

**(DBUS 21 (NR))**

M.B.A. (3 Years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

FINANCIAL MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Role of financial manager.
- (b) Budgeting.
- (c) Current Ratio.
- (d) Funds from Operations.
- (e) Over Capitalisation.
- (f) Break-even analysis.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the objectives of financial management.
3. Explain briefly the sources of long-term finance.
4. What are the advantages and limitations of Ratio Analysis?
5. Explain the concept of Cash Flow Analysis and Funds Flow Analysis. State the differences between these two.
6. What is financial forecasting? State the differences between financial planning and financial forecasting and also give the advantages of financial forecasting.
7. What is Cash Budget? Discuss the objectives of the Cash Management.

SECTION C — (10 marks)

(Compulsory)

8. Case Study.

Firms X and Y are identical from the following particulars. Compute EPS and ROE for the firms X and Y. Assume a tax rate of 40% and give your comments.

	Firm X	Firm Y
	Rs.	Rs.
Assets	10,00,000	10,00,000
Equity (Rs. 10 per share)	6,00,000	10,00,000
9% Debentures	4,00,000	Nil
Return on investment (before tax)	2,00,000	2,00,000

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M.B.A. (3 Years) DEGREE EXAMINATION,  
DECEMBER 2019.

Second Year

OPERATIONS MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the following.

1. (a) Materials handling
- (b) Mass production
- (c) Quality assurance
- (d) Codification
- (e) Advantages of FIFO
- (f) Objectives of waste management.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Explain the systems approach to operations management in detail.
3. How do you say that capacity planning helps the organisation to achieve its goals? Explain in detail.
4. What are the factors to be considered in the location of facilities?
5. Enumerate the steps in planning of projects.
6. What is materials management? Explain its importance and functions.
7. Define value engineering. Explain the process involved in it.

## SECTION C — (10 marks)

Compulsory

Case study

8. Calculate EOQ and number of orders to be placed and total cost of EOQ by applying formula from the following particulars.
- (a) Annual requirement of raw materials  
60000 units
  - (b) Ordering cost per order Rs. 600
  - (c) Opportunity cost (cost of capital) of investment Rs. 1 per unit
  - (d) Cost of deterioration, insurance, supervision cost Rs. 1 per unit.
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**(DBUS 23 (NR))**

M.B.A. (3 Years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

## MARKETING MANAGEMENT

Time : Three hours

Maximum : 70 marks

## SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the following questions.

1. (a) Production orientations vs marketing orientation.
- (b) Marketing mix.
- (c) Consumer behaviour.
- (d) Skimming and penetration pricing.
- (e) Market segmentation.
- (f) Sales forecasting.

## SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following questions.

2. Give a detailed account of Indian marketing environment.
3. What factors are influencing market segmentation?
4. State the objectives of pricing policies and explain briefly about various pricing methods.
5. Describe various factors influencing selection to distribution channels.
6. Elaborate the various sales promotion tools available for business to market their products.
7. Outline the process involved in new product development.

## SECTION C — (10 Marks)

Compulsory.

## 8. Case study.

HSK Ltd is a fast growing fast food company. It has 42 product lines consisting of Pizza, Burgers, Sandwich, chats etc. It has a wide distribution network throughout the country catering through the retailers. It has top brand ambassadors. The products are advertised in various visual and print medias such as television, magazines, Newspapers etc. The company has earned goodwill and surplus profits. Being successful in fast food industry the management decides to enter into ice-cream segment in all major cities of the country.

India's current ice-cream market is worth Rs.3,000 cr, including the unorganized sector. There are few strong competitors existing in all major cities. The management decided to first conduct a market survey to understand the present market conditions. The company plans to invite top film stars and leading sports stars for inauguration.

- (a) What is product mix? State the product mix of HSK Ltd.
  - (b) In the present market conditions do you suggest HSK to diversity into new business or no?
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M.B.A. (3 Years) DEGREE EXAMINATION,  
DECEMBER 2019.

Second Year

**HUMAN RESOURCE MANAGEMENT**

Time : Three hours

Maximum : 70 marks

**SECTION A — (3 × 5 = 15 marks)**

Answer any THREE questions.

1. (a) Manpower Planning
- (b) Induction
- (c) 360° Appraisal
- (d) Fringe Benefits
- (e) Job Enrichment
- (f) Differentiate Wage and Salary

**SECTION B — (3 × 15 = 45 marks)**

Answer any THREE questions.

2. Briefly explain about Personnel Management Environment in India.
3. Bring out the need and importance of Human Resource Management.
4. Explain the modern methods of performance appraisal.
5. Briefly write about various sources of recruitment.
6. What are the advantages and disadvantages of collective bargaining?
7. What are major changes witnessed in dealing with trade unions in post globalisation in India?

**SECTION C — (10 marks)**

(Compulsory)

8. Case Study :

Mahindra Pvt. Limited situated in Delhi, is a leading exporter of computers. Established in 1985 with technical collaborations from a Japan Company.

Mahindra Pvt. Ltd. grew rapidly during the past few years. As many new players entered the same sector, suddenly many of the experienced programmers and managers left the company to join the new entrants. Mahindra Pvt. Ltd. was unable to meet the demand and gradually had to contend with a declining share of the software market.

The management of the company has decided to appoint a reputed HR consultant to study the current scenario and suggest immediate measures to restore the competitive positions of the company.

Questions :

- (a) What do you feel could be the reasons of dynamic employees leaving Mahindra Pvt. Ltd.?
  - (b) If you were the HR consultant, what recommendations would you make and why?
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M.B.A. (3 Year) DEGREE EXAMINATION,  
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Second Year

RESEARCH METHODOLOGY FOR MANAGEMENT DECISIONS

Time : Three hours

Maximum : 70 marks

SECTION – A

Answer any THREE questions.

(3 × 5 = 15)

1. (a) Null Hypothesis
- (b) Likert Scale
- (c) Research Report
- (d) Random Sampling
- (e) Sampling
- (f) Research Types.

SECTION – B

Answer any THREE questions.

(3 × 15 = 45)

2. Discuss about Nature and importance of research.
3. Under what circumstances stratified random sampling design is considered appropriate? How would you select such sample?
4. Define Report Writing. Bring out the mechanics of Report Writing.

5. What do you mean by hypothesis? Explain the procedure of developing good hypothesis.
6. State the significance of Research and exploit the different types of Research.
7. Write about the methods of data-collection.

SECTION – C

(Compulsory)

(10)

8. Case – study:

Vijay Auto one of the leading automobile companies in India lost market share to it's competitors Hero-Honda in the year 1990's. In order to regain it's market share, the company plans to find out the reasons for failure. You are appointed as a researcher to m/s Vijay Auto.

Questions

- (a) What type of research design you prefer?
  - (b) State the sources of getting primary data for the research.
  - (c) Prepare a research design.
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M.B.A. (3 Years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

**BUSINESS POLICY AND STRATEGIC MANAGEMENT**

Time : Three hours

Maximum : 70 marks

**SECTION A — (3 × 5 = 15 marks)**Answer any **THREE** questions.

1. (a) Strategic planning
- (b) Top management
- (c) Forces of competition
- (d) Management buyout
- (e) 7S framework
- (f) Corporate Restructuring.

**SECTION B — (3 × 15 = 45 marks)**Answer any **THREE** questions.

2. Enumerate the different structural mechanism required to implement a strategy.
3. What are the techniques employed for environmental analysis?
4. State the issues in the implementation of strategies in finance.
5. What are the reasons for diversifications in the corporate world?
6. What points need to be kept on mind while using a particular source of environmental information?
7. What are the basic functions and responsibilities of the senior management?

## SECTION C — (1 × 10 = 10 marks)

Compulsory.

## 8. Case Study :

In a market dominated by behemoths like SAIL and TISCO, finding a niche is of crucial importance for a small player. What could a Lloyds do with a meagre annual capacity of making six lakhs tonnes of HR coils while SAIL sold over 1,600 lakhs tonnes in the same time? Should Lloyds follow the market leader or adopt its own unique approach to its business strategy? It is in the context of such questions that Lloyds' attention came to rest on the manufacturing process. Almost all steel producers adopt the blast furnace technology. In this, the process starts with a clear differentiation among the ultimate products to be manufactured. So, manufacturing batch size has to be large enough to take up customized orders. The raw material, iron, ore, has to pass through several complex stages of manufacturing.

Lloyds looked for an alternative technology that could suit its requirements. The solution lay in the Electric Arc Furnace technology where the unique feature was that initial manufacturing stages need not differentiate among different products. Such a differentiation came at a much later stage. Translated into a business proposition, what it meant was that Lloyds could operate with a much smaller batch size of, say, 100 tonnes and deliver quickly. For instance, a 1000-tonnes small order of specialized product custom-made to buyer's specification could be delivered in as little as 15 days. Such a quick delivery schedule would not be possible for a large, integrated steel manufacturer. In this manner, analogous to small gunboats that could effectively torpedo a large, slow-moving ship, Lloyds carved out a niche in the highly competitive steel market.

Question :

Comment on the nature of the business strategy of Lloyds. What are the conditions in which a strategy would succeed? Could fail?

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M.B.A. (3 Years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

## MANAGEMENT OF INFORMATION SYSTEMS

Time : Three hours

Maximum : 70 marks

## SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Information system needs.
- (b) Data transmission error.
- (c) RDBMS.
- (d) Networking.
- (e) System development.
- (f) Query Language.

## SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Explain the stages in system development life cycle. Describe the application and system software needed for online systems.
3. Discuss the stages in system design.
4. Write about the evolution and Role of management information system.
5. What is DBMS? How DBMS helps in easier retrieval of data? Explain.
6. Write in detail about recent trends in information technology.
7. Write about computerization at IFFCO?

## SECTION C – (10 marks)

(Compulsory)

8. Case Analysis :

A heading Automobile marketer wants to enter into Indian market. He wants to market its cars in three models at different rates through a network of dealers across India. You, being an expert in MIS, are requested to suggest how they can implement MIS through different stages, and internet for his company.