

## Central Library

BLDEA'S P.G.HALAKATTI COLLEGE OF ENGINEERING AND TECHNOLOGY, VIJYAPUR

### VTU QUESTION PAPERS INDEX LIST JULY- AUGUAT 2021

DEPARTMENT OF MBA			
S. No	SUBJECT CODE	SUBJECT	Page No.
1	20MBA11	Management and Organizational Behavior	1-2
2	20MBA12	Managerial Economics	3-4
3	20MBA13	Accounting for Managers	5-7
4	20MBA14	Business Statistics	8-9
5	18MBA14	Business Statistics and Analytics	10-12
6	18MBA15	Marketing Mangement	13-14
7	18MBA16	Managerial Communications	15-16
8	18MBAMM301	Consumer Behavior	17-18
9	18MBAFM303	Direct Taxation	19-21
10	18MBAMM303	Service Marketing	22
11	18MBAFM302	Investment Management	23-24
12	18MBAFM301	Banking and Financial Services	25
13	18MBAHR302	Human Resource Analytics	26-27
14	18MBAMM302	Retail Management	28-29

20/8/2020

I Sem MBA

## CBCS SCHEME

USN

--	--	--	--	--	--	--	--	--	--

20MBA11

**First Semester MBA Degree Examination, July/August 2021**  
**Management and Organisational Behaviour**

Time: 3 hrs.

Max. Marks: 100

**Note: Answer any FIVE full questions.**

- 1
  - a. Define Management. (03 Marks)
  - b. Discuss the principles of Directing. (07 Marks)
  - c. Explain the functional organisation structure. (10 Marks)
- 2
  - a. Write the meaning of Organisational culture. (03 Marks)
  - b. List the Managerial Competencies. (07 Marks)
  - c. Summarise the fourteen principles of Fayol. (10 Marks)
- 3
  - a. Explain Management By Exception (MBE). (03 Marks)
  - b. Analyse big five Personality traits. (07 Marks)
  - c. Define and explain the levels of Organisation Culture. (10 Marks)
- 4
  - a. Define Stress. (03 Marks)
  - b. Explain the tools and techniques of Planning. (07 Marks)
  - c. Discuss the process of Perception. (10 Marks)
- 5
  - a. Write the difference between teams and groups. (03 Marks)
  - b. Explain the Change process. (07 Marks)
  - c. Explain the types of Groups. (10 Marks)
- 6
  - a. Name the types of Decisions. (03 Marks)
  - b. Discuss the types of teams and its benefits. (07 Marks)
  - c. Explain the causes of Stress. (10 Marks)
- 7
  - a. List the components of Attitude. (03 Marks)
  - b. Explain the sources of Power. (07 Marks)
  - c. Explain the process of Control. (10 Marks)

**8 CASE STUDY :**

Good people valuable Employee – quit their Jobs everyday. Usually they leave for better positions else – where. Kiran, an experienced underwriter in a reputed Insurance Company, wrote the following remark on his exit interview questionnaire.

This Job is not right for me. I like to have more input on decisions that affect me – more of a chance to show what I can do. I don't get enough feedback to tell if I am doing a good job or not and the Company keeps people in the dark about where it is headed. Basically, I feel like an interchangeable part most of the time.

In answer to the question about whether the Company could have done anything to retain him, Kiran replied simply "probably not".



Why do so many promising Employees leave their Jobs? One of the two main reasons Kiran's reason – can be all but invisible because it is so common in so many Organisations : a system wide failure to keep good people.

Corporations should be concerned about Employees like Kiran. By investing in human capital, they may actually help to reduce turnover, protect training investments , increase productivity, improve quality and reap the benefits of innovative thinking and team work. Human Resource Professionals and Managers can contribute to corporate success by encouraging Employees empowerment, security , identity “connectedness” and competence. How? By recognizing the essential components of keeping their best people and by understanding what enhances and diminishes there components. Kiran doubt that his Company will ever change, but other organisations are taking steps to focus on and enhance Employee retention. As a result they are reducing turnover improving quality, increasing productivity and protecting their training investments.

Questions :

- |                                                                         |            |
|-------------------------------------------------------------------------|------------|
| a. Identify the problem in the case.                                    | (05 Marks) |
| b. Explain the reasons for Kiran's decision to leave the Job.           | (05 Marks) |
| c. What the Company could have done to retain the Employees like Kiran? | (05 Marks) |
| d. What lesson can this Company learn from the case of Kiran?           | (05 Marks) |

\*\*\*\*\*



# CBCS SCHEME

USN

--	--	--	--	--	--	--	--	--	--

20MBA12

## First Semester MBA Degree Examination, July/August 2021 Managerial Economics

Time: 3 hrs.

Max. Marks:100

**Note: Answer any FIVE full questions.**

1.
  - a. What do you understand by the term "marginalism"? (03 Marks)
  - b. Explain the reasons for internal and external economics of scale. (07 Marks)
  - c. Critically analyze the advantages and disadvantages of quantitative and qualitative methods of demand forecasting. (10 Marks)
2.
  - a. What is the difference between open and closed economy? (03 Marks)
  - b. Explain the various determinants of supply. (07 Marks)
  - c. Illustrate graphically and explain how the equilibrium of a firm under perfect competition in the short run is achieved. (10 Marks)
3.
  - a. What is marginal rate of technical substitution? (03 Marks)
  - b. Relate the principal agent problem with Williamson's theory of maximization of managerial utility function. (07 Marks)
  - c. Explain the features of New Industrial Policy of 1991. (10 Marks)
4.
  - a. What is indifference curve? (03 Marks)
  - b. What is PESTEL analysis? Explain its significance in macro-economic analysis. (07 Marks)
  - c. Describe the various determinants of price elasticity of demand. (10 Marks)
5.
  - a. What do you understand by the term "fiscal policy"? (03 Marks)
  - b. Briefly explain the various factors which determine the formation and sustainability of cartels. (07 Marks)
  - c. Describe the various economic principles relevant to managerial decisions. (10 Marks)
6.
  - a. What is kinked demand curve? (03 Marks)
  - b. Explain the various instruments of monetary policy. (07 Marks)
  - c. Discuss the various methods of measuring the national income. (10 Marks)
7.
  - a. How positive economics is different from normative economics? (03 Marks)
  - b. Depict and explain various stages of law of returns to scale graphically. (07 Marks)
  - c. Which are the exceptions to the law of demand? Explain and give suitable examples. (10 Marks)

8. Case Study:

### Booming business: Indian Hotel Industry

Based on the general features and facilities offered, the Ministry of Tourism, Government of India classifies the hotels into 7 categories: five star deluxe, five star, four star, three star, two star, one star and heritage hotels. These apart, there are hotels in the unorganized sectors that have a significant presence across the country and cater primarily to economy tourists. Encouraged by the boom in tourism and increased spending on leisure, there has been an influx of globally renowned groups by way of joint ventures.



The premium and luxury segment (high end 5 star deluxe and 5 star hotels) mainly cater to the business and up market foreign leisure travelers and offer a high quality and wide range of services. These constitute about 30% of the hospitality industry in India. The mid market segment (3 and 4 star hotels) offers most of the essential services of luxury hotels without the high costs, since the tax component of this segment are lower compared to the premium segment. The budget segment comprises of 1 and 2 star hotels, which provides inexpensive accommodation for highly price conscious segment of travelers. Heritage hotels are architecturally distinctive properties such as palaces, forts, built prior to 1950s, that have been converted to hotels.

In the face of stiff competitions, hotels in India have come up with ingenious ways to attract customers. These hotels distinguish themselves with beds, bathrooms, amenities and complimentary breakfasts. Other facility may include innovations in food and beverages products, spa, fitness centre or other lifestyle facilities. The ongoing revolution on the cuisine has been accompanied by innovations such as free standing and rich restaurants.

**Questions:**

- a. What kind of competition is existing in the present case and explain the features of such competition stricture. (05 Marks)
- b. Explain how prices and output decisions are made in such competitions? (06 Marks)
- c. Will advertising change the structure of competition in hotel industry? (04 Marks)
- d. Which pricing approaches and strategies are appropriate for this industry? (05 Marks)

\* \* \* \* \*



# CBCS SCHEME

USN

--	--	--	--	--	--	--	--	--	--

20MBA13

## First Semester MBA Degree Examination, July/August 2021 Accounting for Managers

Time: 3 hrs.

Max. Marks: 100

**Note: Answer any FIVE full questions.**

- 1 a. What do you mean by Accounting? (03 Marks)  
 b. Explain the steps of Accounting process. (07 Marks)  
 c. Mr. Murthy started business with the followings on January 1, 2021.  
 Cash Rs 5000 , Furniture Rs 10,000 , Amount due from Shivaram Rs 13,000 , Amount due to Suraj Rs 10,000 and Goods Rs 30,000. His transactions during the month were as follows

Jan 2	Purchased goods from Nandan Rs 55,000
Jan 3	Sold goods to Vijay Rs 50,000
Jan 5	Introduced fresh capital Rs 20,000
Jan 10	Paid Nandan on account Rs 25,000
Jan 15	Received from Vijay Rs 30,000
Jan 18	Withdrew cash for personal use Rs 12,000
Jan 25	Sold goods to Uday subject to 5% trade discount Rs 30,000
Jan 31	Paid wages to Workers Rs 35,000

Journalise the above transactions.

(10 Marks)

- 2 a. What is Trial Balance? (03 Marks)  
 b. Explain Tools and Techniques of Financial Statement Analysis. (07 Marks)  
 c. From the following information prepare a statement of Profit and Loss for the year ended 31 March 2021.

Equity share capital	2,00,000	Wages	1,00,000
Creditors	24,000	Repairs	1,000
Return outwards	10,000	Rent	8,000
Sales	3,28,000	Bad debts	4,000
Plant & Machinery	80,000	Carriage	3,000
Sundry debtors	48,000	Oil & Fuel	2,000
Return Inwards	6,000	Bank	10,000
Bills Payable	10,000	Cash	10,000
Drawings	20,000	Stock	40,000
Purchases	2,10,000	R/S	5,000
Manufacturing Expenses	16,000		
Trade Expenses	14,000		

Adjustments :

- i) Depreciate Plant & Machinery by 10%.
- ii) Allow interest on capital at 5%.
- iii) A sum of Rs 800 is due for repairs.
- iv) Closing stock was valued at Rs 29,000.

(10 Marks)



- 3 a. What is Window Dressing? (03 Marks)  
 b. Explain Accounting Conventions in brief. (07 Marks)  
 c. The following data given below : Sales Rs 10,50,000 ; Working capital Rs 1,50,000 ; Fixed Assets Rs 2,10,000 ; Total Assets Rs 5,25,000 ; Capital Employed Rs 3,50,000. Calculate : i) Capital Turnover Ratio ii) Fixed Assets Turnover Ratio  
 iii) Working Capital Turnover Ratio iv) Total Assets Turnover Ratio. (10 Marks)
- 4 a. What is Comparative Statement? (03 Marks)  
 b. Define Management Accounting and explain the objectives of Management Accounting. (07 Marks)  
 c. From the following information, you are required to calculate :  
 1) Contribution 2) Break – even point 3) Margin of Safety  
 4) Profit 5) Volume of sales to earn profit of Rs 6,000.  
 Total sales – 15,000 ; No. of units sold – 5,000 ; Total variable cost – 7,500  
 Total Fixed cost – 4,500. (10 Marks)
- 5 a. Calculate CA and CL. If Working capital is Rs 2,40,000 and Current Ratio = 2.5. (03 Marks)  
 b. Explain the classification of variances. (07 Marks)  
 c. 'X' Company had budgeted the following expenses for producing 12,000 units.

Particulars	Amount (per unit) Rs
Materials	60
Labour	30
Variable overheads	25
Fixed overheads (Rs 1,20,000)	10
Direct variable overheads	6
Selling and Distribution expenses (25% fixed)	24
Administrative expenses (60,000/- rigid for all levels of production)	5
Total	160

- Prepare a budget for the production of 10,000 units. (10 Marks)
- 6 a. What is Functional Budget? (03 Marks)  
 b. Explain the features of Accounting Standards. (07 Marks)  
 c. Briefly explain the methods of HR Accounting. (10 Marks)
- 7 a. What is Forensic Accounting? (03 Marks)  
 b. Nandu Manufacturing Company incurred the following cost for a Biscuit pack.  
 Fixed Factory overhead cost Rs 70,000 ; Fixed selling overhead cost Rs 20,000.  
 Variable manufacturing cost PU Rs 16 ; Variable selling cost PU Rs 4.  
 Selling price per unit Rs 25.  
 Calculate i) BEP in units ii) BEP in sales values  
 iii) Number of units, if earn a profit of Rs 95,000. (07 Marks)  
 c. Calculate cash flow from Operating activities from the following :

Particulars	31-3-2020	31-3-2021
Profit and Loss A/c	1,20,000	1,30,000
Debtors	1,70,000	96,000
Bills Receivable	80,000	1,62,000
General Reserves	3,44,000	4,14,000
Wages outstanding	52,000	16,000
Salaries prepaid	16,000	20,000
Good will	1,40,000	1,20,000

(10 Marks)



- 8 Prepare a statement of Profit/loss for the year ended 31<sup>st</sup> March 2021 and Balance sheet as on that date from the following Trial Balance :

Particulars	Dr. Rs	Cr. Rs
Equity Share Capital	-	1,60,000
Bills payable	-	33,800
Creditors	-	70,000
Purchases	2,51,000	-
Purchases returns	-	2,650
Sales	-	4,18,000
Sales returns	2,000	-
Drawings	45,000	-
Good will	80,000	-
Land & Buildings	60,000	-
Plant & Machinery	40,000	-
Loose tools	3,000	-
Bills Receivable	3,000	-
Stock on 1-4-2020	40,000	-
Wages	20,000	-
Carriage outwards	500	-
Carriage inwards	1,000	-
Coal	5,800	-
Salaries	35,000	-
Rent, Rates and taxes	2,800	-
Discount	1,500	-
Cash at Bank	25,000	-
Cash in hand	400	-
Sundry Debtors	45,000	-
Repairs	1,800	-
Printing & Stationery	500	-
Bad debts	1,200	-
Advertisements	3,500	-
Furniture	11,200	-
General Expenses	5,250	-
Total	6,84,450	6,84,450

Adjustments :

- 1) Closing stock on 31<sup>st</sup> March 2021 was Rs 35,000.
- 2) Depreciate Plant and Machinery, Loose tools and Furniture by 10% and Land and Buildings by 5%.
- 3) Provide Rs 1,500 for wages.
- 4) Advertisement prepaid Rs 500.
- 5) Provide 5% on debtors against bad debts and 2% against discount.

(20 Marks)

\*\*\*\*\*



# CBCS SCHEME

USN

--	--	--	--	--	--	--	--	--	--

20MBA14

## First Semester MBA Degree Examination, July/August 2021 Business Statistics

Time: 3 hrs.

Max. Marks:100

**Note: 1. Answer any FIVE full questions.  
2. Table values given in the questions.**

- 1 a. Explain the functions of statistics. (03 Marks)

- b. Find mean and standard deviation from the following data :

X	10	20	30	40	50	60	70	80
Y	15	30	53	75	100	110	115	125

(07 Marks)

- c. From the prices of X and Y shares, A and B respectively given below state which share is more stable in value?

Price of Share A	55	54	52	53	56	58	52	50	51	49
Price of Share B	108	107	105	105	106	107	104	103	104	101

(10 Marks)

- 2 a. Discuss the advantages and limitations of diagrams and graphs. (03 Marks)

- b. For a certain frequency table, which hrs only been partly reproduced, here the mean was found to be 1.46. Calculate the missing frequency. N = 200.

No of accidents	0	1	2	3	4	5
No of days	46	?	?	25	10	5

(07 Marks)

- c. Calculate Spearman's rank correlation coefficient between advertisement cost and sales from the following data.

Advertisement cost (1000Rs.)	39	65	62	90	82	75	25	98	36	78
Sales (lakhs Rs.)	47	53	58	86	62	68	60	91	51	84

(10 Marks)

- 3 a. Explain the significance in measuring dispersion. (03 Marks)

- b. Discuss the difference between parametric and non-parametric test. (07 Marks)

- c. Mysuru Mahanagar Palike surveyed the travel preferences of people who travelled to work by train or bus. The initial analysis suggested that in 5 people travelled by train to work. If 5 people are interviewed, what is the probability that,

- i) Exactly 3 prefer travelling by train  
ii) Less than 3 prefer travelling by train.

(10 Marks)

- 4 a. What is Type I and Type II errors. (03 Marks)

- b. Define the following terms :

- i) Independent event  
ii) Mutually exclusive event  
iii) Equally likely event.

(07 Marks)

- c. Below are given the figures of production (in thousand tons) of a sugar factory :

Year	1999	2000	2001	2002	2003	2004	2005
Production	77	88	94	85	91	98	90

- i) Fit a straight line by the method of 'Least Squares' and show the trend values  
ii) What is the monthly increase in production?

(10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.  
2. Any revealing of identification, appeal to evaluator and/or equations written eg, 42+8 = 50, will be treated as malpractice.



- 5 a. What do you mean by correction? Give any two examples of negative correction. (03 Marks)  
 b. The hourly wages of 1000 workmen are normally distributed around a mean of Rs.70 and with a standard deviation of Rs.5. Estimate the number of workers whose hourly wages will be : i) Between Rs.69 and Rs.72 ii) More than Rs.75 iii) Less than Rs.63.

Area under standard normal probability curve :

Z	0.1	0.2	0.3	0.4	1.0	1.4	1.5	2.0
AREA	0.0398	0.0793	0.1179	0.1554	0.3413	0.4192	0.4332	0.4772

(07 Marks)

- c. The sales data of an item in six shops before and after a special promotional campaign are as under :  $t_5(0.05) = 2.02$ .

Shops	A	B	C	D	E	F
Before campaign	53	28	31	48	50	42
After campaign	58	29	30	55	56	45

(10 Marks)

- 6 a. Under what conditions binomial distribution tends to Poisson distribution. (03 Marks)  
 b. If 5% of the electric bulbs manufactured by a company are defective, use Poisson distribution to find the probability that in a sample of 100 bulbs.

i) None is defective ii) 5 bulbs will be defective. (Given :  $e^{-5} = 0.007$ ).

(07 Marks)

- c. From the data given below find :

- i) The two regression coefficients  
 ii) The two regression equations  
 iii) The coefficient of correlation between.

Marks in economics and statistics :

Marks in economics	25	28	35	32	31	36	29	38	34	32
Marks in statistics	43	46	49	41	36	32	31	30	33	39

(10 Marks)

- 7 a. What is mode? Give two examples of mode. (03 Marks)  
 b. Intelligent test of two groups of boys and girls gave the following results :

	Mean	S.D.	N
Girls	75	15	150
Boys	70	20	250

Is there a significant difference in the mean scores obtained by boys and girls, (Test  $\alpha = 1\%$ ).

(07 Marks)

- c. The following data present the yield in quintals of IONS on ten sub-divisions of equal area of two agricultural plots :

PLOT - 1	6.2	5.7	6.5	6.0	6.3	5.8	5.7	6.0	6.0	5.8
PLOT - 2	5.6	5.9	5.6	5.7	5.8	5.7	6.0	5.5	5.7	5.5

Test whether two samples taken from two random population having the same variance.

(At 5% level for  $V_1 = 9$  and  $V_2 = 9$  is 3.18).

(10 Marks)

- 8 a. Find : i) Interquartile range ii) Quartile deviation  
 iii) Coefficient of quartile deviation for the following :

Class interval	0 - 15	15 - 30	30 - 45	45 - 60	60 - 75	75 - 90	90 - 105
Frequency	8	26	30	45	20	17	4

(10 Marks)

- b. Three products received the following performance.

Product A	50	62	75	48	65
Product B	80	95	98	87	90
Product C	60	45	30	58	57

$\chi^2_{(0.05)} = 5.991$

Use the Kruskal - Wallies test at  $\alpha = 0.05$  to determine whether there is a significant difference in the performance rating of products.

(10 Marks)

\*\*\*\*\*



# CBCS SCHEME

USN

--	--	--	--	--	--	--	--	--	--

18MBA14

## First Semester MBA Degree Examination, July/August 2021 Business Statistics and Analytics

Time: 3 hrs.

Max. Marks: 100

**Note: Answer any Five full questions.**

- 1 a. List the various measures of Dispersion. (03 Marks)  
 b. The mean and the standard deviation of the two groups are given below. Calculate the Combined standard deviation.

Group	Mean	S.D	n
1	60	8	50
2	55	7	50

- c. The runs scored by two batsman A and B in the last seven innings are given below : (07 Marks)

A	10	20	30	40	50	60	70
B	3	5	6	7	9	10	12

- i) Who is the top scorer amongst the two batsman?  
 ii) Which batsman is more consistent? (10 Marks)

- 2 a. Distinguish between Merge and burst event. (03 Marks)  
 b. Calculate the Karl Pearson's coefficient of correlation for the following data :

X	10	20	30	40	50	60
Y	3	6	9	12	15	18

- c. For the variable x and y the regression equations are as follows : (07 Marks)  
 $7x - 3y - 18 = 0$  ;  $4x - y - 11 = 0$ .  
 i) Find the Arithmetic mean of x and y.  
 ii) Identify the regression equations for x on y and y on x.  
 iii) Find out the regression co-efficient.  
 iv) Find out the correlation co-efficient. (10 Marks)

- 3 a. What is Poisson distribution? Write the formula used to calculate Poisson distribution. (03 Marks)  
 b. In a certain factory, 20% of the bolts produced by a machine are found to be defective. Determine the probability that out of 4 bolts chosen at random  
 i) 1 ii) 0 iii) almost 2 bolts are defective. (07 Marks)  
 c. In a certain locality, 1000 light bulbs with a mean life of 120 days are installed. The length of the life of bulbs are normally distributed with standard deviation of 20 days.  
 i) How many bulbs will expire in less than 90 days?  
 ii) How many bulbs will survive for more than 100 days?  
 iii) How many bulbs will survive between 60 and 100 days?  
 The area under Normal curve for different Z are given below :

Z	1.5	1	3
Area	0.4332	0.3413	0.4987

(10 Marks)



- 4 a. Distinguish between Positive and Negative correlation. (03 Marks)  
 b. Fit a Straight line trend equation by the method of Least Squares and estimate the trend values. Determine the sales for the year 1990.

Year	1981	1982	1983	1984	1985	1986	1987	1988
Sales	80	90	92	83	94	99	92	104

(07 Marks)

- c. Calculate the Mean, Median and Mode for the following data :

Class Interval	0-10	10-20	20-30	30-40	40-50
Frequency	10	5	6	9	10

(10 Marks)

- 5 a. What is Seasonal Variation? List the various methods used to calculate the seasonal variations. (03 Marks)  
 b. What is Time Series Analysis? Explain briefly the various components of time series analysis with suitable examples. (07 Marks)  
 c. Calculate initial basic feasible solution for the following Transportation problem using Vogle's approximation method.

Origin	Destination				Supply
	D <sub>1</sub>	D <sub>2</sub>	D <sub>3</sub>	D <sub>4</sub>	
O <sub>1</sub>	4	4	3	1	250
O <sub>2</sub>	3	6	4	1	250
O <sub>3</sub>	1	9	3	3	500
O <sub>4</sub>	0	8	2	5	200
Demand	100	200	300	400	

(10 Marks)

- 6 a. What is Project Crashing? (03 Marks)  
 b. A firm can produce 3 types of cloth A, B and C. Three kinds of wool are required Red, Green and Blue. One unit of length of Type A cloth needs 2 mtr of red wool and 3 mtr of blue wool. One unit of length of Type B cloth needs 3 mtr of red wool, 2 mtr of green wool and 2 mtr of blue wool. One unit of Type C cloth needs 5 mtr of green wool and 4 mtr of blue wool. The firm has a stock of 8 mtr of red, 10 mtr of green and 15 mtr of blue. The firm expects a profit of Rs 5, Rs 6 and Rs 10 on cloth A, B and C respectively. Formulate this as LPP. (07 Marks)  
 c. For the following data, draw the network diagram and determine the following :

Activity	A	B	C	D	E	F
Immediate predecessor	-	A	A	BC	-	E
Duration	2	3	4	6	2	8

- i) Calculate the Earliest and latest times      ii) Determine the critical path.  
 iii) Calculate the Total Project duration.

(10 Marks)

- 7 a. In a certain distribution, if Median is 20 and Mean is 10. Calculate the value of Mode. (03 Marks)  
 b. Calculate Spearman's Rank Correlation for the following Data and Interpret the result :

X	80	64	54	49	48	35	32	29	20	18	15	10
Y	36	38	39	41	27	43	41	52	51	41	40	52

(07 Marks)

- c. Compute 4 yearly moving average for the following Data and represent the values graphically : (10 Marks)

Year	1991	1992	1993	1994	1995	1996	1997	1998
Sales	36	43	43	34	44	54	34	24



- 8 a. Solve the following LPP Graphically :

$$\text{Min } Z = 6x_1 + 14x_2$$

$$\text{Subject to } 5x_1 + 4x_2 \geq 60$$

$$3x_1 + 7x_2 \leq 84$$

$$x_1 + 2x_2 \geq 18$$

$$\text{and } x_1, x_2 \geq 0.$$

(10 Marks)

- b. A project consists of seven activities, whose time estimates (in weeks) and other characteristics are given below :

Activity	Preceding activity	$T_o$	$T_m$	$T_p$
A	-	2	3	10
B	-	2	3	4
C	A	1	2	3
D	A	4	6	14
E	B	4	5	12
F	C	3	4	5
G	DE	1	1	7

- Show the PERT network for the project.
  - Identify the Critical path and Total project duration.
  - What is the probability that the project will be completed within 15 days?
- [Note :  $P[Z = 0.84]$  is 0.2995].

(10 Marks)

\*\*\*\*\*



# CBCS SCHEME

USN

--	--	--	--	--	--	--	--	--	--

18MBA15

## First Semester MBA Degree Examination, July/August 2021 Marketing Management

Time: 3 hrs.

Max. Marks: 100

**Note: Answer any FIVE full questions.**

- 1
  - a. Define Marketing. (03 Marks)
  - b. Explain the various Buying roles in a buying decision. (07 Marks)
  - c. Explain in detail the components of Marketing Environment. (10 Marks)
- 2
  - a. Define the term Consumer Behavior. (03 Marks)
  - b. Explain the various Marketing concepts. (07 Marks)
  - c. Explain in detail the various factors influencing Consumer Behaviour. (10 Marks)
- 3
  - a. What is Market Segmentation? (03 Marks)
  - b. Explain the steps involved in New Product Development Process. (07 Marks)
  - c. Explain the bases of Market segmentation with suitable examples. (10 Marks)
- 4
  - a. Define the term packaging. (03 Marks)
  - b. Explain the elements of Brand Equity. (07 Marks)
  - c. Explain in detail the PLC and strategies used by marketers in various stages. (10 Marks)
- 5
  - a. What is Marketing Myopia? (03 Marks)
  - b. What are the different channel levels in marketing? (07 Marks)
  - c. Explain the various pricing strategies. (10 Marks)
- 6
  - a. What is Price Bundling? (03 Marks)
  - b. What are the steps involved in Marketing Planning? (07 Marks)
  - c. What are the steps involved in personal selling process? (10 Marks)
- 7
  - a. What is Marketing mix? (03 Marks)
  - b. Explain the AIDA model. (07 Marks)
  - c. Explain the following concepts:
    - i) Word of mouth
    - ii) CRM
    - iii) MKIS
    - iv) M-Commerce
    - v) e-Marketing. (10 Marks)



CASE STUDY

8

Sam Walton opened up his first store of Walmart in 1962. It sold the same products as competitors but adopted the strategy of EDLP (Every Day Low Prices). Walmart expanded throughout USA in the 1970s and 1980s by acquiring competitors and opening new stores. Walmart's early marketing efforts were based on word of mouth, positive PR and aggressive store expansion. In 1992 it introduced the well known tag line "Always low prices, Always", which effectively communicated the company's core brand promise. From 2000-2005 the company's stock price fell by 27% and remained low till 2007, now Walmart decided that it was time for new direction and launched several environmental friendly initiatives like constructing new buildings from recycled materials, cutting transportation costs and energy usage. In 2007, the company introduced new marketing campaign with the tag line "Save money live Better". It also used aggressive price cuts to attract new customers affected by recession. Walmart also introduced a new project called "Project impact". As a result stores became cleaner, aisles less cluttered and merchandise easier to reach. Walmart strategy worked and sales rose and its stock price improved. Also Walmart's product mix (45% consumables) was a better strategy than competitors having 20% consumables in the product mix.

Today Walmart has stores in 16 International markets and serves more than 200 million customers a week.

Questions:

- a. Evaluate Walmart's new marketing campaign and tagline "Always low prices, Always", did the company make the right decision to drop the tagline and adopt a new one. (10 Marks)
- b. Walmart does well when the Economy turns downward. How can it protect itself when the Economy is on the rise? Explain. (10 Marks)

\* \* \* \* \*



# CBCS SCHEME

USN

--	--	--	--	--	--	--	--	--	--

18MBA16

**First Semester MBA Degree Examination, July/August 2021**

## **Managerial Communications**

Time: 3 hrs.

Max. Marks: 100

**Note: Answer any FIVE full questions.**

- 1 a. What is meant by Meta Communication? (03 Marks)  
b. Briefly explain various classification of communication. (07 Marks)  
c. Discuss the 7C's of successful communication. (10 Marks)
- 2 a. State the principles of effective writing. (03 Marks)  
b. Bring out the important strategies in writing a persuasive letter. (07 Marks)  
c. Discuss in brief various barriers to effective oral communication. (10 Marks)
- 3 a. What do you mean by negotiation? (03 Marks)  
b. Explain in brief different factors affecting negotiation. (07 Marks)  
c. Identify the different elements of a long formal report. (10 Marks)
- 4 a. What do you mean by conversation control? (03 Marks)  
b. What traits of candidates are evaluated by the penelists of a group discussion? (07 Marks)  
c. Discuss the formal and informal lines of organizational communication. (10 Marks)
- 5 a. How does a memo differ from a letter? (03 Marks)  
b. Briefly explain different visual aids which would be most effective in presentation. (07 Marks)  
c. Describe important essentials of a good business letters. (10 Marks)
- 6 a. State the meaning of Index. (03 Marks)  
b. List out the guidelines to be followed in planning of meeting. (07 Marks)  
c. Discuss in detail different classification of non-verbal communication. (10 Marks)
- 7 a. List out the essential characteristics of a good presentation. (03 Marks)  
b. Explain in detail different graphics used in report writing. (07 Marks)  
c. Outline the steps for analyzing case studies. (10 Marks)



CASE STUDY

8

"I don't want to speak to you. Connect me to your boss in the US", hissed the American on the phone. The young girl at a Bangalore call centre tried to be as polite as she could.

At another call centre, another day, another young girl had a Londoner unleashing himself on her, "Young lady do you know that because of you Indians we are losing jobs". The outsourcing backlash is getting ugly. Handling irate callers is the new brief for the young men and women taking calls at these outsourced job centres. Supervisors tell them to be "cool".

Avinash, MD of a leading US-based consultancy firm says, "Companies involved in outsourcing both in the US and India are already getting a lot of hate mail against outsourcing and it is hardly surprising that some people should behave like this on the telephone". Avinash says Indian call centres should train their operators how to handle such calls.

Operators and senior executives of call centres refuse to go on record for fear of kicking up a controversy that might result in their companies losing clients overseas. "It's happening often enough and so let's face it", says a senior executive of a call centre, adding, "This doesn't have any impact on business".

Questions:

- a. Assume you are working as an operator at a call centre in India and are receiving irate calls from Americans and Londoners. How would you handle such calls? State your response. (08 Marks)
- b. 'Keep your cool'. What does this mean in terms of conversion control? (06 Marks)
- c. Do you agree with the view that such abusive happenings on the telephone do not have any impact on business? Give reasons. (06 Marks)

\*\*\*\*\*



USN

--	--	--	--	--	--	--	--	--	--

18MBAMM301

**Third Semester MBA Degree Examination, July/August 2021**  
**Consumer Behaviour**

Time: 3 hrs.

Max. Marks: 100

**Note: Answer any FIVE full questions.**

- 1 a. Distinguish between consumer and customer with example. (03 Marks)  
b. With neat diagram, explain Maslow's hierarchy of needs theory and which level of need can be used to motivate purchase of following product/ services.  
i) Multivitamin tablets  
ii) Motor bikes  
iii) Pension plans (07 Marks)  
c. Describe the in-input process output model of consumer decision making. (10 Marks)
- 2 a. What is visual communication and what are called as verbalisers? (03 Marks)  
b. Describe the characteristics of Indian consumer. (07 Marks)  
c. What do you mean by consumer behavior? Explain the factors influencing consumer behavior. (10 Marks)
- 3 a. What do you mean by impulse buying? (03 Marks)  
b. Describe the various types of measurement in social class. (07 Marks)  
c. What is personality? Describe the Freudian theory of personality in understanding consumer behavior. (10 Marks)
- 4 a. What is called reference group? (03 Marks)  
b. What is perceived risk? Explain in detail various types of perceived risk. (07 Marks)  
c. What purchase process would occur for a family in the purchase of a car? Who according to you would play the role of initiator, decider, buyer, influences and uses? To what extent it would change with regard to mobile. (10 Marks)
- 5 a. Distinguish between online and traditional marketing. (03 Marks)  
b. Describe the strategic marketing application of classical conditioning in consumer behavior. (07 Marks)  
c. What is diffusion of innovation? Describe the 5 adaptor categories for diffusion of innovation. (10 Marks)
- 6 a. Define CRM? Name the types of CRM. (03 Marks)  
b. What is sub culture? Describe the types of sub culture. (07 Marks)  
c. Describe the brand personality frame work. (10 Marks)
- 7 a. What are the levels of consumer buying behavioral. (03 Marks)  
b. Describe the Tri component attitude model with example. (07 Marks)  
c. Based on your own experience and observation. What are the changes the demonetization has brought in Indian consumer behavior? (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.  
2. Any revealing of identification, appeal to evaluator and /or equations written eg. 42+8 = 50, will be treated as malpractice.



8

**Case Study :**

A certain store was keeping a number of brands of washing machines. They had washing machines to cater to the needs of all the segments of the society. They were stocking IFB, Videocon, BPL, National, Godrej and local made washing machines as well. They had automatic semi automatic and manual machine. The automatic machines were bought by the higher income group. The middle income groups were content with semi-automatic machines. Manual hand operated machine were for the lower class of client and also those living in the rural areas, where electrification was not complete or the electricity went off for days together. It was observed that when consumer came to buy an automatic machine they usually came with their spouses and they looked mainly at the colour, style of functioning, electricity consumption, care for handling, price factors etc., and Many customers would not buy on their first visit. They would come back after an interval of time and bought the machine after careful considerations of the attributes that they were looking for many would lower their choice and come back to buy semi automatic, instead of automatic machines. The sale was observed to be highest during marriage seasons and at festival times. There was a great influence of the housewives in buying these, as they were the ultimate users. With a lot of information imparted by the media and the children being exposed to it for several hours, in a day, they seemed to have a good knowledge of the attributes and had a great say in the purchases and their opinions were also given weightage by the parents. Since a chain store is more interested in the sales to materialize rather than pushing any particular brand the salesmen are directed to satisfy the customers or the family. This should be their first consideration.

**Questions :**

- a. Do you feel that group interaction helps the buyers too, in his decision – making process?  
Elaborate. (10 Marks)
- b. What should be the role of the marketer in the above case regarding, advertisement promotion, persuasion and closing the sales? (10 Marks)

\*\*\*\*\*



# CBCS SCHEME

USN

--	--	--	--	--	--	--	--	--	--

18MBAFM303

## Third Semester MBA Degree Examination, July/August 2021 Direct Taxation

Time: 3 hrs.

Max. Marks:100

**Note: Answer any FIVE full questions.**

1. a. Name any three persons defined U/S 2(31). (03 Marks)  
b. Distinguish between tax planning and tax evasion with examples. (07 Marks)  
c. Mr. X an Indian citizen, leaves India for the first time on Sept.20, 2017 for the purpose of employment. He comes to India for a visit of 146 days on 10<sup>th</sup> April, 2018. He finally comes back on May 16, 2019. Find out residential status of 'X' for A.Y. 2020-2021. (10 Marks)
2. a. Distinguish between capital and revenue expenditure. (03 Marks)  
b. Mr. 'X' sets up a new profession on Jan.14, 2019 and keeps his books of accounts on the basis of financial year. Though he has never gone out of India, he claims that he is NOR for the conditions, he has not been assessed as resident during 2 out of preceeding 10 years due to absence of taxable income. Comment on the claim of 'X' and determine his residential status for the AY 2020-21. (07 Marks)  
c. Mr. 'X' furnishes the following particulars of his income for the P.Y. 2019-20.
  - i) Profit on sale of Plant at London (1/2 is received in India) Rs.1,46,000.
  - ii) Profit on sale of plant at Delhi (1/2 received in London) 1,02,000.
  - iii) Salary from Indian company received in London 60,000 (1/2 paid for rendering service in India).
  - iv) Interest on UK development bond (entire amount received in London) Rs.1,00,000.
  - v) Income from property in London received there Rs.50,000.Determine taxable income for the AY 2020-21 if the assessee is (a) OR (b) NOR (c) NR. (10 Marks)
3. a. Name any three deductions U/S 80C. (03 Marks)  
b. Discuss the steps to determine income from house property. (07 Marks)  
c. Mr. X an employee of A Ltd. receives Rs.100,000 as gratuity (he is covered under the payment of Gratuity Act. 1972). He retires on Dec.31, 2019 after rendering service for 38 years and 8 months. At the time of retirement the monthly basic pay and DA were 2,400 and 800 respectively. Is the entire amount of gratuity exempt? (10 Marks)



- 4 a. What is commuted value of pension? (03 Marks)  
 b. List out any seven property incomes which are exempted from tax. (07 Marks)  
 c. From the following information relating to financial year 2019-20, calculate taxable income from salary of Mr. Krishna who is working in a private company in Mysore. Basic pay Rs.60,000 pm, DA 60% of basic (forming part of salary), CCA Rs.2000 pm. Entertainment allowance Rs.5000 pm, Educational allowance Rs.4000 pm (for his 2 children). Hostel allowance Rs.5000 pm (for his 2 children). Academic research allowance Rs.40,000 (actual amount spend Rs.45,000), HRA Rs.10,000 pm (Rent paid Rs.15000 pm), and bonus Rs.80,000, Rs.200 pm deducted from his salary towards professional tax. (10 Marks)
- 5 a. How do you calculate indexed cost of acquisition and indexed cost of improvement? (03 Marks)  
 b. Mr. X retires from the Central Government services on May 31, 2019. He gets pension of Rs.15000 pm upto Nov.30, 2019 with effect from Dec.1, 2019, he gets 1/3 of his pension commuted for Rs.7,18,000. Determine taxable amount of pension and commuted value of pension for the AY 2020-21. (07 Marks)  
 c. X Ltd. owns 2 buildings, building – A and B on April 1, 2019 (Rate of depreciation 10% and WDV Rs.14,00,000). He purchases on Dec.1, 2019 building 'C' for Rs.3,00,000 (10% depreciation). What is the amount of depreciation for the per year 2019-20, if building 'A' is sold on 10/1/2020 for i) Rs.8,00,000 ii) Rs.15,00,000? (10 Marks)
- 6 a. What is MAT? (03 Marks)  
 b. Discuss set-off and carry-forward of losses. (07 Marks)  
 c. Mr. X purchases a house property for Rs.80,000 on June 30, 1987. The following expenses are incurred by him for making addition/alteration to the house property.  
 i) Cost of construction of 1<sup>st</sup> Floor in 1995-96 Rs.1,10,000  
 ii) Cost of construction of 2<sup>nd</sup> Floor in 2005-06 Rs.3,51,000.  
 iii) Alteration of the property in 2014-15 Rs.2,40,000  
 iv) FMV of the property on April 1, 2001 is Rs.4,50,000. The house property is sold by 'X' on June 15, 2019 for Rs.90,00,000. Expenses incurred on transfer Rs.20,000. Compute taxable capital gain for the AY 2020-21. CII for the year 2005-06, 117, 2014-15, 240 and 2019-20, 289. (10 Marks)
- 7 a. Distinguish between short-term and long term capital gain. (03 Marks)  
 b. Explain Intra head and Inter head set off, with suitable example. (07 Marks)  
 c. Mr. X sells the following capital assets during the P.Y. 2019-20.

	Non-Listed shares	House Property
Sales consideration	24,00,000	7,00,000
Year of acquisition	2012-13	2005-06
Cost of acquisition	8,70,000	46,800
Cost of improvement (in 2011-12)	-	1,47,200

Compute taxable capital gain for the A.Y. 2020-21. CII for the year 2005-06, 117, 2012-13, 200, 2011-12, 184 and 2019-20, 289. (10 Marks)



8

From the following P and L A/C of Mr. X, for the year ending March 31, 2020, calculate taxable income for the A.Y. 2020-21.

Particular	Amount	Particular	Amount
General Expenses	13,400	Gross profit	3,15,500
Bad debts	22,000	Commission	8,600
Advance tax	2,000	Brokerage	37,000
Insurance	600	Sundry Receipts	2,500
Salary to staff	26,000	Bad debts Recovered (deduction allowed earlier)	11,000
Salary to Mr. 'X'	51,000	Interest on debentures	25,000
Interest on overdraft	4,000	Interest on bank deposit	13,000
Interest on loan to Mrs. 'X'	42,000		
Interest on capital of Mr. X	23,000		
Depreciation	48,000		
Advt-exps.	7,000		
Contribution to Employees RPF	13,000		
Net profit	160,600		
Total	4,12,600		4,12,600

#### Additional Information

- The amount of depreciation allowable is Rs.37,300 as per IT rules. It includes depreciation on permanent sign board.
- Advertisement expenditure includes Rs.3000 being cost of permanent sign board fixed on office premise.
- Income of Rs.4,500 accrued during the P.Y is not recorded in Profit and Loss account.
- Mr. X pays Rs.6000 as premium on own life insurance policy of Rs.70,000.
- General expenses include Rs.500 given to Mrs. X for arranging a party in honor of a friend who has recently came from Canada.
- Loan was taken from Mrs. X for payment of arrears of income tax.

(20 Marks)

\* \* \* \* \*



# CBCS SCHEME

USN

--	--	--	--	--	--	--	--	--	--

18MBAMM303

## Third Semester MBA Degree Examination, July/August 2021 Service Marketing

Time: 3 hrs.

Max. Marks: 100

**Note: Answer any FIVE full questions.**

- 1 a. What is service Marketing Triangle? (03 Marks)  
b. Explain numerous benefits of customer relationship. (07 Marks)  
c. Discuss various approaches to pricing in service marketing. (10 Marks)
- 2 a. What do you mean by Relationship Marketing? (03 Marks)  
b. Enumerate the difference between Goods and Services. (07 Marks)  
c. Discuss key intermediaries for service delivery and its benefits and challenges. (10 Marks)
- 3 a. What is defensive Marketing Strategy? (03 Marks)  
b. Explain the elements of Physical Evidence. (07 Marks)  
c. Discuss the factors that influence customer perception towards service. (10 Marks)
- 4 a. What do you mean by Partnering Strategy? (03 Marks)  
b. Explain the strategies for matching capacity and demand. (07 Marks)  
c. Discuss various types of Service Research. (10 Marks)
- 5 a. What do you mean by Marketing Communication? (03 Marks)  
b. Explain sources on conflict in service marketing. (07 Marks)  
c. Discuss the guidelines for effective strategy of physical evidence in services. (10 Marks)
- 6 a. What do you mean by Service Scope? (03 Marks)  
b. Describe role of non-monetary cost in service. (07 Marks)  
c. Discuss creation and implementation of service vision. (10 Marks)
- 7 a. List out the roles of Marketing Communication. (03 Marks)  
b. Write a note on objectives for Service Research. (07 Marks)  
c. Discuss the reasons for growth of Service Sector. (10 Marks)

### 8 CASE STUDY

Airtel, the leading cellular brand is a product of Bharati cellular limited – a part of the biggest private integrated telecom conglomerate, Bharati Enterprises. In 2001, Bharati had a presence in 17 of the 23 telecom circles in India and customer base over one million.

Airtel mission statement included “delighting customers” by “customer service focus empowered employers, innovative services and cost efficiency” and this went a long way in helping it to establish itself in the market.

In India, Airtel offers varieties of products include 2G, 3G and 4G wireless services, mobile services, digital TV services, internet, fixed-line telephone, broadband service etc, because company under took extensive customer research and offered various technological tools as well as promotion schemes to retain customers and offer value added customer services.

#### Questions :

- a. Discuss the market strategies and value added services offered by Airtel for retain its customers. (05 Marks)
- b. What are the product and price strategies of Airtel? (05 Marks)
- c. Enumerates promotion and advertising strategy of Airtel. (05 Marks)
- d. How does Airtel retail outlet and relationship centers (physical evidence) serve as a service point to its customers? (05 Marks)

\* \* \* \* \*



# CBCS SCHEME

USN

--	--	--	--	--	--	--	--	--	--

18MBAFM302

## Third Semester MBA Degree Examination, July/August 2021 Investment Management

Time: 3 hrs.

Max. Marks: 100

**Note: Answer any FIVE full questions.**

1. a. Distinguish between Investment and Speculation. (03 Marks)  
 b. The current dividend on an equity share of Deetha Ltd is Rs.2.00. Deetha Ltd is expected to enjoy on above normal growth rate of 20% for 6 years. Thereafter the growth rate will stabilize at 10%. Equity investor requires a return of 15%. What is the intrinsic value of equity share? (07 Marks)  
 c. Describe the process of investment. (10 Marks)
2. a. What are the different types of bonds? (03 Marks)  
 b. Explain the methods of raising capital from primary market through equity. (07 Marks)  
 c. Manoj products currently pays a dividend of Rs.2/share and this dividend is expected to grow 15% for 3 yrs, then at 12% for the next 3 yrs and at 5% forever thereafter. What is the value of the equity share if the required rate is 9%? (10 Marks)

3. a. Write a note on Sensex. (03 Marks)  
 b. What is risk? Discuss the different types of risk. (07 Marks)  
 c. The following three portfolio particulars are given below:

Portfolio	Average Annual Return	$\sigma$	Correlation Coefficient
A	18	27	0.8
B	14	18	0.6
C	15	08	0.9
Market	13	12	-

If the risk-free rate of return is 9%. Rank these portfolio using:

(i) Sharpe method (ii) Treynor's method (iii) Jensen's method  
Interpret the results.

(10 Marks)

4. a. Define EIC approach in fundamental analysis. (03 Marks)  
 b. Find the duration of a 6% coupon bond with a face value of Rs.1000 making annual interest payments, if it has 5 years until maturity. The bond is redeemable at 5% premium at maturity. The market interest rate is currently 8%. (07 Marks)  
 c. Identify the significant economic and political developments during the recent past and discuss its implications on investment decision. (10 Marks)

5. a. What is Arbitrage Pricing Theory? (03 Marks)  
 b. Write a brief note on 'Daw Theory'. (07 Marks)  
 c. The Manasu investment company manages a portfolio consisting of 4 stocks with the following market values and betas:

Stock	Market Value (Rs.)	Beta
Asian Paints	2,00,000	1.16
Bajaj Finance	1,00,000	1.20
Hero Motorcop	1,50,000	0.8
Indus Ind Vand	50,000	0.5

If the risk free rate of interest is 9% and the market return is 15%. What is the portfolios expected return as per CAPM approach? (10 Marks)



- 6 a. What do you mean by Behavioural Finance? (03 Marks)  
 b. Explain Markowitz portfolio selection model. (07 Marks)  
 c. The stocks M and N have yielded the following returns for the past 2 years:

Year	Returns	
	M	N
2017	12	14
2018	18	12

What is the portfolio return and risk made up of 60% of M and 40% of N? (10 Marks)

- 7 a. What do you mean by dematerialization? (03 Marks)  
 b. What is meant by mutual funds? Explain its advantages and different schemes available to the investors. (07 Marks)  
 c. The annual rates of returns of Naveen Ltd. and the index rate of return are given below. Determine the  $\beta$  coefficient.

Naveen Ltd	(8)	15	12	13	18
Index	(10)	18	14	16	22

(10 Marks)

- 8 The stock of Shanthi company performs well relative to other stocks during recessionary period. The stock of Kranthi company does well during growth periods. Both the stock are currently selling for Rs.50/sh. The rupee return (dividend plus price change) of the stocks for the next year would be as follows:

	Economic Condition			
	High Growth	Low Growth	Stagnation	Recession
Probability	0.3	0.3	0.2	0.2
Return of Shanthi Stock	55	50	60	70
Return of Kranthi Stock	75	65	50	40

Calculate the expected return and standard deviation of:

- (i) Rs.1000 invested in the equity stock of Shanthi company.  
 (ii) Rs.1000 invested in the equity of Kranthi company.  
 (iii) Rs.700 invested in the equity stock of Shanthi and Rs.300 in the equity stock of Kranthi. (20 Marks)

\*\*\*\*\*



--	--	--	--	--	--	--	--	--	--

## Third Semester MBA Degree Examination, July/August 2021 Banking and Financial Services

Time: 3 hrs.

Max. Marks: 100

**Note: Answer any FIVE full questions.**

1.
  - a. Define Banking. (03 Marks)
  - b. Briefly explain quantitative and qualitative measures of credit control. (07 Marks)
  - c. Discuss the functions of RBI. (10 Marks)
2.
  - a. Distinguish between NEFT and RTGS. (03 Marks)
  - b. What are the different types of credit card? Explain. (07 Marks)
  - c. Discuss the role of commercial banks in Socio-Economic development. (10 Marks)
3.
  - a. Define merchant banker. (03 Marks)
  - b. Discuss the steps involved in pre and post issue management. (07 Marks)
  - c. Explain the various services rendered by merchant banks. (10 Marks)
4.
  - a. What is NBFCs? (03 Marks)
  - b. Discuss the functions and role of NBFCs. (07 Marks)
  - c. Explain the advantages and disadvantages of Leasing. (10 Marks)
5.
  - a. Name the different types of venture capital financing. (03 Marks)
  - b. Explain the process of credit rating of financial instruments. (07 Marks)
  - c. What is venture capital? Explain its features. (10 Marks)
6.
  - a. What is private placement? (03 Marks)
  - b. What are the roles of the underwriter? (07 Marks)
  - c. Differentiate between factoring and forfeiting. (10 Marks)
7.
  - a. What is credit rating? (03 Marks)
  - b. What are the functions of NSDL? (07 Marks)
  - c. Discuss the SEBI guidelines for pre-issue management. (10 Marks)
8.
 

Case Study :

ABC Ltd. is considering a proposal to acquire equipment costing Rs.15,00,000. The expected life of the equipment is 5 years and the salvage value of Rs.1,00,000 after the expiry of 5 years. The purchased can be financed by 20% loan, repayable in 5 equal annual installments becoming due at the end of the year. Alternatively the machine can be taken on year end lease rentals of Rs.4,50,000 for 5 years. Advise the company as the option it should choose. You may assume the following :

  - (i) The company follow W.D.V method of depreciation, the rate of depreciation being 25%.
  - (ii) Tax rate is 35%, and cost of capital is 13%.
  - (iii) Lease rentals are to be paid at the end of the year.
  - (iv) Maintenance expenses estimated at Rs.30,000 per year are to be borne by the lessee.

Advise the company which option to choose. (20 Marks)

\* \* \* \* \*

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.  
2. Any revealing of identification, appeal to evaluator and /or equations written eg, 42+8 = 50, will be treated as malpractice.



--	--	--	--	--	--	--	--	--	--

**Third Semester MBA Degree Examination, July/August 2021**  
**Human Resource Analytics**

Time: 3 hrs.

Max. Marks:100

**Note: Answer any FIVE full questions.**

- 1 a. Define HR Analytics. (03 Marks)  
b. State the HR Analysts Ethical Standards that ensure compliance with ethical issues pertaining to the use of employee data. (07 Marks)  
c. Explain some of the commonly known benefits of HR Analytics. (10 Marks)
- 2 a. Write a brief note on LAMP framework. (03 Marks)  
b. Mention the applications of predictive analytics in HR decision making. (07 Marks)  
c. Explain the HR value propositions that can be objectively measured by HR Analytics. (10 Marks)
- 3 a. What is Analytics value chain? (03 Marks)  
b. Write a brief note on the maturity framework from level 1 to level 5. (07 Marks)  
c. Explain the different types of Regression Analysis that are used in predictive HR Analytics. (10 Marks)
- 4 a. What is the importance of cleaning data? (03 Marks)  
b. Explain the important quality dimensions of HR data. (07 Marks)  
c. Explain the steps of how scorecard is developed in an organization. (10 Marks)
- 5 a. Define HR metrics. (03 Marks)  
b. Elaborate some of the recruitment metrics that can help in measuring recruitment efficiency of a manufacturing company. (07 Marks)  
c. Analyze some of the important data required for HR analytics and predictive modelling that helps in HR decision making. (10 Marks)
- 6 a. What is HR Scorecard? (03 Marks)  
b. Discuss the benefits of developing a suitable HR scorecard. (07 Marks)  
c. What is data visualization? Explain the various types of reports prepared by HR using data visualization tools. (10 Marks)
- 7 a. Define HR Dashboard. (03 Marks)  
b. Calculate the missing values (?) in the table and comment on training effectiveness:

A sample cost and benefit sheet

(i)	Training duration	33 hours
(ii)	Expected number of trainees	750
(iii)	Training benefits accrued for costs (in 00's Rs)	12 months
(iv)	Planning	040,930
(v)	Marketing	004,744
(vi)	Administrative expenses	012,713
(vii)	Trainer's expenses	086,250
(viii)	Stationary	015,000
(ix)	Amenities	040,500
(x)	Travel expense reimbursement	553,156
(xi)	Training effectiveness expenses	000,872
	Total cost	?

Benefits (in 000's Rs.)

(xii)	Labour savings	2,41,071
(xiii)	Productivity enhancement	675,000
(xiv)	Miscellaneous cost savings	161,250



- |                            |   |            |
|----------------------------|---|------------|
| Total benefits             | ? |            |
| ROI                        | ? |            |
| Payback period (in months) | ? | (07 Marks) |
- c. Explain different phases of predictive modeling in HR Analytics. (10 Marks)

8 Case Study :

**Strategic HR Analytics – Lessons from ABC Mart**

ABC Mart today with the sales revenue of USD 482 billion is managing 22 lakh employees and 260 lakh customers, spreading across 28 countries and sustaining are half a century. The company manages its human resources with a data-driven decision making process, and hence, the use of HR analytics is more a legitimate requirement. For example, workforce planning in ABC Mart are so designed today that ABC mart managers can assess the overall impact on sales revenue with even one hour engagement of a headcount at the store level. With HR analytics the company not only manages its HR operational issues with the forward-looking approach but can even significantly improve the culture of innovation in the workplace. Today, the company is able to assess what needs to be measured in human resources and how the same could be measured, and what could be the actionable strategies (based on the measurements results) for achieving the business objectives.

ABC Mart considers it's HR Analytics as strategic analytics and it encompasses all the functions as follows:

- (i) Assessment of business needs (ii) Establishment of logic for the business needs
- (iii) Review of relevant data availability both within and outside organizations
- (iv) Collection of additional information (v) Identification of commonalities across various data sets (vi) Framing strategy and action plans for implementation.

Strategic HR analytics in ABC mart build actionable insights which influence the decision making process in human resources. Actionable insights have both quantitative and qualitative workflows. Quantitative workflows are broken into data, exploratory analysis and statistical models. Qualitative workflows encapsulate employees' (associates) voice (focus group discussions, engagement surveys and so on) Market research information, inputs from advance research and others. Actionable insights get further reinforced when quantitative and qualitative workflows are integrated. This helps ABC Mart's human resources to come out with actionable strategies.

ABC's mart strategic HR analytics rest on 4 pillars which are capable of modeling and data mining research and social media data integration, visualization and building prototype and finally, testing and learning. Each pillar is taken care of by a dedicated team of professionals, who continuously strive for improving strategic HR analytics in line with the business goals. More thrust is given on understanding employer's capabilities, drawing actionable strategies to manage employee turnover, absenteeism, leadership development and so on.

Strategic HR analytics of ABC Mart is supported by SAS, Alteryx, Tableau and SPSS.

Questions :

- a. Based on this case study, list out the essential features of strategic HR analytics of ABC Mart. (10 Marks)
- b. Indicate one critical HR function which was effectively utilized by the HR through predictive Analytics. (10 Marks)

\*\*\*\*\*



USN

--	--	--	--	--	--	--	--	--	--

18MBAMM302

## Third Semester MBA Degree Examination, July/August 2021 Retail Management

Time: 3 hrs.

Max. Marks: 100

**Note: Answer any FIVE full questions.**

- 1
  - a. Define Retail Management. (03 Marks)
  - b. What are the responsibilities of store manager? (07 Marks)
  - c. Describe the theories of Retailing in detail. (10 Marks)
  
- 2
  - a. What is SKU? (03 Marks)
  - b. What are the factors influencing the location of store? (07 Marks)
  - c. Discuss the current retail scenario in India with the FDI regulations. (10 Marks)
  
- 3
  - a. Explain RFID. Mention the types of RFID. (03 Marks)
  - b. Examine the various visual merchandising techniques in retail. (07 Marks)
  - c. Discuss the factors in the international retail environment. (10 Marks)
  
- 4
  - a. What are Private labels? Give 2 examples. (03 Marks)
  - b. Briefly explain the retail communication mix. (07 Marks)
  - c. Discuss the various types of retail formats. (10 Marks)
  
- 5
  - a. Explain leader pricing. (03 Marks)
  - b. Explain the various ethical issues in retailing. (07 Marks)
  - c. Explain the areas of retail research. (10 Marks)
  
- 6
  - a. What is Merchandise Management? (03 Marks)
  - b. What are Markdowns? Discuss the various causes for Markdowns. (07 Marks)
  - c. What is retail audit? What are the steps in retail Audit? (10 Marks)
  
- 7
  - a. What do you mean by Multichannel Retailing? (03 Marks)
  - b. What is Retail Pricing? Explain the kinds of retail pricing. (07 Marks)
  - c. Explain the various types of retail layouts. (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.  
2. Any revealing of identification, appeal to evaluator and /or equations written eg. 42+8 = 50, will be treated as malpractice.



**CASE STUDY**Retail Mall Culture

8

A retail chain like Future Group's Big Bazaar may be clocking heady sales, but the dozen odds shops operating in its proximity wear a deserted look, giving a somewhat hollow ring to the much hyped about retail boom in the country. In what seems like a quirky of circumstance, malls have spring up all over Urban India in anticipation of a consumption boom that may itself prove to be eventually truant.

To be viable, the huge investments made in the sector by India Inc would have to be responded to by a corresponding massive surge in foot falls. And for that to happen, a lot of links would have to fall in place.

Between the drawing board and the emerging market realities, the realization dawns that a lot of things can go wrong with India's much-heralded retail revolution. The more visible among these loose ends is the high real estate prices, the loosely-knit distribution networks in India's hinter land, the near absence of any modern supply chain logistics, shortage of skilled personnel, and a regulatory system that resembles a patchy quilt more than anything else.

Then there is the nature of the business itself. Retailing is a low margin, high-volume, commodity business where profitability gets strained as competition intensifies. And if wrong choices are made regarding the location or the formatting of the store, then the retailer is doomed. To make it big, a retailer would have to negotiate all the tricky turns most of the time.

In fact, it is the expectation of a large working and earning population that has attracted most global retailers to the country but most analysts are agreed that the Indian retail market could at best support to large players.

Given the number of players getting into the Fray today, this clearly means a winnowing out of the weaker retail players. What's more, that time could be sooner rather than later, may be just three or four years down the line?

Says Hemant Kalbag, principal, A.T. Kearney. "I see consolidation happening in the next five years. That's when the shakeout will happen and the successful retailers will look acquiring less profitable ones."

But that's still in the future. As of now, the retail turf is set for some frenetic activity.

Questions:

- a. Explain the factors responsible for the retail boom in the country. (05 Marks)
- b. Discuss the challenges faced by the retailers. (05 Marks)
- c. Comment on the mall culture and do you think it will be successful? Justify? (05 Marks)
- d. With the competition from online retailers, how do these brick and mortar retailers survive? (05 Marks)

\* \* \* \* \*