

(DBUS 21 (NR))

M.B.A.(THREE YEAR) DEGREE EXAMINATION, NOVEMBER 2021.

Second Year

FINANCIAL MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any **THREE** questions.

1. (a) What is Risk Premium?
- (b) What does money have time value?
- (c) What is profitability index?
- (d) What do you mean by Capital Rationing?
- (e) State the significance of financial leverage.
- (f) Define stock split.

SECTION B — (3 × 15 = 45 marks)

Answer any **THREE** questions.

2. What is financial management? Explain the objectives of financial management.
3. What is Capital Budgeting? Explain the methods of Capital Budgeting.
4. Explain EBIT/EPS analysis with an example.
5. Critically examine Modigliani and Miller theory of capital structure and firm valuation.
6. What are the determinants of working capital of a firm?
7. What are the different inventory management techniques?

SECTION C — (10 marks)

(Compulsory)

8. Case study:

- (a) From the following information find out after tax and depreciation:

Estimated Life 5 years

Scrap value Rs. 10,000

| Profit after tax : end of year | Rupees |
|--------------------------------|--------|
| 1 st Year | 6,000 |
| 2 nd Year | 14,000 |
| 3 rd Year | 24,000 |

| | |
|----------------------|--------|
| 4 th Year | 16,000 |
| 5 th Year | Nil |

- (b) A project costs Rs 16,000 and is expected to generate cash inflows of Rs 4,000 each 5 years. Calculate the Interest Rate of Return.
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M.B.A (Three Year) DEGREE EXAMINATION, NOVEMBER 2021.

Second Year

OPERATIONS MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A – (3 × 5 = 15 marks)

Answer any **THREE** questions.

1. (a) Define Operations Management.
- (b) What is Production Management?
- (c) What is Time Study?
- (d) What is Reorder Level?
- (e) Define Plant Layout.
- (f) What is TQM?

SECTION B – (3 × 15 = 45 marks)

Answer any **THREE** questions.

2. Define Plant Layout. Explain the factors affecting it.
3. What is Method Study and discuss its importance in Production Management.
4. Mention the various levels of production planning and control of projects.
5. Discuss the concepts of Value Engineering and Quality Assurance.
6. What is the significance of inventory management and control?
7. Write a detailed note on Waste Management Techniques.

SECTION C – (10 marks)

(Compulsory)

8. Case Study:

A Company uses annually 60,000 units of an item costing at the rate of Rs.1.20 per unit. It operates 250 days in a year and procurement time in 10 days. Each order cost is Rs.45 and inventory carrying cost is 15% of the annual average inventory value. If the safety stock is 500 units. Find EOQ, reorder level, maximum and minimum inventory levels.

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MARKETING MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A – (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Define Marketing Management.
- (b) Environmental Scanning.
- (c) Marketing strategy.
- (d) Market segmentation.
- (e) Customer Relationship Management.
- (f) Retail Research.

SECTION B – (3 × 15 = 45 marks)

Answer any THREE questions.

2. Explain how a marketer needs to compensate for changes in cultural, political, economical and technological environment.
3. Explain in detail about market segmentation.
4. Discuss in detail various applications of marketing research.
5. Explain the meaning of product Life Cycle and state the challenges of marketing Manager has to face in introducing a new consumer product.
6. Critically evaluate various pricing techniques.
7. Explain the methods of Sales forecasting..

SECTION C – (10 marks)

(Compulsory)

8. Case Study:

Indian chemical and Pharmaceutical Ltd. (ICPL) is producing highly ethical products sold through doctors all over the country. The ICPL is planning to enter into household insecticides market. They have the technical knowhow to manufacture and the infrastructure to market the insecticides. Its sales force, of 250 sales representatives supported by 20 sales offices located in all major cities, contacted all the important doctors and chemists and made a direct distribution of company products to retail outlets.

The marketing research department was given to the job to make quick study and to provide suitable information so as to facilitate the company in taking a decision regarding entering the household insecticides market.

Questions

- (a) Outline the information needs of the company for its new product planning and suggest the investigation process.
 - (b) Draw a suitable time frame, plan the manpower requirements and draw budget estimates for carrying out such a study.
 - (c) Suggest a suitable format of the final report to be submitted to the Managing Director.
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M.B.A (Three Year) DEGREE EXAMINATION, NOVEMBER 2021.

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HUMAN RESOURCE MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A – (3 × 5 = 15 marks)

Answer any **THREE** questions.

1. (a) Human resource accounting.
- (b) Personnel management.
- (c) Induction.
- (d) Succession planning.
- (e) 360 degree Performance Appraisal.
- (f) Vestibule training.

SECTION B – (3 × 15 = 45 marks)

Answer any **THREE** questions.

2. Explain the various phases in evolution of human resource management.
3. What is recruitment? What are the various internal and external sources of recruitment?
4. What are the factors deciding compensation of employee? Explain in detail.
5. Discuss in detail Regulatory Mechanism Guiding Industrial Relations.
6. What are the sources of grievance? Explain the grievance handling procedure.
7. What are the various types of on-the job training methods? Explain them.

SECTION C – (10 marks)

(Compulsory)

8. Case Study:

“There it is finished”, thought Sanjiv Choudhary as he laid aside the last of 12 Performance forms. It has been a busy week for Sanjiv, who supervises a road maintenance crew for Department of Highways, Indian Police.

In passing through the Sanjiv’s districts a few days earlier, the governor had complained to the area Superintendent that the repairs were needed on several of high ways. Because of this, the Superintendent assigned Sanjiv crew an unusually heavy work load. In addition, Sanjiv received a call from the personnel office that week telling him that the performance appraisals were late. Sanjiv explained that his predicament, but the personnel specialist insisted that the forms be completed right way.

Looking over the appraisal again, Sanjiv thought about the several of the workers. The performance appraisal form had places for making quantity of work, quality of work, and cooperativeness. For each characteristic, the worker could be graded as outstanding, good, average, below average or unsatisfactory. As Sanjiv's crew had completed all the extra work assigned for that week, he marked the every worker outstanding in quantity of work. He marks David average in cooperativeness because David had questioned one of its decisions that week. Sanjiv had decided to patch a pathole in one of the roads, and David thought the small section of the road surface ought to be broken out and replaced. Sanjiv did not include this in the remarks section of the form, though. As a matter of fact, he wrote no ramarks on any of the forms.

Sanjiv felt a twings of guilt as he thought about Robert. He knew that Robert had been sloughing off, and the other workers had been carrying him for quite some time. He also knew that Robert would be upset if they found that he had been marked lower than the other workers. Consequently, he marked Robert the same to avoid a confrontation. "Anyway", Sanjiv thought, "these things are a pain, and I really should not have to bother with them. As Sanjiv folded up the performance appraisal and put them in the envelop for mailing, he smiled. He was glad he would not have to think about the performance appraisals for another six months.

Questions:

- (a) What weaknesses do you see in Sanjiv's potential and performance?
 - (b) Take a look at your performance assessment. How do you feel about it?
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RESEARCH METHODOLOGY FOR MANAGEMENT DECISIONS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

- 1 (a) Concept of research.
- (b) Simple random method.
- (c) Quota sampling.
- (d) Factor analysis.
- (e) Likert scale.
- (f) Snowball sampling.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

- 2 Briefly discuss the five steps of research process.
3. Explain the different techniques of data collection.
4. What is Hypothesis? How it is tested?
5. What are non-parametric tests? What are their limitations?
6. Describe the difference between a probability sample and a non-probability sample.
7. Write a format of a good report indicating different parts and their positioning in the report.

SECTION C — (10 marks)

(Compulsory)

8. Case Study:

Ashok Leyland, a major manufacturer of Trucks and Buses, has decided to make a foray into small passenger transport vehicles. Their product development team has developed an MUV (Multi Utility Vehicle) with 7 seats and 8 seats configuration. They found that MUV's like Toyota Innova, GM Tavera and many more other models from Mahindra and Tata Motors are doing good business in India. The company outsourced the research to find out the market potential for MUV in India to Market Research Group (MRG). MRG conducted sample market studies in

Salem in Tamilnadu and Gorakhpur in Uttar Pradesh. They submitted a market potential report to Ashok Leyland, which suggested that there is good potential in the market for MUV. Based on the research report, the company launched the MUV Stile with technological collaboration with Nissan India Ltd. This product is similar to Nissan Evalia. In May 2015 Ashok Leyland took a decision to withdraw Stile due to weak sales.

Questions.

- (a) Was the research done by MRG scientific?
 - (b) What were the limitations in the research methodology?
 - (c) What could have been appropriate research method?
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BUSINESS POLICY AND STRATEGIC MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Strategy
- (b) Mission
- (c) Core Competency
- (d) Six Sigma
- (e) Competitive advantage
- (f) Define Intrapreneurship,

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss in detail the various steps involved in strategy formulation process.
3. What does Porter's Five forces model convey? Elucidate it with suitable illustrations.
4. Explain turnaround management? Discuss the elements of a successful turnaround strategy.
5. What is meant by resource allocation? Explain techniques generally employed for allocating Resources.
6. Write a note on 7-S framework.
7. Explain the characteristics of an effective strategic evaluation system.

SECTION C — (10 marks)

(Compulsory)

8. Case Study:

Founded in 1970 in Alençon (Orne), the company MPO Fenêtres (Menuiserie Plastique de l'Ouest) was one of the first French companies in the PVC/carpentry sector to offer a customized service. However, at that time, in France, very little was known about PVC, carpentry and double-glazing technology: these markets were still in their infancy. It took about ten years, and two oil crises (in 1974 and especially in 1979) for the PVC window market to really take off. The commercial policy of EDF (the French public energy provider) at that time favoured the development of this product, encouraging investors to push for all electric"

installations, which would, according to the manufacturer provider, require better insulation of public buildings to reduce heat loss.

Despite MPO Fenêtres's financial losses since the creation of the company in 1978, the Managers decided to invest in new office and production buildings. From 1970 to 1997, MPO Fenêtres's products were rather basic. Two new product ranges were then offered by the company: a range of high quality windows made of aluminium and wood (1997) and windows featuring « + super heat », with an improved insulation value, made of aluminum with a thermal break (2007). These additions to its product range were introduced in line with the company's desire to widen its target market. These two new product categories now account for 10% of the company's turnover. MPO Fenêtres initially specialized in public and collective markets (professional/major accounts, government, schools, municipalities and other communities),

However, from 1995 onwards it developed its sales to individual consumers. The public market today accounts for about 60% of the company's turnover, while the (still growing) consumers' market accounts for the remaining 40%. There are 200 employees working for the company. and turnover is over €35 million (source: Internal figures 2010). Significant growth has occurred over the last decade.

The company is constantly on the lookout for technical and technological innovations, both of which are well represented in its range of low thermal coefficient products. Further the high requirements of the company in terms of the quality of materials, assembly, and installation exceed the market standard. This allows the company to offer its customers products at the forefront of innovation. a key success factor in this industry. Incidentally, this is one of the four founding values of the company, together with perfectionism (the aim to do the best possible job), cheerfulness within the company, and honesty with all company's stakeholders (both employees and customers).

- (a) What are technical and technological innovations occurred in the company?
 - (b) What type of strategy that the company adopt to reach the marketing needs of the customers?
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MANAGEMENT OF INFORMATION SYSTEMS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) MIS
- (b) Information
- (c) DSS
- (d) Unstructured decision
- (e) SRS
- (f) DBMS

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the conceptual foundations of Information systems in Management.
3. Describe the Decision Making in Information Resource Management.
4. Analyze the Data communication concepts and computer Networks.
5. Define DBMS. Explain the Implementation and Future Trends in DBMS.
6. Briefly explain the Implementation and control of Projects.
7. How to manage the data Source in Data Base Management systems?

SECTION C — (10 marks)

(Compulsory)

8. Case Study:

A large car (taxi) rental company has high-street branches throughout the country. Customers typically sign the contracts and payment is made monthly. Majority of Customers pay by direct debit through banking system, however minority pay at the high Street branches every month. Customers account records are fed to a mainframe computer at the head-office and require updation with customers payments details.

Questions :

- (a) Suggest two suitable methods of data capturing and input for those customers paying at branch offices
 - (b) Enlist the important advantages and disadvantages of your proposals.
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