less. BreakAway Games Ltd., which designs simulation games for the military, is finishing its first corporate product, V-bank, to train bank auditors. its budget ? Just \$ 500,000.

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. Cyberlore, now rechristened Minerva Software Inc., is developing a training tool for a retailer by rejiggering 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 noe30344_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 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 ? What outcomes would you collect ? What evaluation design would you use ?

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MBAS 511



**Third Semester M.B.A. Degree Examination, December 2017
(CBCS)**

**BUSINESS ADMINISTRATION
Employee 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. "Today management of employee relations is more about involvement, engagement, participation and partnership rather than just collective bargaining and conflict resolution." Discuss.

SECTION – B

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

2. Why are industrial health and safety important ? Explain.
3. Explain the need for and functions of Trade Unions.
4. Explain with examples the just causes for disciplinary action.
5. Discuss the need for and importance of collective bargaining in resolving industrial disputes.
6. Explain the measures that are available in India for redressal of employee grievances.
7. Explain the process and strategies of negotiations.
8. What is meant by workers participations in management ? Why is it needed ? Explain.
9. Discuss the process of industrial dispute settlement in India.

P.T.O.



SECTION – C

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

(1×15=15)

10. Case Analysis.

Mr. Sharma joined the India Institute of Technology in 2000 – a premier educational institution in the country, imparting higher level education in technology. His job demands higher level and latest knowledge, higher level teaching skill, and other skills in introducing and practicing different teaching methods and bringing co-ordination between the Institute and industry. The Institute implemented the pay scales in 1996, recommended by the University Grants Commission which was at par with the pay scale of teachers in Universities and colleges. The demands of the jobs in Universities and colleges are quite low compared to those of the Institute. The pay of Mr. Sharma has been fixed at the level of Mr. Singh, who joined the Institute in 2004 as the University Grants Commission did not recommend any weightage for the teachers who put up less than five years' experience. Mr. Sharma was quite unhappy over the parity of salary of the teachers of the Institute with those of University teachers and college teachers on the one hand and equalizing his pay with his junior Mr. Singh on the other hand. The Institute again revised the pay scales of the teachers in 2006, based on the pay scales recommended by the University Grants Commission in 2006. University Grants Commission again maintained parity in pay scales of Institute teachers, University teachers and college teachers. The pay scale of Mr. Sharma was revised and it was fixed at Rs. 29,400 which was equal to the pay of Mr. Singh, Mr. Kulkarni who joined the Institute in 2006 and Mr. Prasad who joined the Institute in 2007. Mr. Sharma rushed to the chambers of the Director of the Indian of Technology on 20th July, 2007 and told him he was quitting the job in the Institute and he was going to join Degree College, at Rajahmundry. He further said that he was going to get the same salary in a small town. The Director was shocked after listening to Mr. Sharma.

Questions :

- a) Do you justify the decision made by Mr. Sharma ?
 - b) Do you suggest any measures to stop Mr. Sharma from quitting the job ?
 - c) Do you think that there is something wrong with the Institute pay practices and the University Grants Commission's recommendations ? If yes, what are they ? How do you rectify them ?
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MBAS 512

Third Semester M.B.A. Degree Examination, December 2017
BUSINESS ADMINISTRATION
Stress Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

(1×15=15)

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

1. Explain with examples, the various methods of reducing workplace stress by the employees themselves at the individual and organisational level.

SECTION – B

(5×8=40)

Note : Answer **any five**. **Each** question carries **eight** marks. Answer to the question should **not** exceed **five** pages.

2. Discuss the psychological fallouts in stress management.
3. Explain how the phenomenon of stress might be highly individualistic in nature.
4. 'Burn-out is a defence mechanism for reduction of stress'. Discuss with example.
5. What are the progressive relaxation techniques ?
6. How to deal with monetary stress and unhealthy worry ? Explain.
7. Explain the various psychological and cognitive symptoms of stress.
8. What is conflict management ? State the significance of conflict management in stress.
9. Elaborate the adaptive and maladaptive behaviour with examples.

P.T.O.



SECTION – C
(Compulsory)

(1×15=15)

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

10. Sandy Elizabeth was thirty years old when her divorce become final. She was forced to go to work to support her two children. Sandy got married right after graduating from college and had never really held a full time job outside the home. Nevertheless, because of her enthusiasm, education and maturity she impressed the HR Manager at Devon's Department Store and was immediately hired. The position involves supervising three departments of men's and women's clothing. Sandy's training consisted approximately two months at another store in the Devon chain. She spent this training period both selling merchandise and learning the supervisor's responsibilities. On the first day of her supervisory job, Sandy learn that because of size constraints at the store, six clothing departments are all located in the same area. In addition to Sandy, there are two other supervisor in the other departments. These three supervisors share the service of 28 full and part-time sales people. Because the various departments are so jammed together, all the sales people are expected to know each department's merchandise. Devon's merchandising philosophy is that it will not finish one department or store wide sale without starting another. Both the clerks and the supervisor, who work on a commission and salary basis, are kept busy marking and remarking the merchandise as one sale stops and another starts. To make matter worse, Devon's expects the employees to remark each item just prior to closing time the night after a big sale. The pressure is intense and customers are often neglected and irritated. However, all the sales people realised that when the customer suffers, so do their commissions. As a supervisor Sandy is expected enforce the company's policy rigidly. Soon after taking the positions as supervisor, Sandy began to experience severe headaches and gnawing stomach ache. She would like to quit her job, but realistically she can't because the pay is good and she needs to support her children.

Questions :

- a) To what do you attribute Sandy's health problem ? What are some possible extraorganisational, organisational, group and individual stressors.
 - b) Is there anything that this company could do to alleviate stress for its supervisors ? What individual coping strategies could Sandy try ?
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Reg. No.

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MBAS 507

**Third Semester M.B.A. Degree Examination, December 2017
(CBCS)**

**BUSINESS ADMINISTRATION
Marketing Research and Consumer Behaviour**

Time : 3 Hours

Max. Marks : 70

**SECTION – A
(Compulsory)**

(1×15=15)

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

1. "Culture is the most powerful influencer of consumption behaviour". Do you agree ?
Why ? Explain with appropriate examples.

SECTION – B

(5×8=40)

Note : Answer **any five** questions. **Each** question carries **eight** marks and answer to **each** question should **not** exceed **five** pages.

2. Explain the difference between exploratory and descriptive research methods.
3. Distinguish between probability and non-probability sampling methods. Illustrate your answer.
4. Explain features of a good market research report.
5. Explain the role of learning in consumer decision making.
6. Discuss with examples the role of perception in consumer behaviour.
7. What is cognitive dissonance ? How can a marketer handle it ? Explain.
8. Briefly discuss the utility of economic model of consumer behaviour.
9. Discuss with examples the influence of reference group on consumer behavior.

P.T.O.



SECTION – C

(1×15=15)

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

10. A well-known national level apartment builder wants to enter Mangalore City. He contacts you to do market research and suggest whether it is feasible to enter Mangalore market or not. How do you go about it ? Elaborate the research design you would use for the purpose.
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Reg. No.

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MBAS 508

Third Semester M.B.A. Degree Examination, December 2017
BUSINESS ADMINISTRATION
Promotion 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. Discuss the importance of personal selling and describe the various steps involved in the personal selling process.

SECTION – B

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

2. What is an advertisement copy ? What are the principal elements of a good copy of advertisement ?
3. What are the objectives and tools of public relations ?
4. Explain the major decision areas in the advertising planning and management.
5. Explain how sales budget levels are determined.
6. State the importance and functions of channels of distribution.
7. Explain the major steps and tools used in a systematic sales person selection process.
8. 'Retailing has an important role to play in the economy'. Discuss.
9. Explain the concept 'Supply Chain Management'. What are the current trends in SCM ?

P.T.O.



SECTION – C
(Compulsory)

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

(1×15=15)

10. A Mumbai based soft drink company has proposed to launch a new variant of soft drink in three flavours Lemon, Vanilla, Orange priced at Rs. 10/-, Rs. 11/-, Rs. 12 in 300 ml bottles.

Posers.

- 1) As an advertising consultant develop an advertising campaigning strategy.
 - 2) What will be your message, who will be your target audience and what will be the ideal media mix ?
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MBAS 509

Third Semester M.B.A. Degree Examination, December 2017
BUSINESS ADMINISTRATION
Retail Management

Time : 3 Hours

Max. Marks :70

SECTION – A
(Compulsory)

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

1. Elucidate the socio economic and technological influences on retailing in India.

SECTION – B

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

2. Explain the role of MNCs in the organized retailing in India.
3. How are complaints handled in retailing ? What are the different methods used in complaints handling ?
4. Discuss the latest trends in life style in retailing shopping behavior of customers in India.
5. How does service retailing differ from product retailing ? Which one do you see as more challenging comparatively and why ?
6. What do you mean by visual merchandizing ? What are different components of visual merchandizing ?
7. Does ethics play any role in retailing ? Substantiate your view point with suitable example.
8. How important is selecting a retail store location ? What are the steps involved in selection of a retail store ?
9. Classify the retail formats and explain the characteristics of each format in detail.

P.T.O.



SECTION – C

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

(1×15=15)

10. Read the following case study carefully and answer the questions that follow :

Whole Food Market is a supermarket chain with less than two-hundred stores selling healthy, gourmet products such as organic vegetables, free-range poultry, foods without artificial ingredients or hydrogenated fats and many environment-friendly products such as non-polluting detergents and chlorine free diapers. The company began in the 1970s as a natural-food stores that catered to hippies. Through the purchase of small-health food stores in major cities, the company gained more exposure and access distribution channels for natural foods.

During the late 1980s and the 1990s, the company's growth was fuelled by the upsurge's in American's desire for healthy living and their interest in gourmet cooking. Whole Foods does very little advertisings but receives constant free media exposure because it is often mentioned in popular TV series, praised by celebrities on talk shows and featured in newspapers and magazines as a business success story. The company educates consumers about foods, provides recipes and even arranges trips where consumers meet with local fishermen. Its supermarket cashiers and stock personnel receive education about foods and earn above average wages. Whole Food's prices are significantly higher than products in traditional supermarkets because the keys to its profitability and higher profit margins for products that traditionally yield slim margins, and much larger than per-square-foot sales than that of conventional supermarkets. But as the company's CEO pointed out, Americans spend far less of their income on food than other nations and that's why most of it doesn't taste very good; if they want to eat higher-quality foods, they have to pay for them. In 2005, Whole foods stated its numbers to double the number of its stores by 2015.

Questions :

1. Discuss the promotion strategy of Whole foods. Why or why not is it appropriate ? Elaborate.
 2. Discuss the Positioning of Whole foods.
 3. Do you think doubling the number of stores is a sound strategy when "American spend far less of their income on food than other nations". Explain your point of view.
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