II Semester M.B.A. Degree Examination, November 2023
(CBCS Scheme)
MANAGEMENT
2.2 : Managerial Research Methods

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks. (5×5=25)

1. What is Big Data ? Why is it an extremely essential part of business analytics ?

2. Explain with suitable business example, how does data mining support in strategic decision making in any two different industries functional domain of your choice.

3. Define Market research. What is meant by research design ?

4. Briefly summarise the advantages of non-probability sampling.

5. Define Research hypothesis. State and explain the two types of hypothesis with an example.

6. Describe in detail what is meant by :
   i) research gap
   ii) setting of research objectives.

7. What are the various non-parametric tests used in exploratory research ?

SECTION – B

Answer **any three** questions, **each** carries **10** marks. (10×3=30)

8. How can business managers use the Descriptive, Predictive and Prescriptive Analytics for making better business decisions ? Discuss with examples.

9. Explain the various types of measurements. What are the various types of scales and their importance ? Discuss.

10912

10. What are the various steps involved in Marketing research process ? Explain the scope, importance and limitations of marketing research.

11. Explain the various types of research reports. Give an account on typical contents of a research report.

SECTION – C

(15×1=15)

Compulsory question.

12. Case study.

Despite investing millions of dollars in enhancements to its mobile and web presence, a major retailer was having an increasingly difficult time converting online customer visits into sales. The gap between visitors to the site and completed purchases was widening. A growing number of consumers were losing interest in following the digital maze required to locate and purchase the products they were seeking. As a result, the retailer was having an increasingly difficult time converting online customer visits into sales. According to the company's director of marketing, "We were constantly making changes to our website and offering special online promotions, but we found that some changes were having an opposite impact on sales than we were expecting. It seemed like one step forward often meant taking two steps backward."

The company later on implemented customer analytics solution provided by Deloitte. The retailer analyzed its customer data against industry benchmarks to identify where customers were leaving the funnel and to pinpoint reasons for the fracture. The retailer soon discovered, most of its online customers were looking for a direct route to the products they want to buy; in most cases, they would spend no more than one minute trying to locate a particular item. In recognizing the value of a streamlined shopping experience the retailer was able to simplify the customer's digital experience, reduce points of fracture and increase conversions. The company learned that fewer clicks resulted in more sales, the easier it is for customers to find a particular product, the more likely they will make a purchase.

Repairing the fractures in the digital shopping experience and guiding the customer through the purchasing funnel more effectively resulted in improved results for this major retailer. As further enhancements to the retailer's digital site are proposed, analytics will be used to determine whether or not certain enhancements will have the desired effect on the customer's digital journey before they are implemented, helping to increase investment and improve returns quickly. Their Director Marketing commented, "With a mobile, market place that represents almost $650 billion in business a year–and growing–every incremental increase in conversion rates represents significant sales growth. By relying on Deloitte to help us get inside e-Commerce data to streamline the customer journey, we can build a more dynamic, engaging digital experience for our customers. And allocating resources more effectively means earning a higher return on our digital investment and increasing sales."

Answer the questions :

i) With reference to the case, highlight the importance of Analytics in Retail Industry.

ii) How to analytics help retailers improve their sales performance goals ?

iii) Analytics contribute in enhancing and adding value and streamlining the customer shopping experience. Comment.

———————————

II Semester M.B.A. Degree Examination, November 2023
(CBCS Scheme)
MANAGEMENT
2.3 : Entrepreneurship and Ethics

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks. (5×5=25)

1. State and explain the potential risks of entrepreneurship.

2. Discuss in brief the pitfalls in selecting new ventures.

3. Explain the relevance of social entrepreneurship in today's context.

4. Explain the merits and demerits of franchising.

5. Bring out the need of business ethics.

6. Explain the myths of entrepreneurship.

7. Explain the various approaches to managerial ethics.

SECTION – B

Answer **any three** questions, **each** carries **10** marks. (10×3=30)

8. Explain the factors affecting the growth of entrepreneurship in India with appropriate examples.

9. What is a Business plan ? Explain in detail the contents of a business plan.

10. Bring out the importance, need and benefits of corporate citizenship to the corporate houses of the new millennium.

11. Explain in detail the various sources of finance for a new venture with appropriate examples.

10913

SECTION – C

(15×1=15)

Compulsory question.

12. Case study.

When she was 11 years old, Kim Merritt sampled chocolate at a candy store and thought she could do better. She made her own recipe and began selling small candy bars in her home town of Cumberland, Maryland. The effort was much like that of many youngsters who open lemonade stands to earn a few dollars to spend at the movies; however, people began asking her for more. Using meager profits and her mother's kitchen, Kim began making large batches of candy, then designed her own wrappers and developed a commission system for friends who sold chocolates at several schools. Business was so good that it became an obsession. Kim worked after school, weekends, and holidays, and aside from a brief period when the health department suspended her operations until she could obtain proper permits to cook candy, she made candy by hand until she graduated from high school. At first, she could meet demand without special equipment or sacrificing other activities, but when she provided candy for a school fund-raising event, demand exceeded capacity, and Kim found herself buying professional equipment, hiring helpers, and purchasing bulk supplies.

Looking back, Kim recalls the obsession, the long hours, and the challenge to learn about business. Always on the initiative, Kim set about placing orders with local stores and developing contracts with dozens of schools and civic organizations. Her business, Kim's Khocolates, soon occupied her entire family and closest friends, and she registered the company and set up a chocolate boutique. During her first month, she had 18,000 orders, and before graduating from high school, Kim was distributing specialty chocolates to retail stores in three states.

In 1989, at age 21, Kim repositioned her company as a major distributor of specialty candies and began planning a chain of upscale chocolate shops for the 1990s. The chain would complement her candy manufacturing and distribution system, but it would also mean major changes in her organization. She paused to think about her plans, realizing that to launch a regional or national chain would mean a corporate endeavor. She and her family could not handle all the responsibilities, and the nature of Kim's Khocolates would change. This was not a pleasant thought, although the idea of pursuing a major business was exciting.

Reflecting on her business, Kim realized that she had fun and made a great deal of money, but many people considered her success no more than the luck of a personable young lady who made good candies and accidentally stumbled into a few good markets. On the other hand, Kim knew that she had worked extremely hard to attract clients. Most of her customers had not been comfortable buying from a young high school student, and she was seldom taken seriously by customers until they had dealt with her for a long time. Winning over her customers had always been a challenge to Kim, not a roadblock, and creating unusual candies had been a joy, not a job.

Thinking about her plans, she was not anxious to become a corporate manager, and although she had always worked well with others, Kim liked the feeling of independence. Running a company would mean sacrificing her autonomy, yet the idea of a chain of stores selling her specialty candies had been a dream for years. At the same time, expansion would mean financial risk, and Kim had always avoided debt; she dealt in cash and had always carefully calculated her expenses to avoid even the slightest loss. She realized that she was at a major crossroad in her young career, and the choice seemed to be whether to follow her dream and expand or to be content with her existing business.

Case Questions.

1) Identify the entrepreneurial characteristics of Kim Merritt and how they correspond to characteristics described for successful entrepreneurs.

2) Take a position regarding the decision facing Kim whether to expand into a chain stores. Explain your position in terms personal objectives you perceive essential to Kim and in terms of her perceived abilities.

3) Based on what you know about Kim and what you believe her characteristics to be, would you say her success was due to luck or persistence ? Explain your position, and how luck plays a role in any new venture.

———————

II Semester M.B.A. Degree Examination, November 2023
(CBCS Scheme)
MANAGEMENT
2.4 : Human Capital Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks. (5×5=25)

1. What is HRM ? Explain the nature of HRM.

2. Explain the process of Employee Selection.

3. Discuss the importance of training.

4. Briefly explain the future of performance management system.

5. Bring out the relevance of trade unions in the industrial setup.

6. Explain the scope of SHRM.

7. Explain the internal sources of recruitment with appropriate examples.

SECTION – B

Answer **any three** questions, **each** carries **10** marks. (10×3=30)

8. Explain the contemporary issues and practices in HRM with appropriate illustrations.

9. Explain in detail the factors influencing HR Planning with appropriate examples.

10. Explain the methods of management development and executive development programs.

11. Explain the recent trends in compensations management.

(15×1=15)

Compulsory question.

12. Case study :

Jennifer, the owner and manager of a company with ten employees, has hired you to take over the HRM function so she can focus on other areas of her business. During your first two weeks, you find out that the company has been greatly affected by the up economy and is expected to experience overall revenue growth by 10 percent over the next three years, with some quarters seeing growth as high as 30 percent. However, five of the ten workers are expected to retire within three years. These workers have been with the organization since the beginning and provide a unique historical perspective of the company. The other five workers are of diverse ages. In addition to these changes, Jennifer believes they may be able to save costs by allowing employees to telecommute one to two days per week. She has some concerns about productivity if she allows employees to work from home.

Despite these concerns, Jennifer has even considered closing down the physical office and making her company a virtual organization, but she wonders how such a major change will affect the ability to communicate and worker motivation. Jennifer shares with you her thoughts about the costs of health care on the organization. She has considered cutting benefits entirely and having her employees work for her on a contract basis, instead of being full-time employees. She isn't sure if this would be a good choice. Jennifer schedules a meeting with you to discuss some of her thoughts. To prepare for the meeting, you perform research so you can impress your new boss with recommendations on the challenges presented.

Case questions :

1) Point out which changes are occurring in the business that affect HRM.

2) What are some considerations the company and HR should be aware of when making changes related to this case study ?

3) What would your role be in implementing these changes ? What would Jennifer's role be ?

II Semester M.B.A. Examination, November 2023
(CBCS Scheme)
MANAGEMENT
Paper – 2.5 : Financial Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks.   (5×5=25)

1. Discuss the importance of finance in non-finance areas.

2. What is Capital Rationing and state its types.

3. State the importance of Bonus issues.

4. Calculate the value of 5 years deposit of Rs. 1,00,000 made today if the interest rate is (a) 10% (b) 15%.

5. Suppose the firm has no debt in its capital structure. It has and expected annual NOI of Rs. 10 Lakhs and cost of Equity of 10%.

   The firm is able to change its capital structure by introducing debt of Rs. 30 Lakhs with the cost of debt of 5%. Find the value of the firm using NI Approach.

6. Calculate the WACC using Book Value weights. Consider the tax rate of 30%.

Sources	Book Value	Cost of Capital
Debenture	5,00,000	10%
Preference shares	5,00,000	5%
Equity shares	10,00,000	10%

7. State the assumptions of Modigilani and Miller's approach for capital structure decision.

P.T.O.

SECTION – B

Answer **any three** questions, **each** carries **10 marks.**   **(10×3=30)**

8. What is Dividend Policy ? State the determinants of Dividend Policy.

9. Determine the amount of debt that should be used by the firm in its capital structure to maximize the value of the firm for the given EBIT of 5,00,000 with the corporate tax of 30%.

Debt	k_d before tax %	K_e %
1,00,000	10	12
2,00,000	10.5	12.6
3,00,000	11	13
4,00,000	12	13.6

10. As a financial analyst of a large electronics company, you are required to determine the weighted average cost of capital of the company using (a) book value weights and (b) market value weights.

The following information is the present book value of the company :

Debentures (Rs. 100 per debenture)	Rs. 8,00,000
Preference shares (Rs. 100 per share)	Rs. 2,00,000
Equity shares (Rs. 10 per share)	Rs. 10,00,000
Retained Earnings	Rs. 8,00,000
	Rs. 28,00,000

All these securities are traded in the capital markets. Recent prices are :

Debentures Rs. 110 per debenture, Preference shares 120 per share and Equity share of Rs. 22.5 per share.

Anticipated external financing opportunities are :

a) Rs. 100 per debenture redeemable at par ; 10 year maturity, 11% coupon rate, 4% flotation costs, sale price Rs. 100.

b) Rs. 100 preference share redeemable at par ; 10 year maturity 12% dividend rate, 5% flotation costs, sale price Rs. 100.

c) Equity shares Rs. 0.5 per share flotation costs, sale price is Rs. 22.5 In addition, the dividend expected on the equity share at the end of the year is Rs. 2.20 per share; the anticipated growth rate in dividends is 7% and the firm has the practice of paying all its earnings in the form of dividends. The corporate tax rate is 35%. Cost of retained earnings is 15%.

11. While preparing a project report on behalf of a client you have collected the following facts. Estimate the net working capital required for that project. Add 10% to your computed figure to allow contingencies :

Particulars	Amount per Unit
Estimated cost per unit of production	
Raw materials	Rs. 80
Direct labour	Rs. 30
Overheads (exclusive of depreciation Rs. 10 per Unit)	Rs. 60
Total cash cost	**Rs. 170**

Additional Information :

Selling price is Rs. 200 per unit. The product is subject to GST of 18%

Level of activity is 1,04,000 Units of production per annum

Raw materials in stock, average of 4 weeks

WIP (assume 50% completion stage in respect of conversion costs and 100% completion in respect of materials) average 2 weeks

Finished goods in stock, average 4 weeks

Credit allowed by suppliers, average 4 weeks

Credit allowed by debtors, average 8 weeks

Lag in payment of wages, average 1.5 weeks

Lag in payment of GST, average 4 weeks

Cash at bank is expected to be Rs. 25,000.

You may assume that production is carried on evenly throughout the year (52 weeks) and

Wages and overheads accrue similarly. All sales are on credit basis only.

SECTION – C

Compulsory question. (15×1=15)

12. Case study.

The expected cash flows of a project are as follows.

Year	Cash Flow Rs.
1	−10,00,000
2	2,00,000
3	3,00,000
4	4,00,000
5	5,00,000
6	3,00,000

The cost of capital is 12%. Calculate the following :

a) Net present values.

b) Benefit cost ratio.

c) Internal rate of return.

d) Modified internal rate of return.

e) Payback period.

f) Discounted payback period.

————————

II Semester M.B.A. Degree Examination, November 2023
(CBCS)
MANAGEMENT
2.6 : Quantitative Techniques and Operations Research

Max. Marks : 70

Time : 3 Hours

SECTION – A

Answer **any five** questions from the following. **Each** question carries
5 marks

(5×5=25)

1. Explain the importance of Replacement and Sequencing Problem in managerial decisions.

2. 'Operation Research replaces management personally'. Discuss.

3. Solve the following LPP by graphic method :

   Maximise $Z = 375x + 475y$

   Subject to $5x + 4y \leq 200$

   $3x + 5y \leq 150$

   $5x + 4y \geq 100$

   $8x + 4y \geq 80$

   and $x, y \geq 0$.

4. Find the optimal assignment schedule for subordinates against the jobs.

	A	B	C	D
J_1	8	26	17	11
J_2	13	28	4	26
J_3	38	19	18	15
J_4	19	26	24	10

P.T.O.

5. Determine the optimal sequence of jobs that minimises total elapsed time. Jobs are processed in the order M_1 M_2 M_3.

Jobs	A	B	C	D	E	F	G
M_1	3	8	7	4	9	8	7
M_2	4	3	2	5	1	4	3
M_3	5	7	5	11	5	6	12

6. The original cost of the machine is Rs. 15,000. Operating costs varies as follows.

Year	1	2	3	4	5	6	7
Operating Cost (Rs.)	700	800	1000	1400	1600	1800	2200
Resale Value	2500	2000	1600	900	750	500	400

What should be the optimum replacement interval ?

7. The probability distribution of daily demand of washing machine are given below :

Demand/day	0	1	2	3	4	5
Probability	0.05	0.25	0.20	0.25	0.10	0.15

Find the average demand of washing machine per day using the following random numbers :

67, 84, 02, 77, 90, 14, 25, 65, 45, 82.

SECTION – B

Answer **any three** questions from the following. **Each** question carries **10** marks. (3×10=30)

8. Brief discuss the application of queuing theory in industrial management.

9. Find the initial basic solution using Vogel's Approximation method and test for optimality using MODI method.

Destinations

	1	2	3	4	Supply
I	4	2	7	3	250
II	3	7	5	8	450
III	9	4	3	1	500
Demand	200	400	300	300	

(Source on left side; I, II, III)

10. A company makes three products X, Y, Z out of three raw materials A, B and C. The number of units of raw materials required to produce one unit of products X, Y, Z is given in the following table :

	X	Y	Z
A	1	2	1
B	2	1	4
C	2	5	1

The profit per unit on the products X, Y and Z are Rs. 40, 25 and 50 respectively. The number of units of raw materials available are 36, 60 and 45 respectively. Determine the product mix that will maximise the profit through the simplex table.

11. Solve the following game using dominance principle :

Company B

		B_1	B_2	B_3	B_4
	A_1	35	65	25	05
Company A	A_2	30	20	15	00
	A_3	40	50	00	10
	A_4	55	60	10	15

SECTION – C

(15×1=15)

12. **Compulsory** : Case Study.

For the following network problem :

Activity completion time in (weeks)	1 – 2	1 – 3	1 – 4	2 – 5	3 – 5	4 – 6	5 – 6
t_0	1	1	2	1	2	2	3
t_m	1	4	2	1	5	5	6
t_p	7	7	8	1	14	8	15

a) Draw the network diagram and identify critical path.

b) What is the probability that project will be completed :

1) Atleast 4 weeks earlier than the expected time ?

2) Not more than 4 weeks later than the expected time ?

3) What is the probability that the project will be completed within 20 weeks ?

4) Find the project duration at 90% probability.

_____

II Semester M.B.A. Examination, December 2023

(CBCS)

MANAGEMENT

2.7 : Innovation Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks.　　　　　　**(5×5=25)**

1. Define innovation. Explain the innovation process.

2. Explain the assumptions and barriers of innovation management.

3. Define innovation platform.

4. Explain service innovation with examples.

5. Explain Porters 5 forces model.

6. What are intellectual property rights ?

SECTION – B

Answer **any three** questions, **each** carries **10** marks.　　　　　　**(10×3=30)**

7. Explain market push and pull with examples.

8. Explain the topology of innovation management.

9. What are the soft methods of innovation management ?

10. Explain the analytical methods of innovation management.

11. Explain post implementation analysis of innovation project.

SECTION – C

(15×1=15)

Case Study :

**Compulsory :**

In 1857 Fredrik Idestam opened his second mill in Nokianvirtra River which gave the name Nokia Ab. in 1871. Nokia began with making paper and incidentally one of the communication technologies. In 1898, Eduard Polon Founds came up with finish rubber works; 1912, finish cable works from where the electronic business started. In 1963, they started developing radio telephones for emergency use in army and in 1987; Nokia was the third largest TV manufacturers in Europe. In 1986/87, they rolled out the first GSM phones which revolutionized the entire Telecommunication Industry. Nokia innovated different models of mobile phones at different prices to the market and owned most of the market share in mobile industry. Later many mobile companies penetrated in the mobile market and started their own products which had better features than Nokia. Realizing the market Nokia merged with another technology Giant "Windows" later there product innovation was Nokia Lumia Phones, which failed to meet to impress customers in terms of size and weight. Apple.inc realized huge market presence and Apple.inc came with latest technology software's and built their own Operating System (IOS) and made a huge revolution in the mobile technology industry. Steve-Jobs was the pioneer/Founder in Apple.Inc industry who changed the organizational structure of Apple.Inc and gave the edge of technology to the customers and captured the Mobile Industry.

Questions :

1. What are the reasons for the downfall of Nokia ?

2. Do you think Nokia failed to innovate ? If yes, kindly comment your thoughts.

3. Suggest on how Nokia can make a comeback into the market.
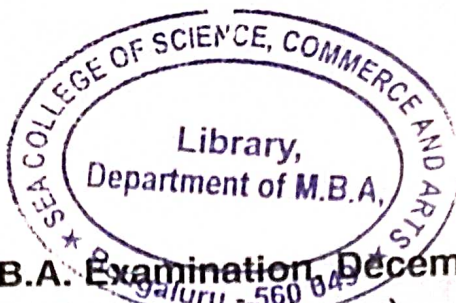
10911

II Semester M.B.A. Examination, December 2022
(CBCS 2018-19 Scheme)
MANAGEMENT
Paper – 2.1 : Technology for Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks. (5×5=25)

1. Differentiate between Input and Output Devices and give examples of the latest I/O devices used in the Industry and their business application.

2. Differentiate between RAM and ROM, EPROM and its functions.

3. What do you mean by ERP ? List the reasons for successful ERP implementation.

4. What is the difference between e-commerce and m-commerce ? Which is better and why ?

5. What do you mean by DBMS ? Briefly explain the architecture, different data based models used in while designing the databases along with the example.

6. Define Internet, Intranet, Extranet. Justify the statement Telecommunication is driving the business economy with their changing technologies.

7. Define the term GDSS, EXPERT SYSTEM, ERP, CRM, SCM with examples.

SECTION – B

Answer **any three** questions, **each** carries **10** marks. (10×3=30)

8. Differentiate between the Application Software and System Software and explain their importance in the business information systems.

9. a) Differentiate between Data and Information with right business example.

   b) What do you mean by sub-system and explain each organizational sub-systems and their functionalities.
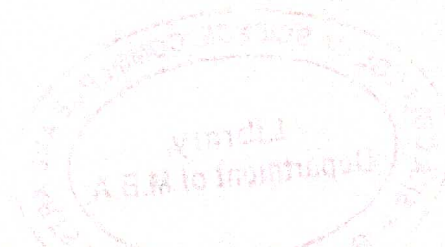
10911

10. What do you mean by DSS ? Explain the framework of DSS. Explain the components and benefits of DSS. Explain Web Based DSS and its benefits.

11. How can Information Technology support a company's business process and decision making and give it a competitive advantage? Explain with suitable example.
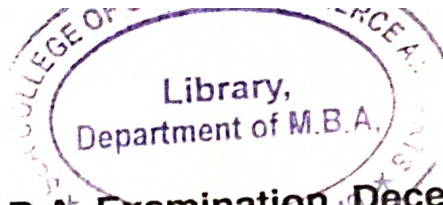
SECTION – C

Compulsory Question :   (15×1=15)

12. Case study :

As an entrepreneur, you decide to open a Retail store. You can also subscribe to a franchise or create your own Retail store under your own brand. Compare the choices by identifying the decisions you will face with each approach. What data will you need to collect ? Design an Information system to manage your business.

———————

10912

II Semester M.B.A. Examination, December 2022
(CBCS 2018 – 19 Scheme)
MANAGEMENT
Paper – 2.2 : Managerial Research Methods

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks.

(5×5=25)

1. What is Master Data Management ? Briefly Explain its relevance in the current scenario.

2. Briefly discuss the features of a good research study.

3. What is Research problem ? Explain the criteria and sources for identifying research problem.

4. What is a Research Questionnaire ? Briefly discuss the questionnaire design procedure.

5. Explain the steps involved in the sampling design process.

6. Bring out the differences between parametric test and non-parametric test.

7. Discuss the guidelines for effective documentation.

SECTION – B

Answer **any three** questions, **each** carries **10** marks.

(10×3=30)

8. Define Business Analytics. Explain in detail the evolution of Business Analytics.

9. What is Research ? Explain in detail the types of research with merits and demerits of each and include examples.

10. Explain the scaling techniques with its relevance, use and application in research.

10912

11. You are appointed as the Research Associate for a new branch of a reputed consulting company,

a) Prepare a survey questionnaire to understand the market needs and company prospects in the future.

b) State and explain the steps taken for Determination of Sample Size, Data Preparation, Data editing and Coding.

SECTION – C

Compulsory question.

(15×1=15)

12. Case study.

The day is not very far when the Indian travellers can criss-cross the globe with just a few clicks. Taking e-commerce and information technology services a step further, the Indian travel industry is composing itself to usher in the era of e-ticketing. On-line booking involves pursuing of available information on travel websites and then making a reservation. However, if you are not the kind who prefers a particular airline, then you can check out travel sites, which collate flights details of all airlines, and are the apt place to book or bid for air tickets. Travel portals, such as, travelguru.com, arzoo.com, yatra.com, indiatimes.com, rediff.com, makemytrip.com, and cleartrip.com, would provide you all details of flights along with their fares in an ascending order, i.e., the lowest priced, ticket is featured first, on its web page. The number of consumers who book travel tickets online is growing. But a switch from offline environment to online environment creates certain doubts in the minds of consumers. Such doubts have been termed as perceived risks in literature. Also, the Internet revolution has brought about significant changes in market transparency, defined as the availability and accessibility of information to market participants. For example, air travellers can use online travel agencies to browse through hundreds of travel offers to their destination, compared to typically few offers from a traditional travel agent or airline prior to the Internet era.

Generally, market transparency seems to benefit consumers because they are able to better discern the product that best fits their needs at a better price. However, there still is a large percentage of population who get their tickets booked through the traditional queuing system. The advent of e-ticket booking over the past couple of years has led to the mushrooming of online

travel agencies. These online service providers have in fact come up with a wide variety of services for faster and more convenient mode of ticket booking. They offer a host of services starting from booking something as mundane as a train or flight ticket to something as exotic as a holiday. They offer various packages which have the entire itinerary for the proposed holiday. They even offer a convenient pick-up and drop service. With such a range of services being offered at your fingertips, expectations are that more and more number of travellers would start using such easy, fast and convenient services as compared to the conventional booking process across a reservation counter. Yet, we still observe long queues at the various reservation counters. And, we also know that there are a number of people who use the online services available to book their travel than through traditional travel booking counters. Srininandan Rao, CEO of Ghoom.com, a travel portal that has been in existence for the past three years wondered whether he can look at a bigger customer base for his travel booking business or look at an alternative e-business.

Questions :

1) What is the kind of research study that you can undertake for Mr. Rao ?

2) Formulate the research problem and the objectives of your study. Suggest an alternative research approach that you can take.

3) Develop a working hypothesis for your study.

————————————
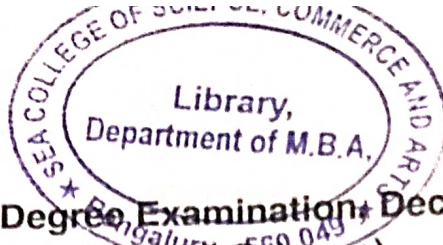
10913

II Semester M.B.A. Degree Examination, December 2022
(CBCS) (2018-19 Scheme)
MANAGEMENT
Paper – 2.3 : Entrepreneurship and Ethics

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks. (5×5=25)

1. Discuss the growth and importance of entrepreneurship in India.

2. Write a short note on analyzing business opportunities.

3. Explain the difference between a feasibility study and a business plan.

4. Write a note on Franchise and its advantages for entrepreneurs.

5. Differentiate between IPR, copyrights, patents with suitable examples.

6. Identify the most potential business ideas that emerged post pandemic period in India.

7. Discuss the importance of ethics in entrepreneurship.

SECTION – B

Answer **any three** questions, **each** carries **10** marks. (10×3=30)

8. Describe the essential components of a business plan using an illustration.

9. Explain the various dimensions of a feasibility analysis.

10. Explain the steps involved in setting up of a business venture.

11. How can social entrepreneurship contribute to development ? Give examples of successful social ventures from India and their impact on society.

P.T.O.

SECTION – C

(15×1=15)
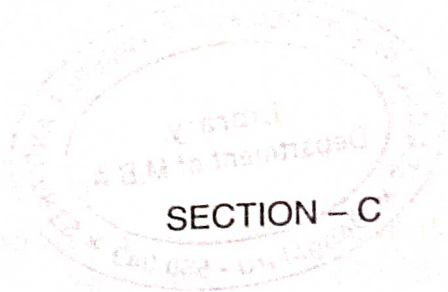
Compulsory Question.

12. Amrutam – The Ayurvedic Opportunity unfolds

Founded in 2006, Amrutam is an ayurvedic health and personal care brand that was running into losses until 2016. Its founder, Ashok Gupta, who was working as a distributor for various pharma companies, was finding it hard to keep the business afloat until his children Agnim Gupta and Stuti Gupta decided to step in.

What restarted in August 2017 by getting one order a month has now grown to receive 4,000 orders per month, with a revenue of more than Rs. 2 crore. The company also claims to have witnessed a 250 percent jump in revenue in FY 21.

Agnim and Stuti revamped Amrutam and rebranded its products. From supplying herbal medicines to medical stores and doctors, Amrutam started selling premium personal as well as healthcare OTC products online, through their website, and directly to the consumers (D2C). They also repackaged the products and labelled them differently.

The brand has around 1,000 SKUs, and Stuti claims it differentiates from its competitors in the healthcare category by offering Ayurvedic malts.

1) Discuss the attractiveness of Ayurveda as a potential business opportunity.

2) For the products offered by the company identify the target segment and a marketing plan to reach the target segment. How did Fanatics become popular for sports fans ?

3) What other strategies you suggest to Amrutam to scale up their Ayurvedic venture ?

———————
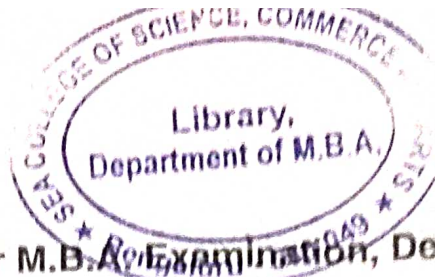
10914

II Semester M.B.A. Examination, December 2022
(CBCS 2018 – 19 Scheme)
MANAGEMENT
Paper – 2.4 : Human Capital Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks. (5×5=25)

1. What is Human Resource planning ? Explain the factors influencing Human Resource Planning.

2. Briefly discuss the contemporary issues and practices of HRM.

3. What is recruitment ? Explain the new recruitment practices practiced by millennial firms.

4. What is Human Resource Development ? Briefly discuss the contemporary HRD practices.

5. Explain the relevance of trade unions.

6. Bring out the differences between Strategic HRM and Domestic HRM.

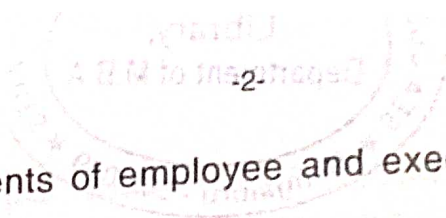7. Discuss the future of performance management system.

SECTION – B

Answer **any three** questions, **each** carries **10** marks. (10×3=30)

8. What is recruitment ? Explain in detail the sources of recruitment with its merits and demerits.

9. What are industrial disputes ? Explain the causes and resolution techniques adopted to resolve industrial disputes.

P.T.O.

10. Explain the components of employee and executive compensation with appropriate examples.

11. You are appointed as the HR manager for a new branch of a reputed company.

   a) What challenges do you foresee as a HR manager ?

   b) State and explain the competencies and skills to possess in managing the company as a HR manager.

SECTION – C

Compulsory Question :   (1×15=15)

12. Case study :

   Adam, fresh from school was a newly recruited HR practitioner. During his one month into the job, he was asked to be in-charge of the orientation programme for the entire organisation. Being new, he followed closely to the processes. Recently, Roy joined the organisation and Adam was required to orientate him. On Roy's first day of work, Adam brought him around the organisation for introduction to the rest of the staffs. Unfortunately, Roy's assigned mentor was not around hence, Adam was unable to make an official introduction for Roy to meet up with his mentor. In the afternoon, during the HR briefing, Adam mentioned to Roy that there is a buddy system in place but it is only on an opt-in basis. Roy requested to opt for a buddy. Adam was rather surprised by Roy's request as according to Adam's manager-Jean, no one in the organisation has requested for a buddy. Hence, Adam checked with Jean on the criteria in getting a buddy for Roy and according to her, Adam found out that it needed to be someone preferably from Roy's department. Having clarified on the criteria, Adam was supposed to get a buddy for Roy, unfortunately, this issue was clearly forgotten by Adam due to his busy schedule as he was involved in other HR matters as well and he did not follow up with Roy's request promptly. One week later, Adam met Roy in a lunch gathering and Adam greeted Roy and asked him casually how is he doing and if he has adapted well to his job. Roy, asked Adam blatantly and angrily where is his buddy that he had requested. At that moment, Adam recalled on the existence of this request and unwittingly told Roy that he thought Roy was joking with him on the request for a buddy as he did not want to admit to Roy that he had clearly forgotten about the whole issue. Roy was very angered by Adam's response and told him off that he was very serious in getting a buddy and that its Adam's responsibility to do so. Adam, clearly embarrassed and guilty about his mistake, apologised immediately and promised to get him a buddy.

On the very day, a buddy- Sam, was found for Roy. Roy was very unhappy with Adam and confronted Adam and his buddy when he was able to have an official meet up session with his mentor. Adam explained to Roy that the organisation has no current practice in place for meet up sessions to be arranged between mentors and mentees and its a practice for mentees to take self-initiative to do so in arranging for meetings with their mentors and also that his mentor is currently out of town and will only be back the next day. Adam, himself being a new staff also was at that moment in time speaking on personal experience and also based on what Jean had told him. Sam, who was present agreed and helped to explain to Roy on the practice. Roy kept quiet and Adam unknowingly thought that Roy has understood the organisation practice. Hence, Adam did not continue to check with Roy on this aspect. The following day, Roy had a feedback session with his manager and Adam was called upon to sit in as a part of the orientation programme. Roy brought up the issue on Adam's failure to get him a buddy promptly and that he was not introduced to his mentor at all.

He complained about the poor management of the HR mentor and buddy system and that it was not effective at all and that he expressed that he is very unhappy with Adam as he felt that he was not doing his job at all. Adam tried to explain to Roy and his manager about what happened and also reassured Roy that he will take his suggestions of improving on the system and was apologetic about the issue. He told Roy's manager that he will bring Roy to see his mentor after the session as his mentor is back in the office after being on leave for the past week. Roy was still very unhappy with Adam and continued telling Adam off in front of his manager.

Questions :

1) On an HR practitioner point of view, what should Adam do to resolve the issue ?

2) Roy is very unhappy with Adam and holds it against him even though all has been done and followed up. What should Adam as HR do to resolve this and should Jean, as Adam's manager do something ?

3) What role does Roy's manager play in this issue and should he be implicated ?

10915

II Semester M.B.A. Degree Examination, December 2022
(CBCS) (2018-19 Scheme)
MANAGEMENT
Paper – 2.5 : Financial Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks.

(5×5=25)

1. Explain the different types of decisions taken by Financial Managers.

2. Why Dividend Policy is important for a Company ?

3. A company has Rs. 2,00,000 6% Debentures outstanding today. The company has to redeem the debentures after 5 years and establishes a Sinking Fund to provide funds for redemption. Sinking Fund Investments earn interest @ 10% p.a. The investments are made at the end of each year. What annual payment must the firm make to ensure that the needed Rs. 2,00,000 is available on the designated date ?

4. When can there arise a conflict between shareholder's and manager's goals ? How can it be resolved ?

5. Differentiate Profit Maximization and Wealth Maximization objectives of a firm.

6. Assuming that a firm pays tax @ 40%. Compute the after- tax cost of capital in the following cases.
   • A bond sold at Rs. 100 with 7% interest rate and redemption value Rs. 110, if the company redeems it in 5 years.
   • An ordinary share selling at a current market price of Rs.120 and paying a current dividend of Rs. 9 per share, which is expected to grow at a rate of 8%.

7. Calculate EOQ from the following information.
   Annual usage 20000 units
   Cost of placing and receiving one order
   Cost of materials per unit Rs.50
   Annual carrying cost of one unit -10% of inventory value.

P.T.O.

SECTION – B

Answer **any three** questions, **each** carries **10** marks. (10×3=30)

8. Explain the different sources of financing working capital needs of an organization.

9. Aarav Ltd. has currently an Ordinary Share Capital of Rs. 25 lakhs consisting of 25000 shares of Rs. 100 each. The management is planning to raise another Rs.20 lakhs to finance an expansion program through one of the possible financing plans. The options are :

   - Entirely through ordinary shares
   - Rs. 10 lakhs through ordinary shares and Rs. 10 lakhs through 8% debentures.
   - Rs. 5 lakhs through ordinary shares and Rs. 15 lakhs through 9% debentures
   - Rs. 10 lakhs through ordinary shares and Rs. 10 lakhs through 5% preference shares.

   The Company's expected EBIT will be Rs. 8 lakhs. Assuming a tax rate of 50 percentage.

   Determine the EPS in each alternative and comment on the implications of financial leverage.

10. Compare and contrast the different Capital Budgeting Techniques.

11. A company has the following amounts and the specific cost in its books'.

Type of Capital	Book Value (Rs.)	Market Value (Rs.)	Specific Cost (%)
Debentures	4,00,000	3,80,000	5
Preference Shares	1,00,000	1,10,000	8
Equity Shares	6,00,000	12,00,000	15
Retained Earnings	2,00,000	–	13
Total	**13,00,000**	**16,90,000**	

   Determine the weighted Average Cost of Capital using :

   1) Book value weights
   2) Market Value weights.

SECTION – C

**Compulsory** question :   (15×1=15)

12. Case study :

Anand Ltd. is considering investing in a project that costs Rs. 10,00,000. The estimated salvage value is zero and the tax rate is 35%. The company uses straight line method of depreciation and the proposed project has the following Cash Flows Before Tax (CFBT).

Years	1	2	3	4	5
CFBT (Rs.)	2,00,000	3,00,000	4,50,000	4,50,000	6,50,000

You are required to evaluate the Project based on :

- Pay-back Period
- Average Rate of Return
- NPV at 14% required rate of return
- PI at 14% required rate of return and
- IRR

Suggest the company whether it should accept this project or not. Substantiate your answer if the required PBP is 3 years and the minimum rate of return is 15% .

_____
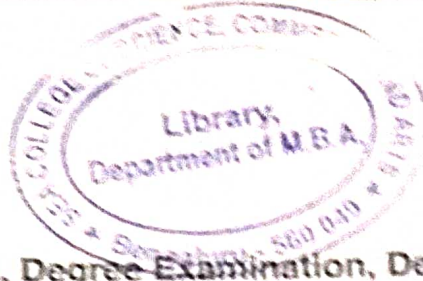
10916

II Semester M.B.A. Degree Examination, December 2022
(CBCS 2018-19 Scheme)
MANAGEMENT
Paper – 2.6 : Quantitative Techniques and Operations Research

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions from the following. **Each** question carries **5** marks.

(5×5=25)

1. Explain the role and importance of operation research in managerial decisions.

2. What is sequencing problem ? Give its essential characteristics.

3. Solve the following LPP by graphic method.

   Maximise $Z = 375x + 425y$

   Subject to $5x + 4y \leq 200$

   $3x + 5y \leq 150$

   $5x + 4y \geq 100$

   $8x + 4y \geq 80$

   and $x, y \geq 0$

4. Solve the problem of assignment for the given table to maximise the sales.

Machines

		A	B	C	D	E
	1	32	38	40	28	40
	2	40	24	28	21	36
Jobs	3	41	27	33	30	37
	4	22	38	41	36	36
	5	29	33	40	35	39

P.T.O.

5. A truck owner estimates that maintenance cost per year of a truck whose purchase price is Rs. 1,50,000 and the resale value of the truck will be

Year	1	2	3	4	5	6
Maintenance cost :	10,000	50,000	20,000	25,000	30,000	40,000
Resale value :	1,30,000	1,20,000	1,15,000	1,05,000	90,000	75,000

Determine at which time it is profitable to replace the truck.

6. A dealer sells a particular model of washing machine for which the probability distribution of daily demand as given below :

Demand/day :	0	1	2	3	4	5
Probability :	0.05	0.25	0.20	0.25	0.10	0.15

Find the average demand of washing machine per day using the following random numbers

67, 84, 02, 77, 90, 14, 25, 65, 45, 82.

7. Determine the optimal sequence of jobs that minimizes total elapsed time. Jobs are processed in the order M_1 M_2 M_3.

Job	A	B	C	D	E	F	G
M_1	3	8	7	4	9	8	7
M_2	4	3	2	5	1	4	3
M_3	6	7	5	11	5	6	12

SECTION – B

Answer **any three** questions from the following. **Each** question carries 10 marks. (3×10=30)

8. Solve the given LPP by Simplex method.

Maximise $\quad Z = 3x_1 + 5x_2 + 4x_3$

Subject to $\quad 2x_1 + 3x_2 \leq 8$

$\quad\quad\quad\quad 2x_2 + 5x_3 \leq 10$

$\quad\quad\quad\quad 3x_1 + 2x_2 + 4x_3 \leq 15$

and $x_1, x_2, x_3 \geq 0$

9. What is a game in game theory ? What are the properties of a game ? Explain the 'best strategy' on the basis of minimax criterion of optimality.

10. Solve the following transportation problem for maximum profit.

		Per Unit Profit (Rs.)			
		A	B	C	D
	X	12	18	6	25
Warehouse	Y	8	7	10	18
	Z	14	3	11	20

	X	Y	Z	
Availability at warehouse (in Units)	200	500	300	

	A	B	C	D
Demand in the market (Units)	180	320	100	400

11. Solve the following game using dominance principle.

|		Company B			
		B_1	B_2	B_3	B_4
	A_1	35	65	25	05
Company A	A_2	30	20	15	00
	A_3	40	50	00	10
	A_4	55	60	10	15

SECTION – C

(1×15=15)

12. **Compulsory – Case study.**

A Publisher has signed a contract for the publication of a book. What is the earliest time that the book can be ready for distribution ? Estimates are given in weeks.

Activity :	A	B	C	D	E	F	G	H	I	J
Precedence :	–	–	A, B	A	C, D	E	E	C, D	F, G	I, H
Most likely :	8	2	2	6	4	3	4	6	8	1
Optimistic :	4	2	1	4	3	3	3	4	6	1
Pessimistic :	10	2	3	12	5	3	5	9	16	1

1) Draw a network and find the critical path, what is the expected length of the critical path and its variance ?

2) What is the probability that length of the critical path does not exceed
   a) 32 weeks   b) 36 weeks
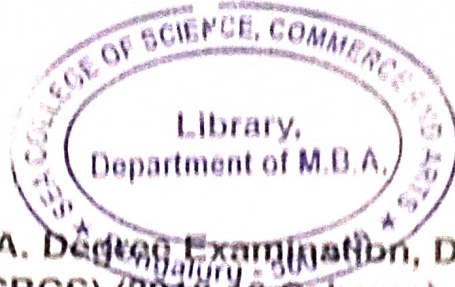
10917

II Semester M.B.A. Degree Examination, December 2022
(CBCS) (2018-19 Scheme)
MANAGEMENT
Paper – 2.7 : Innovation Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks. (5×5=25)

1. Distinguish between pull and push approaches to innovation.

2. Explain the importance of innovation management for a business.

3. Discuss the various stages in the new product development process.

4. Explain the role of Intellectual Property Rights (IPR) in innovation management.

5. How can companies encourage an innovative mindset among employees ?

6. Enumerate the principles of brainstorming.

7. What are the barriers to innovation ? How can these barriers be overcome ?

SECTION – B

Answer **any three** questions, **each** carries **10** marks. (10×3=30)

8. Discuss the typology of innovation. Give suitable examples to support your answer.

9. Discuss the soft methods and techniques of innovation management.

10. What are innovation platforms ? How do they support the process of developing a new product ?

11. Research is the transformation of money into knowledge. Innovation is the transformation of knowledge into money. Discuss this statement citing suitable examples from the business world.

P.T.O.

(15×1=15)
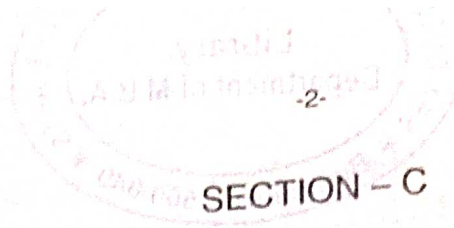
Case study : **Compulsory** Question.

12. How can India become a global R and D power house ?

The share of manufacturing in India's GDP has been falling further from the 25% targeted. The make in India initiative has boosted exports and attracted FDI in manufacturing. However, the production linked incentive scheme presents tariff barriers. Production Linked Incentive or PLI scheme is a scheme that aims to give companies incentives on incremental sales from products manufactured in domestic units. The scheme invites foreign companies to set up units in India, however, it also aims to encourage local companies to set up or expand existing manufacturing units and also to generate more employment and cut down the country's reliance on imports from other countries. It was launched in April 2020, for the large-scale electronics manufacturing sector, but later towards the end of 2020 it was introduced for 10 other sectors. This scheme was introduced in line with India's Atmanirbhar Bharat campaign. However, the scheme has not resulted in increase in employment.

There is a need to shift focus to employment in labor-intensive industries and increase India's global trade competitiveness. An "Innovate in India" campaign targeted at making India a global R and D hub can generate employment for highly skilled workers. GE Healthcare opened its first 5G innovation lab in Bengaluru in July 2022. Medtronic manufactures life-saving ventilators. It opened its first surgical robotics center in Gurgaon in 2021. Cargill foods and medical device manufacturer Stryker opened new R and D facilities in Gurgaon. Walmart Global has entered into a strategic research partnership with IIT Madras. Walmart will do research in IIT Madras along with pharma giant Pfizer. Boston Scientific, a leader in medical technology opened its second R and D center in Pune.

India has an underdeveloped intellectual property rights regime and a local political climate that is not fully supportive of foreign firms. Uncertainty around data protection is another constraint. Restrictions on data flows that impede service quality and innovation must be eschewed. Regulation must be improved to attract more FDI. India's innovation ecosystem can be reformed through

reforming the patent opposition process and reworking the pricing system in therapeutics to reward innovative IPs. The idea should be to encourage reinvestment. The PLI scheme must be complemented with research linked incentive scheme that can reward global firms that wish to do research in India. India's R and D spending is an abysmal 0.7% of GDP. Investments by private sector need to be encouraged by the government. Such a scheme could provide employment opportunities to highly skilled talent. Academic institutions must pursue IP creation and create commercially viable inventions. The academic curriculum should include global best practices in research processes and training on international standards and product testing. An e-auctioning portal for innovations can be set up wherein individuals and institutions could upload research and product designs to sell to buyers in an online market place. Transfer of innovations from academia to industry must happen in a seamless fashion. It is time to leverage India's human capital to make the nation a global R and D capital.

1) How can India increase its research contribution to GDP? Suggest a few possible ways.

2) What support is required for the Production Linked Incentive scheme to generate employment for highly skilled research professionals in India ?

3) What are the reasons global firms are showing an interest in setting up research centers in India ?