

SECOND SEMESTER P.G. DEGREE EXAMINATION, APRIL 2020

(CCSS)

M.B.A.

BUS 2C 16—BUSINESS RESEARCH METHODS FOR MANAGEMENT

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Section A*Answer the following questions.**Each question carries 2 marks.*

1. What is qualitative research ?
2. Explain testing of hypothesis.
3. What are independent variables ?
4. Explain reliability in research.
5. What is bibliography ?

(5 × 2 = 10 marks)

Section B*Answer any **four** of the following.**Each question carries 5 marks.*

6. Discuss the importance of observation as a research method.
7. Explain financial planning for research.
8. Elaborate Delphi method.
9. Explain different data collection methods.
10. Explain the impact of IT in data analysis.
11. Explain steps in research report writing.

(4 × 5 = 20 marks)

Turn over

Section C

Answer any two of the following.

Each question carries 7½ marks.

12. Explain recent trends in social science research.
13. Elaborate steps in research process.
14. Discuss different types of research reports and its importance.

(2 × 7½ = 15 marks)

Section D

Answer the compulsory question.

It carries 15 marks.

15. Elaborate tools and techniques used in attitude measurement in consumer research related to FMCG products.

(1 × 15 = 15 marks)

SECOND SEMESTER P.G. DEGREE EXAMINATION, APRIL 2020

(CCSS)

M.B.A.

BUS 2C 15—MANAGEMENT INFORMATION SYSTEM

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Part A*Answer all questions.**Each question carries 2 marks.*

1. What is the difference between structured and unstructured information ?
2. What is Decision Support System ?
3. What is a database ?
4. What is client-server computing ?
5. What is feedback loop ?

(5 × 2 = 10 marks)

Part B*Answer four questions.**Each question carries 5 marks.*

6. List out the applications of Artificial Intelligence in business.
7. Briefly explain the components of MIS.
8. Discuss the various stages of System Implementation.
9. Define ERP system. Discuss its importance and limitation.
10. Explain the phases of SDLC.
11. Explain the ethical and social issues/ dimensions in MIS.

(4 × 5 = 20 marks)

Turn over

Part C

Answer any two questions.

Each question carries 7½ marks.

12. Explain the importance and application of DSS in an organisation.
13. Discuss the various Network Topologies ? What type of Network Topology would you recommend for an Urban Co-operative Bank having four branches in a city. Why ?
14. What is DBMS ? How is it superior to conventional file processing system ? List out the salient features of DBMS.

(2 × 7½ = 15 marks)

Part D (Compulsory)

The question carries 15 marks.

15. A waiter takes an order at a table, and then enters it online via one of the six terminals located in the restaurant dining room. The order is routed to a printer in the appropriate preparation area : the cold item printer if it is a *salad*, the hot-item printer if it is a hot *sandwich* or the bar printer if it is a *drink*. A customer's meal check-listing (bill) the items ordered and the respective prices are automatically generated. This ordering system eliminates the old three-carbon-copy guest check system as well as any problems caused by a waiter's handwriting. When the kitchen runs out of a food item, the cooks send out an 'out of stock' message, which will be displayed on the dining room terminals when waiters try to order that item. This gives the waiters faster feedback, enabling them to give better service to the customers. Other system features aid management in the planning and control of their restaurant business. The system provides up-to-the-minute information on the food items ordered and breaks out percentages showing sales of each item versus total sales. This helps management plan menus according to customers' tastes. The system also compares the weekly sales totals versus food costs, allowing planning for tighter cost controls. In addition, whenever an order is voided, the reasons for the void are keyed in. This may help later in management decisions, especially if the voids consistently related to food or service. Acceptance of the system by the users is exceptionally high since the waiters and waitresses were involved in the selection and design process. All potential users were asked to give their impressions and ideas about the various systems available before one was chosen.

Questions :

1. In the light of the system, describe the decisions to be made in the area of strategic planning, managerial control and operational control ? What information would you require to make such decisions ?
2. What would make the system a more complete MIS rather than just doing transaction processing ?
3. Explain the probable effects that making the system more formal would have on the customers and the management.

(1 × 15 = 15 marks)

SECOND SEMESTER P.G. DEGREE EXAMINATION, APRIL 2020

(CCSS)

M.B.A.

BUS 2C 14—MANAGEMENT SCIENCE

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Section A*Answer all questions given below.**Each question carries 2 marks.*

1. What do you mean by degeneracy ?
2. Brief the concept of float.
3. What do you mean by basic feasible solution in transportation model ?
4. How do you calculate value of information in decision theory ?
5. Why are arrival rate and services rate assumed to follow Poisson distribution ?

(5 × 2 = 10 marks)

Section B*Answer any four questions given below.**Each question carries 5 marks.*

6. What do you mean by sensitivity analysis ?
7. Describe the concept of duality.
8. Explain the difference between decision-making under uncertainty and risk.
9. Explain the concept of crashing of projects.
10. Solve the transportation problem using Vogel's Approximation Method.

Plant \ Ware house	W ₁	W ₂	W ₃	W ₄	W ₅	Availability
P ₁	3	4	6	8	9	20
P ₂	2	10	1	5	8	30
P ₃	7	11	20	40	3	15
P ₄	2	1	9	14	16	13
Demand	40	6	8	18	6	

Turn over

11. A manufacturer of medicines is preparing a production plan on medicines A and B. There are sufficient ingredients to make 20,000 bottles of A and 40,000 bottles of B. But, there are only 45,000 bottles into which either of the medicines can be put. It takes 3 hours to prepare enough materials to fill 1000 bottles of A and one hour to prepare enough materials to prepare 1000 bottles of B. There are 66 hours available for this operation. The profit is Rs. 8/- and Rs. 7/- for A and B respectively. Formulate an LPP.

(4 × 5 = 20 marks)

Section C

Answer any **two** questions given below.

Each question carries 7½ marks.

12. Solve the LPP using graphical method : Minimise $z = 60x + 90y$ subject to, $2x + y \geq 60$, $x + 2y \geq 60$, $2x + 9y \geq 180$, $x \geq 0$, $y \geq 0$.
13. The arrival rate of customers at a banking counter follows Poisson distribution with a mean of 45 per hour. The service rate of the counter clerk also follows Poisson distribution with a mean of 60 per hour. What is the probability of having (a) no (b) 10 customers in the system ? Find (c) the average queue length (d) average waiting time in the queue (e) average waiting time in the system.
14. Solve the LPP using simplex method : Maximise $Z = 4x_1 + 5x_2 + 8x_3$ subject to, $x_1 + x_2 + x_3 \leq 100$, $3x_1 + 2x_2 + 4x_3 \leq 500$, $x_1, x_2, x_3 \geq 0$.

(2 × 7½ = 15 marks)

Section D

Compulsory question carrying 15 marks.

15. Use simplex method to solve the following LP problem : Minimise $Z = 4x_1 + x_2$ subject to, $3x_1 + 4x_2 \geq 20$, $-x_1 - 5x_2 \leq -15$, $x_1, x_2 \geq 0$.

(1 × 15 = 15 marks)

SECOND SEMESTER P.G. DEGREE EXAMINATION, APRIL 2020

(CCSS)

M.B.A.

BUS 2C 13—HUMAN RESOURCE MANAGEMENT

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Section A*Answer the following questions.**Each question carries 2 marks.*

1. What are the objectives of HRM ?
2. Define job analysis.
3. Explain job rotation.
4. Explain career development.
5. What is grievance redressal ?

(5 × 2 = 10 marks)

Section B*Answer any four of the following.**Each question carries 5 marks.*

6. Explain different approaches to HRM.
7. What is strategic planning in HRM ?
8. Elaborate different training methods.
9. Explain succession planning with example from an Indian Company.
10. Discuss compensation planning.
11. Explain essentials of good discipline system.

(4 × 5 = 20 marks)

Turn over

Section C

Answer any **two** of the following.

Each question carries 7.5 marks.

12. Explain how competitive advantage can be created through HR practices.
13. What are the methods of human resource planning? Explain its strategic benefits.
14. Elucidate how labour laws help in smooth functioning of HR systems.

(2 × 7.5 = 15 marks)

Section D

Answer the **compulsory** question.

15 marks.

15. Mr. Jay is an Assistant Manager with XYZ bank limited. He has joined as an officer trainee five years back and has consistently performed well to earn three promotions in his tenure. He is thorough with audit procedures and all banking rules and regulations. Recently the bank has decided to hire fresh MBA graduates from tier 1 institutions as direct assistant managers with higher salary structure. Mr. Ashish has been recruited from the campus and has joined the bank. Jay is having an indifferent approach towards Ashish from the beginning and tries to pull his legs whenever possible. The performance level of Jay has come down drastically after Ashish has joined. Mr. Sooraj, the branch manager of the bank is worried about the situation.

- a) Do you think Jay is right in being upset ?
- b) In your opinion is it right strategy for the company to recruit freshers from the campus.
- c) What do you think will be the strategy of Mr. Sooraj to solve the issue ?

(1 × 15 = 15 marks)

SECOND SEMESTER P.G. DEGREE EXAMINATION, APRIL 2020**(CCSS)****M.B.A.****BUS 2C 12—OPERATIONS MANAGEMENT****(2016 Admissions)****Time : Three Hours****Maximum : 60 Marks****Section A***Answer all questions.**Each question carries 2 marks.*

1. Define Operations Management.
2. What is FMS ?
3. What do you mean by P and Q systems of inventory ?
4. What do you mean by codification in inventory ?
5. What do you mean by vendor rating ?

(5 × 2 = 10 marks)**Section B***Answer any **four** questions.**Each question carries 5 marks.*

6. What do you mean by Six Sigma ?
7. Describe ISO.
8. Explain how you use Master Production Schedule and Aggregate Planning in PPC.
9. What do you mean by consumer's risk and supplier's risk in SQC.?
10. What is Selective Inventory Control.
11. Explain the lead time inventory model. Explain the concept of ROP with the help of a diagram.

(4 × 5 = 20 marks)**Turn over**

Section C

Answer any two questions.

Each question carries 7½ marks.

12. Explain the role of operations in an organization. Explain the objectives of Operations Management.
13. Explain the different types of layouts. Which one of these suitable for a University ? Why ?
14. Explain various types of maintenances in organisations.

(2 × 7½ = 15 marks)

Section D

Compulsory question *carrying 15 marks.*

15. Helen Bowers was stumped. Sitting in her office at the plant, she pondered the same questions she had been facing for months: how to get her company's employees to work harder and produce more. No matter what she did, it didn't seem to help much.

Helen had inherited the business three years ago when her father, Jake Bowers, passed away unexpectedly. Bowers Machine Parts was founded four decades ago by Jake and had grown into a moderate-size corporation. Bowers makes replacement parts for large-scale manufacturing machines such as lathes and mills. The firm is headquartered in Kansas City and has three plants scattered throughout Missouri.

Although Helen grew up in the family business, she never understood her father's approach. Jake had treated his employees like part of his family. In Helen's view, however, he paid them more than he had to, asked their advice far more often than he should have, and spent too much time listening to their ideas and complaints. When Helen took over, she vowed to change how things were done. In particular, she resolved to stop handling employees with kid gloves and to treat them like what they were: the hired help.

In addition to changing the way employees were treated, Helen had another goal for Bowers. She wanted to meet the challenge of international competition. Japanese firms had moved aggressively into the market for heavy industrial equipment. She saw this as both a threat and an opportunity. On the one hand, if she could get a toehold as a parts supplier to these firms, Bowers could grow rapidly. On the other, the lucrative parts market was also sure to attract more Japanese competitors. Helen had to make sure that Bowers could compete effectively with highly productive and profitable Japanese firms.

From the day Helen took over, she practiced an altogether different philosophy to achieve her goals. For one thing, she increased production quotas by 20 percent. She instructed her first-line supervisors to crack down on employees and eliminate all idle time. She also decided to shut down

the company softball field her father had built. She thought the employees really didn't use it much, and she wanted the space for future expansion.

Helen also announced that future contributions to the firm's profit-sharing plan would be phased out. Employees were paid enough, she believed, and all profits were the rightful property of the owner—her. She also had private plans to cut future pay increases to bring average wages down to where she thought they belonged. Finally, Helen changed a number of operational procedures. In particular, she stopped asking other people for their advice. She reasoned that she was the boss and knew what was best. If she asked for advice and then didn't take it, it would only stir up resentment.

All in all, Helen thought, things should be going much better. Output should be up and costs should be way down. Her strategy should be resulting in much higher levels of productivity and profits. But that was not happening. Whenever Helen walked through one of the plants, she sensed that people weren't doing their best. Performance reports indicated that output was only marginally higher than before but scrap rates had soared. Payroll costs were indeed lower, but other personnel costs were up. It seemed that turnover had increased substantially and training costs had gone up as a result.

In desperation, Helen finally had hired a consultant. After carefully researching the history of the organization and Helen's recent changes, the consultant made some remarkable suggestions. The bottom line, Helen felt, was that the consultant thought she should go back to that "humanistic nonsense" her father had used. No matter how she turned it, though, she just couldn't see the wisdom in this. People worked to make a buck and didn't want all that participation stuff. Suddenly, Helen knew just what to do: She would announce that all employees who failed to increase their productivity by 10 percent would suffer an equal pay cut. She sighed in relief, feeling confident that she had finally figured out the answer.

Questions :

- (a) How successful do you think Helen Bowers's new plan will be ?
- (b) What challenges does Helen confront ?
- (c) If you were Helen's consultant, what would you advise her to do ?

(1 × 15 = 15 marks)

SECOND SEMESTER P.G. DEGREE EXAMINATION, APRIL 2020

(CCSS)

M.B.A.

BUS 2C 11—FINANCIAL MANAGEMENT

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Part A*Answer all questions.**Each question carries 2 marks.*

1. What is Factoring ?
2. Define profit maximization.
3. What is IRR ?
4. What is Break-Even Point ?
5. What do you understand by Float ?

(5 × 2 = 10 marks)

Part B*Answer any four questions.**Each question carries 5 marks.*

6. "Capital expenditure decisions are by far the most important decisions in the field of financial management". Elucidate.
7. How does dividend affect market value of Equity Shares ?
8. Discuss the Miller-Orr model for determining the cash balance for the firm.
9. Distinguish between operating leverage and financial leverage. How are these two leverages measured ?
10. If a company has to replace a machinery costing Rs. 21,875 at the end of four years from now. How much should the company deposit into an account earning 6% rate of interest, so that it grows to Rs. 21,875 by the end of fourth years.
11. Explain the various approaches to working capital financing.

(4 × 5 = 20 marks)

Turn over

Part C

Answer any two questions.

Each question carries 7½ marks.

12. Explain the various goals of Financial Management, their merits and demerits.
13. The finance department of a Corporation provides the following information. The carrying costs per unit of inventory are Rs. 10, the fixed costs per order are Rs. 20. The number of units required is 30,000 per year. Determine the economic order quantity, total number of orders in a year and the time gap between two orders.
14. A company has a paid up equity capital of 6,00,000 equity shares of Rs. 10 each. The current market price of the share is Rs. 24. During the current year, the company has declared a dividend of Rs. 6 per share. The company has also previously issued 14% preference shares of Rs. 10 each aggregating Rs. 30 lakhs and 13% 50,000 debentures of Rs. 100 each. The company's corporate tax rate is 40%, the growth in dividends on equity shares is expected at 5%. In case of preference shares, the company has received only 95% of the face value of shares after deducting issue expenses. Calculate the Weighted Average Cost of Capital of the company.

(2 × 7½ = 15 marks)

Part D (Compulsory)

The question carries 15 marks.

15. A company needs Rs. 12,00,000 for the installation of a new factory which is expected to earn an EBIT of Rs. 2,00,000 per annum. The company has the objective of maximizing the EPS. It is considering the possibility of issuing equity shares plus raising a debt of Rs. 2,00,000 or Rs. 6,00,000 or Rs. 10,00,000. The current market price of the share is Rs. 40 and will drop to Rs. 25 if the borrowing exceeds Rs. 7,50,000. The cost of the borrowings are indicated as under :

Upto Rs. 2,50,000	10 %
Rs. 2,50,000–Rs. 6,25,000	14%
Rs. 6,25,000–Rs. 10,00,000	... 16%

Assuming the tax rate to be 50%, find out the EPS under different options.

(1 × 15 = 15 marks)

SECOND SEMESTER P.G. DEGREE EXAMINATION, APRIL 2020

(CCSS)

M.B.A.

BUS 2C 10—MARKETING MANAGEMENT

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Section A*Answer the following questions.**Each question carries 2 marks.*

1. What are factors affecting micro environment in marketing ?
2. What are buying motives ?
3. What is psychographic segmentation ?
4. Define product mix.
5. Explain personal selling.

(5 × 2 = 10 marks)

Section B*Answer any **four** of the following.**Each question carries 5 marks.*

6. Explain importance of cultural factors in consumer behaviour.
7. Describe various positioning strategies.
8. Explain the steps in new product development.
9. Explain the components of promotion mix.
10. Discuss the advantages and disadvantages of on-line buying process.
11. Discuss the factors involved in selection of distribution channel.

(4 × 5 = 20 marks)

Turn over

Section C

*Answer any two of the following.
Each question carries 7½ marks.*

12. Explain product life cycle. Discuss the pricing strategies at various stages of PLC.
13. Explain the relevance of marketing research.
14. Elucidate how channel intermediaries play a vital role in brand promotion.

(2 × 7½ = 15 marks)

Section D

*Answer the compulsory question.
Each question carries 15 marks.*

15. On-line food delivery services such as Uber Eats, Zomato and Swiggy etc. have considerably influenced the eating habits of middle class Indians. With encouraging demographics and promising income and consumption levels have brought about favourable consumption changes for these companies. With attractive advertisements these on-line food delivery portals have reached most of the urban houses. Children being key decision influencers in today's nuclear families these companies are on the growth curve. But the restaurant owners are not completely happy as the application companies are charging around 30 percent commission plus GST on every order they deliver. The competition among the players in this market is heating up and the dual between the channel partners are on the rise.
 - (a) Do you think on-line food delivery application companies can survive in the long run ? Justify.
 - (b) Collaboration or competition. What is the way forward for restaurant owners ?
 - (c) What are the vertical and horizontal integration possibilities for on-line food delivery application companies ?

(1 × 15 = 15 marks)

SECOND SEMESTER P.G. DEGREE EXAMINATION, APRIL 2020

(CCSS)

M.B.A.

BUS 2C 09—SOFT SKILL DEVELOPMENT

(2016 Admissions)

Time : One Hour and a Half

Maximum : 30 Marks

Part A*Answer all questions.**Each question carries 2 marks.*

1. What is informal communication ?
2. What are business etiquettes ?
3. What is motivation ?
4. What is non-verbal communication ?
5. Explain leadership.
6. What is personality ?

(6 × 2 = 12 marks)

Part B*Answer any three questions.**Each question carries 6 marks.*

7. Define communication. What is the importance of communication for an individual and for an organisation?
8. Discuss the essential elements of business writing.
9. Discuss the role of listening in communication. Discuss principles and barriers to effective listening.
10. Discuss the skills needed for an effective negotiator.
11. What are different strategies to develop and improve reading skills ?
12. What is creativity ? How can an organisation encourage creativity amongst its employees ?

(3 × 6 = 18 marks)

**SECOND SEMESTER M.B.A. DEGREE (SUPPLEMENTARY) EXAMINATION
JUNE 2020**

(CUCSS)

M.B.A.

BUS 2C 17—RESEARCH METHODOLOGY FOR SOCIAL SCIENCES

(2013 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all the questions.

Each question carries 1 weightage.

1. Define research methodology.
2. What is descriptive research ?
3. What is sampling error ?
4. Why hypothesis is tested ?
5. What are the types of surveys ?
6. What is research format ?

(6 × 1 = 6 weightage)

Part B

Answer any six of the following.

Each question carries 3 weightage.

7. What is qualitative data analysis ? explain with example.
8. Explain different techniques of tabulation of data.
9. How variables are measured ? Explain.
10. Distinguish between interview and survey.
11. Explain the role of SPSS in research.
12. Explain the styles of writing bibliography with examples.

Turn over

13. Two samples of 100 electric bulbs each have a 1500 and 1550. Standard deviation 50 and 60. Can it be concluded that two brands differ significantly at 1% level of significance in equality.
14. Two researchers adopted different sampling techniques while investigating the same group of students to find the number of students falling into different intelligence level. The results are as follows :

Researchers	Below average	Average	Above average	Genius	Total
X	86	60	44	10	200
Y	40	33	25	2	100
Total	126	93	69	12	300

Would you say that the sampling techniques adopted by the two researchers are significantly different ? (Given 5% value of ψ^2 for 2 degrees and 3 degrees of freedom are 5.991 and 7.82 respectively).

(6 × 3 = 18 weightage)

Part C

Answer any **two** of the following.

Each question carries 6 weightage.

15. A movie producer is bringing out a new movie. In order to map out his advertising campaign, he wants to determine whether the movie will appeal most to particular age group or whether it will appeal equally to all age groups. The producer takes a random sample from persons attending preview of the new movie and obtain the following results :

	Age Group				Total
	Under 20	20-39	40-59	60 and over	
Liked the movie	146	78	48	28	300
Disliked the movie	54	22	42	22	140
Indifferent	20	10	10	20	60
Total	220	110	100	70	500

What inference will you draw from this data ?

16. Discuss the Formulation of Research problem.
17. Elucidate the process of writing and presentation of the research report.

(2 × 6 = 12 weightage)

**SECOND SEMESTER M.B.A. DEGREE (SUPPLEMENTARY)
EXAMINATION, JUNE 2020**

(CUCSS)

M.B.A.

BUS 2C 16—MANAGEMENT INFORMATION SYSTEMS

(2013 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A

*Answer the following.
Each question carries 1 weightage.*

1. What is output control ?
2. What is ERP system ?
3. What is client ?
4. What is data base design ?
5. What is office automation system?
6. What is system documentation ?

(6 × 1 = 6 weightage)

Part B

*Answer any six of the following.
Each question carries 3 weightage.*

7. Explain the role of MIS in management accounting.
8. How information overload is managed ? Explain.
9. Explain the concept of transaction processing system.
10. Explain the security system for managing risk in MIS.
11. Write a note on functional sub system and decision support.
12. Write a note on law of requisite variety.
13. Explain the importance of information system audit.
14. Explain prototype approach in system development.

(6 × 3 = 18 weightage)

Turn over

Part C

Answer any two of the following.

Each question carries 6 weightage.

15. What do you understand by Decision support systems ? Give various components of DSS.
16. What do you mean by system development ? Explain SDLC in detail.
17. Explain the social and ethical issues in information technology.

(2 × 6 = 12 weightage)

CHMK LIBRARY UNIVERSITY OF CALICUT

**SECOND SEMESTER M.B.A. DEGREE (SUPPLEMENTARY) EXAMINATION
JUNE 2020**

(CUCSS)

M.B.A.

BUS 2C 15—MANAGEMENT SCIENCE

(2013 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A*Answer all the following questions.**Each question carries 1 weightage.*

1. Define Management Science.
2. What is duality ?
3. What is degeneracy ?
4. What is free float ?
5. What is impossible assignment ?
6. What is simplex method ?

(6 × 1 = 6 weightage)

Part B*Answer any six of the following questions.**Each question carries 3 weightage.*

7. Bring out the relationship between Primal and Dual LPP.
8. Write a note on decision criteria.
9. What are the applications of Monte Carlo simulation.
10. Cars arrive at a drive-in restaurant with mean arrival rate of 24 cars per hour and the service rate of the cars is 20 cars per hour, the number of parking space for cars is only 4 find :
 - Average number of customers waiting in the system.
 - Average number of customers waiting in the queue.
11. Give the algorithm of Hungarian assignment method.
12. Elucidate decision-making under risk and uncertainty.

Turn over

13. How do you convert a maximization assignment problem into a minimization problem ?
14. Find the initial basic feasible solution to the following transportation problem by :

North West corner method

Plant		Market				Availability
		W ₁	W ₂	W ₃	W ₄	
	F ₁	11	20	7	8	50
	F ₂	21	16	10	12	40
	F ₃	8	12	18	9	70
Requirement		30	25	35	40	

(6 × 3 = 18 weightage)

Part B

Answer any **two** of the following.
Each question carries 6 weightage.

15. For a small project having 12 activities, draw network and find critical path.

Activity	:	A	B	C	D	E	F	G	H	I	J	K	L
Dependence	:	-	-	-	B,C	A	C	E	E	D, F, H	E	IJ	G
Time	:	9	4	7	8	7	5	19	8	6	9	10	2

16. Five jobs are to be processed and five machines are available. Any machine can process any job with the resulting profit (in rupees) as given below. What is the maximum profit that may be expected if an optimum assignment is made ?

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

17. What do you understand by simulation ? How is a simulation technique better than mathematical models in solving problems of business and industry ? Discuss taking suitable examples.

(2 × 6 = 12 weightage)

**SECOND SEMESTER M.B.A. DEGREE (SUPPLEMENTARY) EXAMINATION
JUNE 2020**

(CUCSS)

M.B.A.

BUS 2C 14—HUMAN RESOURCES MANAGEMENT

(2013 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A*Answer all the following questions.**Each question carries 1 weightage.*

1. What are the objectives HRD ?
2. What is job description ?
3. Define placement.
4. Write any two objectives of career planning.
5. What are the types of punishments ?
6. Define strategic planning.

(6 × 1 = 6 weightage)

Part B*Answer any six of the following questions.**Each question carries 3 weightage.*

7. Explain the factors influencing wage system.
8. Explain job specification methods for job analysis.
9. Explain any two methods of executive development.
10. Explain succession management in Indian context.
11. Explain the components of training environment.
12. Write a note on grievance redress procedure.
13. Write the essentials of good discipline system.
14. Explain the constraints of recruitment.

(6 × 3 = 18 weightage)

Turn over

Part C

Answer any two of the following questions.

Each question carries 6 weightage.

15. Explain the process of selection.
16. Elucidate the methods of performance appraisal in India.
17. Evaluate the state regulations and Indian practice in wage administration.

(2 × 6 = 12 weightage)

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**SECOND SEMESTER M.B.A. DEGREE (SUPPLEMENTARY) EXAMINATION
JUNE 2020**

(CUCSS)

M.B.A.

BUS 2C 12—FINANCIAL MANAGEMENT

(2013 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. Define shareholders wealth maximisation.
2. What do you mean by financial management ?
3. What is capital rationing ?
4. What is an optimum capital structure ?
5. What do you mean by working capital ?
6. What is corporate governance ?

(6 × 1 = 6 weightage)

Part B

Answer any six questions.

Each question carries 3 weightage.

7. Explain the significance of time value of money.
8. Explain different non discounted cash flow criteria of capital budgeting.
9. Discuss the factors determining capital structure of a firm.
10. Describe the dangers of inadequate working capital.
11. Explain the computation of overall cost of capital.
12. Explain the applications of financial engineering.
13. A firms estimated demand for a material during the next year is 2,500 units. Acquisition costs are Rs. 400 per order and carrying cost is Rs. 50 per unit. The safety stock is set at 25 percent of the EOQ. The daily usage is 10 units and the lead time is 10 days. Determine (a) EOQ (b) safety stock (c) Reorder point.

Turn over

14. Explain the implications of dividend policy on share price, according to Gordon's model, for growth, normal and growing firms with the following information :

Cost of equity : 10 percent

Return on investment's : 12 %, 10 % and 8 %

EPS Rs. 10

(6 × 3 = 18 weightage)

Part C

*Answer any two questions.
Each question carries 6 weightage.*

15. Calculate the amount of working capital requirement for SRCC Ltd. from the following information :

	Rs. (Per Unit)
Raw materials	160
Direct labour	60
Overheads	120
Total cost	340
Profit	60
Selling price	400

Raw materials are held in stock on an average for one month. Materials are in process on an average for half-a-month. Finished goods are in stock on an average for one month. Credit allowed by suppliers is one month and credit allowed to debtors is two months. Time lag in payment of wages is 1½ weeks. Time lag in payment of overhead expenses is one month. One fourth of the sales are made on cash basis.

Cash in hand and at the bank is expected to be Rs. 50,000; and expected level of production Cash in hand and at the bank is expected to be Rs. 50,000; and expected level of production amounts to 1,04,000 units for a year of 52 weeks.

You may assume that production is carried on evenly throughout the year and a time period of four weeks is equivalent to a month.

16. Equipment A has a cost of Rs. 7,50,000 and generates net cash flow of Rs. 2,00,000 per year, six years. A substitute equipment B would cost Rs. 5,00,000 and generate a net cash flow of Rs. 1,20,000 per year for six years. The required rate of return of both equipment is 12 percent. Calculate the IRR Payback period and NPV for the equipment's. Which equipment should be accepted and why ?
17. Firms and B are similar except that A is unlevered, while B has Rs. 2,00,000 of 5 percent debenture outstanding. Assume that the tax rate is 40 percent ; NOI is Rs. 40,000 and the cost of equity is 10 percent. (i) Calculate the value of the firms, if the MM assumptions are met. (ii) Suppose value of B is Rs. 3,60,000. According to MM do these represent equilibrium value ? How will equilibrium be set ? Explain.

(2 × 6 = 12 weightage)

**SECOND SEMESTER M.B.A. DEGREE (SUPPLEMENTARY)
EXAMINATION, JUNE 2020**

(CUCSS)

M.B.A.

BUS 2C 11—MARKETING MANAGEMENT

(2013 Admissions)

Time : Three Hours

Maximum : 36 Weightage

Part A

*Answer the following questions.
Each question carries 1 weightage.*

1. What is De-Marketing ?
2. What do you mean by Integrated Marketing ?
3. What is Consumer Lifetime Value ?
4. What is Multiple Segmentation ?
5. What is Upward Stretching of Product Line ?
6. What is Selective Distribution ?

(6 × 1 = 6 weightage)

Part B

*Answer any six of the following questions.
Each question carries 3 weightage.*

7. Distinguish between product and sales concepts of Marketing.
8. How does the state of the economy influence Marketers ? Illustrate your answer.
9. What is Market Targeting ? Explain different Targeting Strategies.
10. What is a Reference Group ? How does it influence the consumer ? Explain.
11. What is the significance of Brands ? Explain with examples Brand Extension Strategy.
12. Why is pricing important for Marketers ? Explain the different pricing Methods.

Turn over

13. What is PLC ? What strategies are followed during Maturity stage ? Explain.
14. Discuss different Sales Promotion Methods followed by Marketers.

(6 × 3 = 18 weightage)

Part C

Answer any two of the following questions.

Each question carries 6 weightage.

15. What factors cause Cognitive Dissonance ? How can it be reduced ? Explain.
16. What is channel of distribution ? Explain the factors to be considered while designing a trade channel for Industrial goods.
17. What is Advertisement Effectiveness ? How does a marketer measure it ? Explain.

(2 × 6 = 12 weightage)

SECOND SEMESTER P.G. DEGREE EXAMINATION, APRIL 2021

(CCSS)

M.B.A.

BUS 2C 16—BUSINESS RESEARCH METHOD FOR MANAGEMENT

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Part A*Answer all questions.**Each question carries 2 marks.*

1. What does significance level mean ?
2. What do you understand by research design ?
3. State the types of research.
4. Define Sampling.
5. What are the different types of questionnaire ?

(5 × 2 = 10 marks)

Part B*Answer any four questions.**Each question carries 5 marks.*

6. Explain the objectives of research.
7. Distinguish between Type I error and Type II error.
8. What is the importance of Chi-square test ?
9. Enumerate the different methods of collecting data.
10. Explain the types of probability sampling.
11. What are the limitations of primary data ?

(4 × 5 = 20 marks)

Turn over

Part C

Answer any two questions.

Each question carries 7½ marks.

12. Briefly describe the different steps involved in a research process.
13. Explain the essentials of good questionnaire.
14. Explain the interpretation of data. Explain its significance.

(2 × 7½ = 15 marks)

Part D

Compulsory question carrying 15 marks.

15. Prepare a questionnaire for conducting a survey of youth to study the awareness of government initiatives to start entrepreneurship in Kerala.

(1 × 15 = 15 marks)

SECOND SEMESTER P.G. DEGREE EXAMINATION, APRIL 2021

(CCSS)

M.B.A.

BUS 2C 15—MANAGEMENT INFORMATION SYSTEM

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Part A*Answer all questions.**Each question carries 2 marks.*

1. What is Information Systems audit ?
2. What are the operational elements of Information systems ?
3. What is Transaction Processing System ?
4. What is SDLC ?
5. How does TPS , MIS , DSS , ESS are interlinked ?

(5 × 2 = 10 marks)

Part B*Answer any **four** questions given below.**Each question carries 5 marks.*

6. What is ERP ? What are the key features of ERP ?
7. Explain the various types and characteristics of system control.
8. What are the threats to information resources ?
9. Explain the different phases of system development life cycle.
10. Discuss the various types of computer network.
11. How is the risk assessed and managed in information system ? Explain the various risk assessment methodologies and tools.

(4 × 5 = 20 marks)

Turn over

Part C

Answer any two questions given below.

Each question carries 7.5 marks.

12. Discuss the security challenges in information systems
13. Explain the different system development methodologies.
14. Briefly discuss the social and ethical issues of information technology.

(2 × 7.5 = 15 marks)

Part D

Compulsory question carrying 15 marks.

15. Case study :

As of 2017, McDonald's was one of the world's largest restaurant chains. The company had its roots in a small fast food joint started by two brothers named Richard James McDonald and Maurice James McDonald in San Bernardino, California in 1940. A businessman Ray Croc was associated with the rapid growth of the fast food retail chain in the US and globally in the subsequent years. It took 33 years for McDonald's to open its first 10,000 restaurants. While it touched the 20,000-restaurant mark in mid-1996, the total surpassed 23,000 by the end of 1997. McDonald's celebrated its 50th anniversary on April 15, 2005.

McDonald's controlled many of its self-operated and franchised restaurants globally, managing the marketing, restaurant operations, HR, real estate development training, as well as quality control. As a consequence, the network was huge and the amount of information was massive. The company encountered many challenges in developing and preserving the information needed for effective decision making. To solve this problem, McDonald's developed Information Systems to maintain and leverage the customers' information across the globe.

Analysts felt that erratic electric power supply would pose a challenge to the functioning of the McDonald's restaurants as the total information systems relied on power supply. Another challenge was the staff lacking technical knowledge in case of information system failure. McDonald's used Information Systems to increase efficiency and deliver quality food to its customers with advanced technology so that the food would be fresher, tastier, and hotter each time they delivered it. The Information System was also leveraged to decrease the effort, cost, and time involved in the procedures.

1. What are the issues and challenges faced by McDonald's in maintaining its information systems?
2. Discuss and debate the importance of information systems for an organization like McDonald's, the associated challenges, and potential solutions.

(1 × 15 = 15 marks)

SECOND SEMESTER P.G. DEGREE EXAMINATION, APRIL 2021

(CCSS)

M.B.A.

BUS 2C 14—MANAGEMENT SCIENCE

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Section A

*Answer all questions.
Each question carries 2 marks.*

1. What is an artificial variable ?
2. What is degeneracy in transportation problem ?
3. What is dynamic programming ?
4. What is safety stock ?
5. Define discrete event simulation.

(5 × 2 = 10 marks)

Section B

*Answer any four questions given below.
Each question carries 5 marks.*

6. What are the advantages and limitations of linear programming problem ?
7. With reference to transportation problem, define the following.
 - a) Feasible solution.
 - b) Basic feasible solution.
 - c) Optimal solution.

8. What kind of decision situations can be analysed using PERT and CPM ?

9. Solve the following LPP

$$\text{Maximize } Z = 40X_1 + 80X_2$$

$$\text{Subject to } 2X_1 + 3X_2 \leq 48$$

$$X_1 \leq 15$$

$$X_2 \leq 10$$

$$X_1 \geq 0, X_2 \geq 0.$$

Turn over

10. Four companies viz. P, Q, R and S supply the requirements of three warehouses viz. A, B and C respectively. The companies' availability, warehouses requirements and the unit cost of transportation are given in the following table. Find an initial basic feasible solution using Vogel Approximation Method (VAM) :

Company	Warehouses			Supply
	A	B	C	
P	10	8	9	15
Q	5	2	3	20
R	6	7	4	30
S	7	6	9	35
Requirement	25	26	49	100

11. The arrival rate of customers at a banking counter follows a Poisson distribution with a mean of 30 per hours. The service rate of the counter clerk also follows Poisson distribution with mean of 45 per hour.
- What is the probability of having zero customers in the system ?
 - What is the probability of having 12 customers in the system ?
 - Find Average number of customers waiting in the system and Average waiting time of customers in the queue.

(4 × 5 = 20 marks)

Section C

Answer any **two** questions given below.
Each question carries 7½ marks.

12. 'Executives at all level in business and Industry come across the problem of making decision at every stage of their day-to-day activities. Elaborate the statement with examples.
13. A project has following time schedule :

Activity	Time estimates (weeks)
1-2	5
1-3	6
1-4	3
2-5	5
3-6	7
3-7	10
4-7	4
5-8	2
6-8	5
7-9	6
8-9	4

- a) Draw the network diagram and determine the critical path for the following project.
 - b) Compute EST, LST, EFT and LFT of the activities.
 - c) Compute total float for each activity.
14. Explain in detail the operating characteristics of queuing system.

(2 × 7½ = 15 marks)

Section D

Compulsory question carrying 15 marks.

15. Vigneesh Ltd. is a pharmaceutical firm planning to develop and market a new drug. The cost of extensive research to develop the drug has been estimated at Rs. 1,00,000. The manager of the research programme has found that there is a 60% chance that the drug will be developed successfully. The market potential has been assessed as follows :

Market condition	Prob.	Present value of profit (Rs.)
Large Market potential	0.1	50,000
Moderate Market potential	0.6	25,000
Low Market potential	0.3	10,000

The present value figures do not include the cost of research. While the firm is considering this proposal, a second proposal almost similar comes up for consideration. The second one also requires an investment of Rs. 1,00,000 but the present value of all profits is Rs. 12,000. The return on investment in the second proposal is certain.

- (i) Draw a decision tree indicating all events and choices of the firm.
- (ii) What decision should the firm take regarding the investment of Rs. 1,00,000 ?

(1 × 15 = 15 marks)

SECOND SEMESTER P.G. DEGREE EXAMINATION, APRIL 2021

(CCSS)

M.B.A.

BUS 2C 13—HUMAN RESOURCE MANAGEMENT

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Part A*Answer all questions.**Each question carries 2 marks.*

1. Distinguish between Personnel Management and Human Resource Management.
2. What is Job Enlargement ?
3. What is Induction ?
4. Define 'Training and Development' ?
5. What is Collective Bargaining ?

(5 × 2 = 10 marks)

Part B*Answer any four questions.**Each question carries 5 marks.*

6. Discuss the role and importance of Human Resource Management.
7. Explain the objectives of wage administration.
8. Discuss the various sources of recruitment.
9. What do you mean by Transfer ? Discuss various types of transfers.
10. Distinguish Job evaluation and performance appraisal.
11. Describe the techniques used for analyzing jobs ?

(4 × 5 = 20 marks)

Turn over

Part C

Answer any two questions.

Each question carries 7½ marks.

12. What is 'Promotion'? Explain the relative merits and demerits of seniority and merit as the basis of promoting employees.
13. Briefly outline the steps involved in conducting training programs in a systematic way.
14. "Performance appraisal is not merely for appraisal but is for accomplishment and improvement of performance". Discuss.

(2 × 7½ = 15 marks)

Part D

Compulsory question carrying 15 marks.

15. Sanjay Nagpal is a new recruit from a reputed management institute, recruited as a sales trainee in a sales office of a large computer hardware firm located in Chennai. Raghvan is the zone sales manager responsible for overseeing the work of sales officer, field executives and trainee salesmen numbering over 50 of three areas namely Chennai, Bangalore, and Trivandrum. The sales growth of the products in his area was highly satisfactory owing to the developmental initiatives taken by respective state governments in spreading computer education. Raghvan had collected several sales reports, catalogues and pamphlets detailing the types of office equipment sold by the company for Sanjay's reference. After short chat with Sanjay, Raghvan assisted him to his assigned desk and provided him with the material collected. Thereafter Raghvan excused himself and did not return. Meanwhile, Sanjay scanned through the material given to him till 5 : 00 pm before leaving office.

- a) What do you think about Raghvan's training program ?
- b) What type of scale training program would you suggest ?
- c) What method of training would have been best under the circumstances ?

(1 × 15 = 15 marks)

SECOND SEMESTER P.G. DEGREE EXAMINATION, APRIL 2021

(CCSS)

M.B.A.

BUS 2C 12—OPERATION MANAGEMENT

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Section A*Answer all questions.**Each question carries 2 marks.*

1. What is Benchmarking ?
2. What is centralized buying ?
3. What are the advantages of balanced score card ?
4. Distinguish between work sampling and work environment.
5. State the objectives of work study.

(5 × 2 = 10 marks)

Section B*Answer any four questions given below.**Each question carries 5 marks.*

6. Compare and contrast the philosophy of traditional and JIT purchasing.
7. List and explain the principles of facility planning.
8. Explain the ISO-quality certification and types.
9. Differentiate between work study and method study.
10. What is value analysis ? Explain in detail the procedure to carry out value analysis.
11. The Universal Ltd. Store stocks paint in its warehouse and sells it online on its Internet website. The store stocks several brands of paint; however, its biggest seller is Lynda Basel Iron coat paint. The company wants to determine the optimal order size and total inventory cost for Iron coat paint

Turn over

given the estimated annual demand of 10,000 gallons of paint, an annual carrying cost of Rs.750 per gallons and ordering cost of Rs. 15,000 per order. Also compute the number of orders that will be made annually.

(4 × 5 = 20 marks)

Section C

Answer any **two** questions given below.

Each question carries 7½ marks.

12. Discuss about the various selective inventory control techniques with their application areas, merits and demerits.
13. Mention situations in (i) Advertising ; (ii) Banking ; and (iii) Agriculture where production and operations management is involved. Describe the inputs, outputs, processes, utilities used in these organizations.
14. What is master budget ? Distinguish between fixed and flexible budget.

(2 × 7½ = 15 marks)

Section D

Compulsory **question** carrying 15 marks.

15. Webmaster Inc. has four projects to complete and four workers with varying degrees of expertise in web development for particular industry. Estimate the processing times (in hours) for each project by each worker as shown below. Development costs an average of Rs. 2,000 an hour. Assign each worker to project so that cost is minimized :

Initial matrix	Project 1	Project 2	Project 3	Project 4
Bindu	10	5	6	10
Kavya	6	2	4	6
Nayan	7	6	5	6
Chethan	9	5	4	10

(1 × 15 = 15 marks)

SECOND SEMESTER P.G. DEGREE EXAMINATION, APRIL 2021

(CCSS)

M.B.A.

BUS 2C 11—FINANCIAL MANAGEMENT

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

*Answer all the Sections.***Part A***Answer all the questions.
Each question carries 2 marks.*

1. What is risk return trade off in financial decisions ?
2. What is scenario analysis ?
3. State the MM hypothesis.
4. What is cash cycle ?
5. What is a "Right Issue" ?

(5 × 2 = 10 marks)

Part B*Answer any four of the following.**Each question carries 5 marks.*

6. What is the difference between private placement and preferential allotment ?
7. What imperfections characterize the real world market ?
8. Why is MIRR superior to the regular IRR ?
9. Hi Grade Regulator company currently has 1,00,000 shares of common stock outstanding with a market price of \$ 60 per share. It also has \$ 2 million in 6 percent debt. The company is considering a \$ 3 million expansion program that it can finance with 1. All common stock at \$ 60 a share, 2. Straight bonds at 8 percent interest, 3. Preferred stock at 7 percent or 4. Half common stock at \$60 per share and half 8 percent bonds.

Turn over

For a hypothetical EBIT level of \$ 1 Million after the expansion program, calculate the earnings per share for each of the alternative methods of financing. Assume a corporate tax rate of 50 percent.

10. A college book store is attempting to determine the optimal order quantity for a popular book on psychology. The store sells 5000 copies of this book a year at a retail price of \$ 12.5, although the publisher allows the store a 20 percent discount on this price. The store figures that it costs \$ 1 per year to carry a book in inventory and \$ 100 to prepare an order for new books.
- Determine the total costs associated with ordering 1, 2, 5, 10 and 20 times a year.
 - Determine the economic order quantity.
11. Project A and Project B involve the same outlay of Rs. 4,000 each. The opportunity cost of capital may be assumed as 10 percent. The cash inflows of the projects are as follows :

Year	1	2	3	4
Project A	3,000	1,000	1,000	1000
Project B		4,000	1,000	2,000

Calculate the discounted pay-back period.

(4 × 5 = 20 marks)

Part C

Answer any **two** of the following.
Each question carries 7½ marks.

12. Solar electronics company is considering an installation of plant costing 1500 million. Assume that the following underlying variables can take any values as shown below :

Variables	Pessimistic	Expected	Optimistic
Market size	5000	10000	20000
Market share	20 %	30 %	50 %
Price/unit	1.9 Million	2 Million	2.2 Million
Variable cost/unit	1.2 Million	1 Million	0.8 Million
Fixed cost	1891 Million	1791 Million	1741 Million
Investment	1900 Million	1500 Million	1000 Million

Given : the tax rate : 34 % and the cost of capital 15 %.

Show the sensitivity of NPV to above variables assuming life of 5 years for the project.

13. Massey - Moss Corporation has earnings before interest and taxes of \$ 3 Million and a 40 % tax rate. Its required rate of return on equity in the absence of borrowing is 18 %.
- (a) In the absence of personal taxed, what is the value of the company in an MM world
(i) With no leverage ? (ii) With \$4 Million in debt? With \$7 Million in debt ?
- (b) Personal as well as corporate taxes now exit. The marginal personal tax rate on common stock income is 25 per cent, and the marginal personal tax rate on debt income is 30 percent. Determine the value of the company for each of the three debt alternatives in part. Why does your answer differ ?
14. Discuss the kind of trade off involved in determining the optimal level of current assets.

(2 × 7½ = 15 marks)

Part D

Compulsory question carrying 15 marks.

15. Consider the following cash flows of two mutually exclusive projects of Tokyo Rubber company. Assume that discount rate is 10 %.

YEAR	PROJECT A (Rs. in Million)	PROJECT B (Rs. in Million)
0	- 10	- 5
1	6	5
2	4	3
3	10	1

Turn over

- (a) Based on NPV which project should be undertaken.
- (b) Based on IRR which Project should be undertaken.
- (c) Based on above analysis, is incremental IRR necessary ? If yes please conduct the analysis.
- (d) Verify your answer by plotting NPV profile.
- (e) Also calculate modified IRR.

(1 × 15 = 15 marks)

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SECOND SEMESTER P.G. DEGREE EXAMINATION, APRIL 2021

(CCSS)

M.B.A.

BUS 2C 10—MARKETING MANAGEMENT

(2016 Admissions)

Time : Three Hours

Maximum : 60 Marks

Part A*Answer all questions.**Each question carries 2 marks.*

1. Define advertising.
2. What is product mix ?
3. What are different buying roles ?
4. What is packaging ?
5. What are different levels of a product ?

(5 × 2 = 10 marks)

Part B*Answer any four of the following questions.**Each question carries 5 marks.*

6. Discuss the factors influencing the pricing decisions.
7. What is the micro environment of marketing ?
8. What is institutional consumer behaviour ?
9. Discuss the trends in retailing in India.
10. Discuss the changing pattern of consumer behaviour in India.
11. Explain the various distribution channels .

(4 × 5 = 20 marks)

Turn over

Part C

*Answer any two questions.
Each question carries 7½ marks.*

12. Discuss the process of New product development' in detail.
13. Define Sales promotion. Explain the methods of sales promotion with suitable examples.
14. Explain the concept of 'Product life cycle' with the help of neat diagram.

(2 × 7½ = 15 marks)

Part D

Compulsory—Case Study

15. Rajaratham branded rice is an interesting case on how to brand a standard essential commodity like rice. Housewives generally prefer branded rice to loose rice available in the market because branded rice is cleaned and sorted before packing, the gain will be free from dust, mud balls and other foreign materials. This translates to less effort for the housewife for cleaning the rice and there is an assumed guarantee of better health when purchasing branded products. It was this in sight that led to the re-launch of the Rajaratham brand on the "Healthier diet" that form in 2004. So how could one differentiate one rice brand from the other in the market place, especially since the product quality with stardardised ? To address that problems, Rajaratham took a good hard look at the packaging. The established practice was to use jute gunny bags for packing with the company names printed using a single colour. Rajaratham changed the standard and introduced the concept of multi-coloured sack for branding rice. Soon, most competing brands soon followed suit with their own versions of branded rice. The company's next challenge was to ensure brand loyalty. The marketing team came up with the unique strategy and offered 100 gold coins as prize which could be won by using the scratch card inserted in the packet. For all those who did not win the gold, there was an assured cash discount on the next pack purchase. This ensured repeat sales, and discouraged causal customers from trying out other brands. The company also focused on improving distribution and also launched value added products like rice powder under the same Healthier Diet platform. All this effort has paid, and within 2 years of re-launch, Rajaratham has cornered a 30% market share in the Kerala branded rice segment.

Questions :

- (a) Explain the reasons for the success of Rajaratham, brand.
- (b) Explain the marketing strategies to be followed in selling commodities.

(1 × 15 = 15 marks)

SECOND SEMESTER P.G. DEGREE EXAMINATION, APRIL 2021

(CCSS)

M.B.A.

BUS 2C 09—SOFT SKILL DEVELOPMENT

(2016 Admissions)

Time : One Hour and a Half

Maximum : 30 Marks

Part A

Answer all questions.

Each question carries 2 marks.

1. What are prerequisites of effective presentation ?
2. What is body language ?
3. What is observation skill ?
4. How do you improve personal memory ?
5. What is rapid reading ?
6. What is leadership skills ?

(6 × 2 = 12 marks)

Part B

*Answer any **three** questions.*

Each question carries 6 marks.

7. Explain the importance of good communication.
8. What is verbal communication ? Explain the different types of verbal communication.
9. Explain the importance of etiquette in professional life.
10. Explain the different types of etiquettes.
11. Elucidate the different leadership skills.
12. Explain how taking Risks taking skills evokes leadership success.

(3 × 6 = 18 marks)

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (Health Care Management)

BUS HCM 16—HEALTH EDUCATION AND MANAGEMENT INFORMATION SYSTEM

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. Define the term Hygiene.
2. What is meant by Health Promotion?
3. What are the 5 adopter categories of Roger's Model?
4. What is System Implementation?
5. What is Negative feedback control?
6. What is meant by Synthesis of Management Information System?

(6 × 1 = 6 weightage)

Part B

Answer any four questions.

Each question carries 3 weightage.

7. What are the advantages of Community Participation in health promotion?
8. Differentiate between Health Education and Propaganda.
9. What are the objectives of Health Education?
10. Briefly explain about Enterprise Resource Planning (ERP).
11. Write a note on Private and Public Information System.
12. What is Decision Support Systems (DSS)? What are the characteristics of Decision Support systems?

(4 × 3 = 12 weightage)

Part C

Answer any three questions.

Each question carries 4 weightage.

13. Explain three basic strategies of The Ottawa Charter 1986 for Health Promotion.
14. Explain the principles of Health Education.

Turn over

15. Elucidate the various functions of information systems.
16. Explain the structure of MIS.
17. Explain SDLC (Systems Development Life Cycle) approach with examples.

(3 × 4 = 12 weightage)

Part D

Compulsory Question carries 6 weightage.

18. List and explain in detail about transaction processing system.

(6 weightage)

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**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (Health Care Management)

BUS HCM 15—RESEARCH METHODOLOGY FOR HEALTHCARE MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. What is Pilot Study?
2. What is Dependent and Independent Variables?
3. Define Snowball Sampling.
4. Give two examples for Parametric Test.
5. What is Hypothesis Testing?
6. What is meant by Factor Analysis?

(6 × 1 = 6 weightage)

Part B

Answer any four questions.

Each question carries 3 weightage.

7. Differentiate between Descriptive and Exploratory research design.
8. Describe the sources of non-sampling errors.
9. Explain the criteria for good research.
10. Explain steps in research process.
11. Briefly explain the importance of report writing.
12. Explain the steps involved in hypothesis testing.

(4 × 3 = 12 weightage)

Part C

Answer any three questions.

Each question carries 4 weightage.

13. Explain the content of various sections in report writing.
14. Illustrate the steps in Sampling Process.

15. Describe the methods of primary data collection.
16. Differentiate between parametric and non-parametric test.
17. Explain different types of attitude measurement scales.

(3 × 4 = 12 weightage)

Part D

Compulsory Question.

18. Hambarad Multi-speciality is the leading hospital in Mumbai for many years. The main attraction of the hospital is the service they provide to the patient. The hospital has captured about 10 % of the market share in cardio-thoracic segment, which is the main speciality in the hospital.

Since last year, the hospital is facing stiff competition from another hospital which has come up recently. This is reflected in the hospital monthly sale. The Hambarad hospital is concerned over this development and would like to regain its hold in the cardio-thoracic segment. At a recent meeting in the board of directors, a decision was taken in favor of systematic research to be conducted for understanding patient satisfaction.

As a researcher, how would you answer the following questions?

- (a) Write the research objective for the given problem.
- (b) Design a questionnaire to understand patient satisfaction towards the hospital.

(6 weightage)

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (Health Care Management)

BUS HCM 14—HOSPITAL PROJECT AND MEDICAL FACILITIES MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. What is Environment management?
2. Define PERT.
3. Who is a Project Manager?
4. What is PMIS?
5. Define CPM.
6. What is Feasibility Report?

(6 × 1 = 6 weightage)

Part B

Answer any four questions.

Each question carries 3 weightage.

7. Explain PERT technique.
8. What is Risk management? How do you minimize risk in a project?
9. Explain Project Control Process.
10. What are the risks associated with Project management?
11. Discuss the evolution of Project management.
12. What is project evaluation? What are the techniques of Project evaluation?

(4 × 3 = 12 weightage)

Part C

Answer any three questions.

Each question carries 4 weightage.

13. What are the advantages of using a Gantt chart?
14. What are the different stages of a Project?

15. Explain the different forces influencing the Change management.
16. Discuss the issues in human resource management in Project management.
17. What are the considerations for planning a Geriatric ward in a hospital?

(3 × 4 = 12 weightage)

Part D

Compulsory Question.

18. An existing 200 bedded hospital requires renovation and you are appointed as the consultant for the renovation project. What are the considerations you need to make while carrying out the project?

(6 weightage)

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**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (Health Care Management)

BUS HCM 13—MANAGEMENT SCIENCE

Time : Three Hours

Maximum Weightage : 36

Part A

Answer all questions.

Each question carries 1 weightage.

1. What is meant by slack and surplus variables ?
2. What are the different methods of initial basic feasible solution in Transportation problem ?
3. What is cost matrix in Assignment problem ?
4. Define Simulation.
5. What is Decision tree ?
6. What is meant by crashing of activity timings in network analysis ?

(6 × 1 = 6 weightage)

Part B

Answer any four questions.

Each question carries 3 weightage.

7. Write the dual for the following LPP :

$$\text{Min. } Z = -4X_1 + 3X_2$$

subject to

$$X_1 - 2X_2 \leq -4$$

$$2X_1 + 3X_2 \geq 13$$

$$-X_1 + X_2 \leq -4$$

$$X_1, X_2 \geq 0.$$

8. For the following transportation problem find initial basic feasible solution by VAM :

From	To			Available
	D	E	F	
A	6	4	1	50
B	3	8	7	40
C	4	4	2	60
Demand	20	95	35	

Turn over

9. Solve the following Assignment problem (Time taken to do the jobs (in minutes) are given below) :

Worker	Job				
	1	2	3	4	5
A	10	3	3	2	8
B	9	7	8	2	7
C	7	5	6	2	4
D	3	5	8	2	4
E	9	10	9	6	10

10. Obtain graphically the solution to the following LPP :—

$$\text{Min. } Z = X_1 + 3X_2$$

subject to

$$X_1 + 2X_2 \leq 9$$

$$X_1 + 4X_2 \leq 11$$

$$X_1 - X_2 \geq 2$$

$$X_1, X_2 \geq 0.$$

11. Customers arrive at the rate of 20 per hour and the present serving arrangements can cope up with 30 per hour for an eight-hour day. Assuming Poisson arrival and exponential service time distribution, find (i) the value of the utilization factor and (ii) the average waiting time of the customer in the queue.
12. Give a general structure of the queueing system, illustrate the queueing system.

(4 × 3 = 12 weightage)

Part C

Answer any **three** questions.

Each question carries 4 weightage.

13. A firm is engaged in producing two products, A and B, each unit of product A requires 2 kg. of raw material and 4 labour hours for processing. Whereas each unit of product B requires 3 kg. of raw material and 3 labour hours, of the same type. Every week, the firm has an availability of 60 kg. of raw material and 96 labour hours. One unit of product A sold yields Rs. 40 and one-unit sale of product B yields Rs. 35 as profit. Formulate this problem as a LPP to determine as to how many units of each of the products should be produced per week so that the firm can earn maximum profit.

14. A company is producing three products at two of its plants situated in cities A and B, the company wants to start a new plant either in city C or in city D, the unit profits from the various plants are tested in the table, along with demand and capacity available in each of the plants :

Plant	Products			Capacity
	P ₁	P ₂	P ₃	
A	35	24	20	600
B	30	28	25	1000
C	20	25	37	800
D	24	32	28	800
Demand	500	800	600	

The company would setup the new plant on the basis of maximizing aggregate profits from the three cities plant. Using the transportation problem method in which city would the plant to be set up and what would the corresponding profit be ?

15. The owner of a small machine shop has four machines available to assign to jobs for the day. Five jobs are offered with an expected profit in rupees for each mechanic on each job as follows :

<i>Mechanic</i>	<i>Job</i>				
	A	B	C	D	E
1	62	78	50	101	82
2	71	84	61	73	59
3	87	92	111	71	81
4	48	64	87	77	80

Determine the assignment of Mechanic to Jobs that will result as a maximum profit.

16. The oil company of India is interested in acquiring a piece of land which is considered likely to contain oil deposits. The pay-offs (in lakh of rupees) resulting from various combinations of Acts and Events are tabulated below :

<i>Oil reserve</i>	<i>Acts</i>		
	Buy land	Obtain land	No action
Large reserves	40	28	0
Minor reserves	10	1	0
No oil	-25	-2	0

What action should be taken by the company when the decision criterion is (i) Laplace ; (ii) Maximin ; (iii) Maximax ; (iv) Minimax regret ?

17. Arrivals at a telephone booth are considered to be Poisson, with an average time of 10 minutes between the arrivals. The length of a phone call is assumed to be exponentially distributed with mean 3 minutes :

- (i) What is the probability that a person arriving at the booth will have to wait ?
- (ii) What is the average length of queue ?

(3 × 4 = 12 weightage)

Part D (Compulsory)

It carries 6 weightage.

18. A project has the following schedule :

<i>Activity</i>	<i>Time (Months)</i>
1—2	2
1—3	2
1—4	1
2—5	4
3—6	8
3—7	2
4—6	3
5—8	1
6—9	5
7—8	4
8—9	3

Construct PERT network and compute critical path and its duration.

(1 × 6 = 6 weightage)

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (Health Care Management)

BUS HCM 12—HEALTH CARE HUMAN RESOURCES MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. Define Human Resource Management.
2. What are the objectives of Career Planning?
3. What are third party methods of Recruitment?
4. What is Job Description?
5. What is the purpose of job evaluation?
6. How does critical incident method help in appraising performance?

(6 × 1 = 6 weightage)

Part B

Answer any four questions.

Each question carries 3 weightage.

7. Explain the key HR Challenges for Today's Health Care Managers in changing business environment.
8. What are the various factors affecting Recruitment? Describe the importance of considering employee referrals during recruitment process.
9. What is the need for career planning in organization? Provide suggestions for effective Career Planning and Development.
10. Mention the process of Job Analysis. How would an organization be benefited through job Analysis?
11. Describe any four performance appraisal methods and assess its pros and cons while implementation.
12. You are developing a training program and trying to choose between On-the-Job Training and off-site training. Review the nature, strengths and weaknesses of each type to help you choose.

(4 × 3 = 12 weightage)

Turn over

Part C

Answer any **three** questions.

Each question carries 4 weightage.

13. What are the Common rating errors in performance appraisal? Explain in detail.
14. Explain the various principles which govern the fixation of wages.
15. How can you assess the training needs? Explain the process of conducting a training program.
16. Why is it required for any organization to integrate HR Planning and Strategic Planning of an organization? Illustrate with examples.
17. Explain the Characteristics of a sound Human Resource Management Policy.

(3 × 4 = 12 weightage)

Part D

Compulsory question carries 6 weightage.

18. List and briefly explain the various types of interviews conducted during the selection of an employee for a managerial person.

(6 weightage)

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (Health Care Management)

BUS HCM 11—HEALTH CARE OPERATIONS MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. Define the term 'Hospital'.
2. What is meant by 'Bed Turnover Rate'?
3. Name any four Clinical Services.
4. Define the term 'Forecasting'.
5. What is meant by Clinical Audit?
6. Define the term 'Quality'.

(6 × 1 = 6 weightage)

Part B

Answer any four questions.

Each question carries 3 weightage.

7. Write a note on Hospital Inventory Management.
8. Explain the difference between EMR and HMR.
9. Explain objectives of Material Management.
10. What is competitive advantage in healthcare?
11. What are the types of medical services?
12. Explain Purchasing process.

(4 × 3 = 12 weightage)

Part C

Answer any three questions.

Each question carries 4 weightage.

13. Write a detailed note on Hospital Support Services.
14. "House Keeping Services reflect the Hospital image". Discuss.

Turn over

15. Enumerate the importance of equipment calibration in Hospitals.
16. What is inventory valuation? Explain various methods of Inventory Valuation.
17. Explain the function of a blood bank.

(3 × 4 = 12 weightage)

Part D

Compulsory question.

6 weightage.

18. *Case Study :*

XYZ hospital is a multi-specialty hospital that includes a number of departments, rooms, doctors, nurses, compounders, and other staff working in the hospital. Patients having different kinds of ailments come to the hospital and get the checkup done from the concerned doctors. If required they are admitted to the hospital and discharged after treatment.

Design and develop a database for the hospital to maintain the records of various departments, rooms, and doctors in the hospital. It also maintains records of the regular patients, patients admitted in the hospital, the check-up of patients done by the doctors, the patients that have been operated, and patients discharged.

(6 weightage)

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (Health Care Management)

BUS HCM 10—FINANCIAL MANAGEMENT IN HEALTH CARE

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. Define Wealth Maximization.
2. List any two Capital Budgeting techniques.
3. What is Under Capitalization?
4. What are Dividends?
5. List any four Inventory Management techniques.
6. Define Working Capital.

(6 × 1 = 6 weightage)

Part B

Answer any four questions.

Each question carries 3 weightage.

7. What is Financial Management? What is its importance?
8. Define NPV. State the acceptance rule of NPV.
9. What are the various factors that affect cost of capital of a company?
10. State the factors affecting the capital structure of any firm.
11. Demand for the Child Cycle at Best Buy is 500 units per month. Best Buy incurs a fixed order placement, transportation, and receiving cost of Rs. 4,000 each time an order is placed. Each cycle costs Rs. 500 and the retailer has a holding cost of 20 percent. Evaluate the number of cycles that the store manager should order in each replenishment lot through EOQ.
12. (i) Find out compounded interest on Rs. 6,000 for 3 years at 9% compounded annually.
(ii) What sum will amount to Rs. 5,000 in 6 years' time at 8½% per annum?

(4 × 3 = 12 weightage)

Part C

Answer any **three** questions.

Each question carries 4 weightage.

13. What are the forms of dividends? Explain the three dividend theories.
14. Explain the different conventional and innovative sources of Long-term Finance for any Pharmaceutical Company.
15. A company is considered the purchase of a machine, the machines A and B are available for \$80,000 each. Earnings after taxation are as :

Year	Machine A	Machine B
1	24,000	8,000
2	32,000	24,000
3	40,000	32,000
4	24,000	48,000
5	16,000	32,000

Evaluate the two alternatives according to (a) Payback Method ; and (b) Net Present Value Method (A discount rate of 10% is to be used).

16. Explain the factors affecting Working Capital requirement of a hospital in any metro city.
17. Abinaya Surgical company Ltd. expresses a net operating income of Rs. 2,00,000. It has Rs. 8,00,000 to 7% debentures. The overall capitalization rate is 10%. Calculate the value of the firm and the equity capitalization rate (or) cost of equity according to the net operating income approach. If the debenture debt is increased to Rs. 12,00,000. What will be the effect on the value of the firm, the equity capitalization rate?

(3 × 4 = 12 weightage)

Part D

Compulsory question.

6 weightage.

18. Cipla Pharma has the following capital structure on 31 March 2019 :

Particulars	Amount
Equity capital 200000 shares	40,00,000
10% Preference shares	10,00,000
14% Debentures	30,00,000
Total	80,00,000

The equity share of the company sells at Rs. 20. The company is expected to pay Rs. 2 per share as dividend in the next year, which will grow at 7 % for ever. Assume 35% tax rate. You are required to compute WACC based on existing capital structure.

(6 weightage)

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (Health Care Management)

BUS HCM 09—MARKETING FOR HEALTH CARE SERVICES

Time : Three Hours

Maximum Weightage : 36

Part A

Answer all questions.

Each question carries 1 weightage.

1. What is Marketing concept and Societal concept ?
2. What is the role of packaging in marketing ?
3. What is STP ?
4. Discuss hybrid distribution channel.
5. Define Skimming pricing.
6. What is co-branding ?

(6 × 1 = 6 weightage)

Part B

Answer any four questions.

Each question carries 3 weightage.

7. What is advertising ? What are the methods used for preparing an advertisement budget ?
8. What are the factors affecting consumer behaviour ? Describe demographic and psychological factors in detail.
9. What is meant by Length, Depth and Consistency of product mix ? Explain giving suitable examples.
10. Define marketing. Briefly explain product-oriented concept and selling-oriented concept.
11. What is value-based pricing ? Explain the various functions of physical distribution system.
12. Define International marketing. Discuss the various micro environmental factors affecting marketing department.

(4 × 3 = 12 weightage)

Part C

Answer any three questions.

Each question carries 4 weightage.

13. What is PESTEL analysis ? Explain the element of PESTEL analysis.

Turn over

14. State the difference between Product and Service marketing. List the characteristics of service with example.
15. State the conditions essential for successful market segmentation. Explain the alternative strategies towards market segmentation.
16. What is channel management ? Explain the various retail formats adopted by marketers.
17. What is Product Life Cycle (PLC) ? Explain the different stages of PLC with relevant marketing strategies at each stage.

(3 × 4 = 12 weightage)

Part D (Compulsory)

It carries 6 weightage.

18. Mali Medicare Hospital has been operating at Karim Nagar in Mali for the last 13 years. In 2007, it was registered as a public limited company, since then, OPD (Outdoor Patient) services are provided at Karim Nagar branch whereas IPD (indoor Patient) services are provided at Subhash Nagar. The OPD patients number 200 per day and IPD patients number 50 per day. The growth in patients is 5 percent per year. The hospital has 50 beds and the occupancy rate average 75 percent. The hospital is renowned for heart treatment, dialysis of kidney and urological treatment. Its family health care scheme is getting popular whereby members pay monthly lump-sum to avail of health services for the family.

The product mix of Mali Medicare Hospital consists of :

- (a) Cardiology (Heart).
- (b) Nephrology (Kidney).
- (c) Pulmonology (Blood).
- (d) Pediatrics (Child).
- (e) Dermatology (Skin).
- (f) Orthopedics (Bone).
- (g) Urology (Urine).
- (h) General Surgery.
- (i) Ear, Nose, Throat (ENT).
- (j) Ophthalmology (Eye).
- (k) Gynecology (Women).
- (l) Pathology.
- (m) Diagnostic Facilities (ECG, Echo, Treadmill Test, Ultra Sonogram, Endoscopy, X-ray, Audiogram etc.)

The hospital lacks CT scanning facilities. It also lacks dental services. The price charged is similar to those charged by its competitors.

The satisfied customers through their word or mouth have served as the key tool for promotion. The hospital also organizes free medical camps which serve as publicity tool. Brochures are distributed to persons visiting the hospitals.

- (a) Discuss the competition faced by Mali Medicare Hospital.
- (b) Identify the marketing problems of Mali Medicare Hospital.
- (c) Give suggestions for solving the problems.

(1 × 6 = 6 weightage)

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**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (International Finance)

BUS IF S2 16—BUSINESS RESEARCH METHODS FOR MANAGEMENT

Time : Three Hours

Maximum Weightage : 36

Section A

Answer all questions.

Each question carries 1 weightage.

1. Mean, Median and Mode are :
 - (a) Measures of deviation.
 - (b) Ways of sampling.
 - (c) Measures of control tendency.
 - (d) None of the above.
2. Research is :
 - (a) Searching again and again.
 - (b) Finding solution to any problem.
 - (c) Working in a scientific way to search for truth of any problem.
 - (d) None of the above.
3. Which of the following is the first step in starting the research process ?
 - (a) Searching sources of problem.
 - (b) Survey of related literature.
 - (c) Identification of problem.
 - (d) Searching for solutions to the problem.
4. A common test in research demands much priority on :
 - (a) Reliability.
 - (b) Useability.
 - (c) Objectivity.
 - (d) All of the above.
5. Action research means :
 - (a) A longitudinal research.
 - (b) An applied research.
 - (c) A research initiated to solve an immediate problem.
 - (d) A research with socioeconomic objective.
6. A reasoning where we start with certain particular statements and conclude with a universal statement is called :
 - (a) Deductive reasoning.
 - (b) Inductive reasoning.
 - (c) Abnormal reasoning.
 - (d) Transcendental reasoning.

Turn over

7. Which of the following variables cannot be expressed in quantitative terms ?
- (a) Socio-economic status. (b) Marital status.
(c) Numerical aptitude. (d) Professional attitude.
8. The essential qualities of a research are :
- (a) Spirit of free enquiry.
(b) Reliance on observation and evidence.
(c) Systematization or theorizing of knowledge.
(d) All the above.
9. In the process of conducting research "Formulation of Hypothesis" is followed by :
- (a) Statement of objectives. (b) Analysis of Data.
(c) Selection of Research Tools. (d) Collection of Data.
10. A research paper is a brief report of research work based on :
- (a) Primary data only.
(b) Secondary data only.
(c) Both primary and secondary data.
(d) None of the above.

(10 × 1 = 10 weightage)

Section B

*Answer any four questions.
Each question carries 2 weightage.*

11. What are the features of a good research ?
12. What are the approaches to research ?
13. What is hypothesis ? State its types.
14. Define editing and coding.
15. What are the methods of primary data collection ?

(4 × 2 = 8 weightage)

Section C

*Answer any three questions.
Each question carries 4 weightage.*

16. Explain various types of research in detail.
17. Discuss various stages of research design.
18. Explain various steps involved in sample design.
19. Elaborate process of questionnaire design.
20. Explain major advantages and disadvantages of case study method.

(3 × 4 = 12 weightage)

Section D (Compulsory)

It carries 6 weightage.

21. Case Study :

Mr. Pyush want to start a new business in the area of food industry. His core product is Dosa and Idli batter. Before starting he wanted to know the potentiality of the product in the tier I cities. Being an MBA student, help him in the following areas :

Formulate research design for above product.

(1 × 6 = 6 weightage)

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**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (International Finance)

BUS IF S2 15—ACCOUNTANT IN BUSINESS

Time : Three Hours

Maximum Weightage : 36

Section A

Answer all questions.

Each question carries 1 weightage.

1. _____ economy is not planned, controlled or regulated by the Government.
 - (a) Closed Economy.
 - (b) Mixed Economy.
 - (c) Free market economy.
 - (d) None of these.
2. According to Birla Committee on corporate governance, the non-executive directors should compromise at least _____ per cent of the board, if one of them is the Chairman.
 - (a) 30.
 - (b) 20.
 - (c) 10.
 - (d) 70.
3. A subculture may be defined as :
 - (a) A criminal culture.
 - (b) An inferior culture.
 - (c) A culture that is shared by a particular group within the society.
 - (d) A cultural practice that is submerged or hidden.
4. The Union Budget is divided into _____ parts.
 - (a) 2.
 - (b) 3.
 - (c) 8.
 - (d) 5.
5. There are policies which are made to govern the import and export trade :
 - (a) Export policies.
 - (b) Import policies.
 - (c) EXIM policies.
 - (d) None of these.
6. Which of the following principles of classical management is challenged by matrix management ?
 - (a) A structuring the organisation on functional lines.
 - (b) B structuring the organisation on geographical lines.
 - (c) C unity of command.
 - (d) Decentralisation of decision-making.

Turn over

7. Which of the following statements is true ?
- Strong values improve corporate performance.
 - Strong values can replace rules and controls in an organization.
 - Strong values minimize conflict within an organization.
 - Strong values are dangerous if they filter out 'uncomfortable' environmental information.
8. Which of the following is not a category in Maslow's hierarchy of needs theory ?
- Physiological needs.
 - Freedom of inquiry and expression needs.
 - Need for affiliation.
 - Safety needs.
9. Which of the following is not an attribute of communication through an informal organizational network or 'grapevine' ?
- Fast.
 - Selective.
 - Accurate.
 - Up-to-date.
10. If a supervisor in the sales department requests the help of the HR Director in a complex disciplinary matter, what direction is the communication flow ?
- Vertical.
 - Horizontal.
 - Lateral.
 - Diagonal.

(10 × 1 = 10 weightage)

Section B

Answer any **four** questions.

Each question carries 2 weightage.

- What are three factors that might affect good ethical conduct in accounting ?
- What is the impact of CSR ?
- What is Informal Organization ?
- Define Recruitment.
- Explain what are the advantages of Functional Organization.

(4 × 2 = 8 weightage)

Section C

Answer any **three** questions.

Each question carries 4 weightage.

- What are the code of ethics in accounting ?
- Discuss various external sources of recruitment.
- Elaborate the importance and benefits of Motivation for management.
- What is meant by personal effectiveness ? How do you demonstrate it ?

(3 × 4 = 12 weightage)

Section D (Compulsory)

It carries 6 weightage.

20. Case Study :

The University needed to purchase a networking system. Tim pressed hard for the 3-COM network which Tiddley endorsed and supported, C.G. made an excellent point that Novell was the system used in the industry as a standard. When Tim learned that Tiddley could bid Novell, he agreed and bids were let for Novell's Netware.

Three very high priced bids came back from companies C.G. had never heard of, Tiddley bid \$46,000 and BIG BYTE bid \$20,000. Tim suggested that the low bid be thrown out as low bids often are. C.G. was frustrated, claiming the hardware shouldn't cost more than \$14,000 – \$15,000 at the most, proved it with ad prices, but Tiddley got the bid, this time through Cripple Creek franchise's new salesman, Jim (J.R.'s son).

A clause in the bid required the equipment to be operational in thirty days. Three months later the Tiddley installers contacted C.G. asking for help. C.G. found that Tiddley would have to develop special drives. C.G. reported this to the CCVU purchasing agent who called Tiddley Corporate Office (about the 30 day clause), they sent out 2 reps and fired the Cripple Creek store manager on the spot, J.R. put his arm around the store manager, escorted him to CCVU personnel office, and informed the personnel officer that Computer Services had a new employee. The personnel officer questioned the hiring; he soon left the University. The former Cripple Creek Tiddley franchise manager remained with the University. The system finally came on line, but has had many problems during its operation.

Questions :

- (a) Does the information presented raise questions about J.R.'s ethical philosophy? If so, who should be concerned?
- (b) What was the ethical thing for the personnel officer to do?

(1 × 6 = 6 weightage)

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (International Finance)

BUS IF S2 14—MANAGEMENT SCIENCE

Time : Three Hours

Maximum Weightage : 36

Section A

Answer all questions.

Each question carries 1 weightage.

- If in a LPP, the solution of a variable can be made infinity large without violating the constrain the solution is _____.
 - Infeasible.
 - Unbounded.
 - Alternative.
 - None of the above.
- LP model is based on the assumptions of _____.
 - Proportionality.
 - Additivity.
 - Certainty.
 - All of the above.
- If demand is lesser than supply then dummy demand node is added to make it a _____.
 - Simple problem.
 - Balanced problem.
 - Transportation problem.
 - None of the above.
- Operations Research has the characteristics the it is done by a team of _____.
 - Scientists.
 - Mathematicians.
 - Academics.
 - All of the above.
- Key concept under which technique are network of events and activities, resource allocation, time and cost considerations, network paths and critical path ?
 - Game Theory.
 - Network analysis.
 - Decision Theory.
 - None of the above.
- What enables us to determine the earliest and the latest times for each of the events and activities and thereby helps in the identification of the critical path ?
 - Programme Evaluation.
 - Review Technique (PERT).
 - Both (a) and (b).
 - Deployment of resource.

7. Assignment problem helps to find a maximum weight identical in nature in a weighted _____.
- (a) Tripartite graph. (b) Bipartite graph.
(c) Partite graph. (d) None of the above.
8. A set of logical and mathematical operations performed in a specific sequence is called a(n) :
- (a) Complete enumeration. (b) Diagnostic analysis.
(c) Algorithm. (d) Objective.
9. PERT analysis is based on :
- (a) Optimistic time. (b) Pessimistic time.
(c) Most likely time. (d) All the above.
10. The particular task performance in CPM is known :
- (a) Dummy. (b) Event.
(c) Activity. (d) Contract.

(10 × 1 = 10 weightage)

Section B

Answer any **four** questions.

Each question carries 2 weightage.

11. Consider the following transportation problem :—

	D ₁	D ₂	D ₃	D ₄	Availability
O ₁	5	8	3	6	30
O ₂	4	5	7	4	50
O ₃	6	2	4	6	20

Requirement 30 40 20 10

Determine initial basic feasible solution by VAM.

12. What do you mean by balanced transportation problem ?
13. What is transient state and steady-state in queuing theory ?
14. What is advantage of using Modi method ?
15. Discuss various stages of Simplex method for solving Linear Programming Problem.

(4 × 2 = 8 weightage)

Section C

Answer any **three** questions.
Each question carries 4 weightage.

16. Explain Linear Programming model for product mix with the help of a suitable example.
17. The following details are available regarding a project :

Activity	Predecessor Activity	Duration (weeks)
A	—	3
B	A	5
C	A	7
D	B	10
E	C	5
F	D, E	4

Determine the critical path, the critical activities and the project completion time.

18. Consider the following linear programming problem solve by Simplex method :

$$\text{Maximize } 5x_1 + 4x_2$$

subject to

$$x_1 - x_2 \leq 8$$

$$x_1 \leq 7$$

$$x_1, x_2 \geq 0.$$

19. Three men are to be given 3 jobs and it is assumed that a person is fully capable of doing a job independently. The following table gives an idea of that cost incurred to complete each job by each person :

Jobs →	J ₁	J ₂	J ₃	Supply
Men ↓				
M ₁	20	28	21	1
M ₂	15	35	17	1
M ₃	8	32	20	1
Demand	1	1	1	

Formulate as a Linear Programming Problem.

(3 × 4 = 12 weightage)

Turn over

Section D (Case Study—Compulsory)

It carries 6 weightage.

20. Draw the network diagram and determine the critical path for the following project :

<i>Activity</i>	<i>Time estimate (weeks)</i>
1—2	5
1—3	6
1—4	3
2—5	5
3—6	7
3—7	10
4—7	4
5—8	2
6—8	5
7—9	6
8—9	4

(1 × 6 = 6 weightage)

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (International Finance)

BUS IF S2 13—MANAGING HUMAN RESOURCES

Time : Three Hours

Maximum Weightage : 36

Section A

Answer all questions.

Each question carries 1 weightage.

1. HRD is related to :
 - (a) Work improvement.
 - (b) Error.
 - (c) Profit.
 - (d) Pricing.
2. In a 360 degree of appraisal of the employee, his performance is rated by :
 - (a) Superiors only.
 - (b) Superiors and subordinated.
 - (c) Superiors and peers.
 - (d) Superiors, Peers and subordinates.
3. In a wage system where employee is paid a fixed amount irrespective of output is called :
 - (a) Time rate system.
 - (b) Piece rate system.
 - (c) Time cum bonus system.
 - (d) Piece cum bonus rate system.
4. In a wage system where employee is paid according to output is called :
 - (a) Time rate system.
 - (b) Piece rate system.
 - (c) Time cum bonus system.
 - (d) Piece cum bonus rate system.
5. In which of the wage payment system an employee will be least interested in Enhancing output :
 - (a) Time rate system.
 - (b) Piece rate system.
 - (c) Bonus payment system.
 - (d) Time cum piece rate system.
6. Which is/are type of test ?
 - (a) Interest test.
 - (b) Aptitude test.
 - (c) Personality test.
 - (d) All of these.
7. Rowan plan is a :
 - (a) Incentive plan.
 - (b) Motivation.
 - (c) Task.
 - (d) Work.

Turn over

8. Identifying the job is a basic part of :
- (a) Job analysis. (b) Group.
(c) Range. (d) Problem.
9. Which means deciding the value of the work done by the individual ?
- (a) Performance appraisal. (b) Task.
(c) Action. (d) Reward.
10. The job redesign includes :
- (a) Provide task closure. (b) Person.
(c) System. (d) Casting.

(10 × 1 = 10 weightage)

Section B

*Answer any four questions.
Each question carries 2 weightage.*

11. Define Human Resource Management.
12. Differentiate between HRM and HRD.
13. What is the objective of job rotation ?
14. What do you understand by workers empowerment ?
15. What are the elements of compensation ?

(4 × 2 = 8 weightage)

Section C

*Answer any three questions.
Each question carries 4 weightage.*

16. Explain various objectives of HRM.
17. Discuss the process of job analysis.
18. What are the factors which affect recruitment ?
19. What is the need of training ?
20. Explain various traditional methods of performance appraisal.

(3 × 4 = 12 weightage)

Section D (Compulsory)

It carries 6 weightage.

21. Case Study :

ALFA Hospital has been growing in size as it offers quality, prompt caring services to the patients. Dr. Chandrashekar, the Administrator is a person with good medical knowledge

but lacks knowledge and skills Page 1 of 2 involved in Human Resource Management. The hospital has large quantities of medicine, equipment, spare parts of important machines installed in the hospital. As usual, the hospital has employed a “Store Keeper” with no previous experience of Hospital Stores.

Mr. Ramakant, the storekeeper was working earlier in an engineering firm and had sufficient knowledge of such stores. Ramakant reports to the purchase executives whose job is to order requisite materials for requirements of the entire hospital. Dr. Chandrashekar has been receiving various complaints from the staff and the doctors of non-availability of medicines, drugs, spares of equipment and other consumables required in the hospital having 500 beds. Since, the hospital so far did not employ a Qualified Personal Manager, the administrators are not aware of the job analysis procedures, nor do they have job description and job specification of any of the jobs being performed.

Questions :

- (a) Analyse the problem in the case.
- (b) How do you plan to conduct Job Analysis for the above case ?

(1 × 6 = 6 weightage)

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (International Finance)

BUS IF S2 12—OPERATIONS MANAGEMENT

Time : Three Hours

Maximum Weightage : 36

Section A

Answer all questions.

Each question carries 1 weightage.

1. Which of the following is (are) important consideration(s) concerning activity times ?
 - (a) Activity time should be obtained from the person responsible for the completion of an activity.
 - (b) Activity time must be independent of any influence which the preceding or succeeding activity may have on it.
 - (c) Activity time may assume that just the normal quantity of resources required to carry out the activity are available.
 - (d) All of the above.
2. A fixed interval system :
 - (a) Adds the same predetermined amount to inventory each time replenishment occurs.
 - (b) Is suitable for joint replenishment items.
 - (c) Is triggered at the reorder level.
 - (d) Requires perpetual monitoring of inventory records.
3. An expansionist capacity strategy is NOT indicated when :
 - (a) A pre-emptive marketing strategy is used.
 - (b) Expansion will lead to economies of scale.
 - (c) Expansion is made in large increments.
 - (d) Capacity expansion is consistently ahead of demand.
4. MRP stands for :
 - (a) Master Resources Production.
 - (b) Management Reaction Planning.
 - (c) Materials Requirements Planning.
 - (d) Manufacturing Resource Planning.

Turn over

5. What are the two basic types of production systems ?
- (a) Automated and manual.
 - (b) Intermittent and non-intermittent process.
 - (c) Normal and continuous process.
 - (d) Continuous process and batch.
6. The aim of Just-in-Time manufacturing principle is to eliminate :
- (a) Time wastage.
 - (b) Labour wastage.
 - (c) Cost of excessive inventory.
 - (d) All of the above.
7. What type of process would a paper mill be most likely to use ?
- (a) Continuous flow.
 - (b) Project.
 - (c) Job shop.
 - (d) Flow shop.
8. Organizational models are :
- (a) Multinational model.
 - (b) International model.
 - (c) Global organizational model.
 - (d) All of the above.
9. A measure of the reserve capacity a process has to handle in unexpected increases in demand is the :
- (a) Capacity utilization rate.
 - (b) Capacity cushion.
 - (c) Capacity bottleneck.
 - (d) Capacity constraint limit.
10. _____ is the scientific technique for planning the ordering and usage of materials at various levels of production and for monitoring the stocks during these transaction.
- (a) MPS.
 - (b) MRP.
 - (c) BOM.
 - (d) None of these.

(10 × 1 = 10 weightage)

Section B

Answer any four questions.

Each question carries 2 weightage.

- 11. Define operational management.
- 12. What is method study ?
- 13. What is capacity planning ?
- 14. What is work study ?
- 15. What is material requirement planning (MRP) ?

(4 × 2 = 8 weightage)

Section C

*Answer any three questions.
Each question carries 4 weightage.*

16. Differentiate between JIT and Traditional planning.
17. What are the techniques used for inventory control ?
18. Explain various modules of manufacturing resource planning.
19. Explain various types of maintenance system.

(3 × 4 = 12 weightage)

Section D (Compulsory)

It carries 6 weightage.

20. Case Study :

The Sure to Peel Paint Company stores all its metal compressed gas container in a warehouse. These long cylindrical metal tanks contain various gases used in manufacturing cans of spray paint. The gas tanks are delivered to the warehouse by truck. Two receiving dock workers unload the containers from the delivery trucks and place them on four wheel trucks. Two materials handlers are responsible for pushing the loaded trucks into the warehouse, unloading the tanks and setting them up on end. The two materials handlers spend a major portion of their day moving loads of the gas tanks into the warehouse and placing them into the proper storage locations. In total, there are five different types of gases that in equal proportion make up 98 % of all gas handled.

Question :

Management would like to identify a better way to handle these gas tanks. How can the handling operation be improved ?

(1 × 6 = 6 weightage)

**SECOND SEMESTER M.B.A. DEGREE REGULAR/SUPPLEMENTARY
EXAMINATION, JULY 2021**

M.B.A. (International Finance)

BUSIF S2 11—CORPORATE TAXATION

(2018 Admissions)

Time : Three Hours

Maximum Weightage : 36

Part A

*Answer the following questions by selecting the most appropriate answer from the options given.
Each question carries 1 weightage.*

1. R has been living in a rented accommodation since August 1983, and he is paying a rent of Rs. 4000 per month. The landlord got the house vacated from R on 16.7.2015 and paid a sum of Rs. 15 lakhs for vacating the house. Compute Capital Gains, if any, in the hands of R :
 - (a) Rs. 1,00,000.
 - (b) Rs. 70,000.
 - (c) Rs. 10,00,000.
 - (d) Rs. 15,00,000.
2. Basic salary Rs. 8,000 p.m. D.A. Rs. 2,000 p.m. Taxable perquisite Rs. 35,000, Entertainment Allowance Rs. 4,000 p.m. Out of such allowance Rs. 20,000 is expended and balance amount is saved. How much is standard deduction in this case 16(ia) Standard Deduction :
 - (a) Rs. 25,000.
 - (b) Rs. 30,000.
 - (c) Rs. 15,000.
 - (d) Rs. 40,000.
3. Gross Total Income is arrived after :
 - (a) Only adding income under five heads of income.
 - (b) Adding income under five heads of income exceeding losses.
 - (c) Adding income under five heads of income, after applying clubbing provisions and making adjustment of set off and carry forward of losses.
 - (d) Adding income under five heads of income, after applying clubbing provisions and making adjustment of set off and carry forward of losses and after allowing deduction under section 80C to 80U.
4. Deduction under the section 80E is allowed in respect of :
 - (a) Donations to charitable institutions.
 - (b) Medical treatment of handicapped person.
 - (c) Interest on loan taken for education.
 - (d) Profits earned from exports.

Turn over

5. On salary, tax is required to be deducted at the time of :
- (a) . Payment or crediting the employee, whichever is earlier.
 - (b) Crediting the employee.
 - (c) Payment.
 - (d) Retirement of employee.
6. When the portion of the house is self-occupied for the full year and portion is self-occupied for the whole year, the annual value of the house shall be determined by _____.
- (a) The full annual value of the house the proportionate annual value of self-occupied portion for the whole year shall be deducted.
 - (b) Its present standard value.
 - (c) All of the above.
 - (d) None of the above.
7. Income by way of royalty in respect of a patent developed and registered in India in respect of person who is resident in India is chargeable to tax at rate of :
- (a) 10 %.
 - (b) 15 %.
 - (c) 20 %.
 - (d) 30 %.
8. Loss from speculation business cannot be set off against porfit from any non-speculation business, however _____.
- (a) Loss from non-speculative business can be set off against speculation income.
 - (b) Loss from non-speculative business cannot be set off against speculation income.
 - (c) Profit from non-speculative business can be set off against speculation income.
 - (d) None of the above.
9. For an industrial undertaking fulfilling the conditions, additional depreciation in respect of a machinery costing Rs. 10 lakh acquired and installed on October 3, 2005 is :
- (a) Rs. 75,000.
 - (b) Rs. 1,50,000.
 - (c) Rs. 1,00,000.
 - (d) None of the above.
10. What is MAT :
- (a) Maximum alternate tax.
 - (b) Maximum advance tax.
 - (c) Minimum alternate tax.
 - (d) Minimum advance tax.

(10 × 1 = 10 weightage)

Part B

Answer any four questions.

Each question carries 2 weightage.

11. Briefly explain the provisions relating to set-off and carry forward of losses.
12. What are the measures should be kept in mind for tax planing for income from business or profession ?

13. Specify with the reason, whether the following acts can be considered as tax planning or tax management or tax evasion :
- “Mr. P deposit Rs. 1 lakh in PPF account so as to reduce his total income from Rs. 6 lakh to Rs. 5 lakh”.
14. The assessee has a project report for a new venture carried out at the cost of Rs. 5 lakhs. Assessing officer disallows the same as the venture relates to a new business. Is the assessee eligible for deduction and if not, is he eligible for depreciation ?
15. Mr. Ram being a Government employee has a car (1.7 lit.) used for office as well as for personal purpose. During the year, he incurred Rs. 40,000 on maintenance and Rs. 20,000 on driver's salary. The entire cost is reimbursed by employer. Find taxable perquisite.
- (4 × 2 = 8 weightage)

Part C

Answer any three questions.

Each question carries 4 weightage.

16. Distinguish between short term and long term capital gains. Explain the various exemptions of capital gains u/s 54.
17. What is dividend distribution tax ? Explain briefly the provisions related to dividend distribution tax.
18. What type of income not taxable under the head profits and gains of business or profession ?
19. On 23rd December, 2018, Rajat sold 500 grams of gold, the sale consideration of which was Rs. 13,50,000. He had acquired this gold on 20th August, 2000 for Rs. 4,00,000. Fair market value of 500 grams of gold on 1st April, 2001 was Rs. 3,60,000. Find out the amount of capital gain chargeable to tax for the assessment year 2019-20.
- (3 × 4 = 12 weightage)

Part D—Case Study(Compulsory)

It carries 6 weightage.

20. Mr. & Mrs. Mantri have income under the head “Profits and gains of business or profession” of Rs. 3,00,000 and Rs. 4,00,000 respectively. They have 7 children. From the following details compute taxable income of Mr. & Mrs. Mantri for the A.Y. 2020-21 :
- 1st child (aged 26 years) is a chartered accountant. His annual income from profession is Rs. 4,00,000. His income from house property for the P.Y. 2019-20 is Rs. 30,000. He has a son (4 years old) who has earned interest on fixed deposit of Rs. 5,000.
 - 2nd child (aged 17 years being a married daughter) who is a stage singer, earned income of Rs. 1,00,000 during the P.Y. 2019-20. She earned interest on fixed deposit Rs. 8,000. Such fixed deposit has been made out of such singing income.

- 3rd child (aged 16 years) is suffering from disability specified u/s 80U (to the extent 55%) blind. He has received interest income of Rs. 40,000 for loan given to a private firm. He is dependent on Mrs. Mantri.
- 4th child (aged 14 years) has earned income of Rs. 45,000 during the P.Y. 2019-20 out of his physical and mental effort. Expenditure incurred to earn such income is Rs. 15,000. His loss from house property is Rs. 30,000.
- 5th child (aged 12 years) is a partner in a partnership firm from which he earned interest income (taxable) of Rs. 40,000 and share of profit of Rs. 35,000. Other two partner of the firm are Mr. & Mrs. Mantri.
- 6th child (aged 9 years) has 1,000 debentures of Rs. 100 each of a public sector company acquired through will of his Grandfather. Interest income on such debenture is Rs.10,000. Expenditure incurred to collect such interest is Rs. 200. Such debenture was sold and long-term capital gain earned Rs. 25,000.
- 7th child (aged 7 years) has earned dividend from domestic company Rs. 10,000 and interest on fixed deposit Rs. 500.

(1 × 6 = 6 weightage)

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (International Finance)

BUS IF S2 11—TAXATION

Time : Three Hours

Maximum Weightage : 36

Part A

Answer all questions.

Each question carries 1 weightage.

1. Ramso has already invested £8,000 into a cash individual savings account (ISA) during the tax year 2019/20. He now wants to invest into a stocks and shares ISA.

What is the maximum possible amount which Ramso can invest into a stocks and shares ISA for the tax year 2019/20?

- (a) £20,000. (b) £12,000.
(c) £0. (d) £8,000.

2. On 1 July 2018, Ameer made a cash gift of £2,500 to his sister.

On 1 May 2019, he made a cash gift of £2,000 to a friend.

On 1 June 2019, he made a cash gift of £50,000 to a trust.

Ameer has not made any other lifetime gifts.

In respect of Ameer's cash gift of £50,000 to the trust, what is the lifetime transfer of value for inheritance tax purposes after taking account of all available exemptions ?

- (a) £48,500. (b) £44,000.
(c) £46,000. (d) £46,500.

3. Bora made a cash gift of £300,000 to her niece on 30 April 2014.

She then made a cash gift to £500,000 to her nephew on 31 May 2015.

Both of these amounts are stated after deducting available exemptions.

Bora subsequently died on 31 October 2019.

What amount of inheritance tax was payable as a result of Bora's death in respect of the cash gift of £500,000 to her nephew ?

- (a) £190,000. (b) £110,000.
(c) £114,000. (d) £105,000.

4. Vijay commenced trading on 1 January 2018 and prepared his first set of accounts for the six months period ended 30 June 2018. His second set of accounts were prepared for the year ended 30 June 2019. Vijay's tax adjusted trading profits were :

Six-month period ended 30 June 2018	£8,800
Year ended 30 June 2019	£24,400

Turn over

What are the class 4 national insurance contributions (NICs) which Vijay should pay in respect of the tax year 2018/19 ?

- (a) £34. (b) £0.
(c) £1,132. (d) £1,438.

5. Chapatha Ltd. commenced trading on 1 January 2018. The company's profits have been as follows :

Period	£
Year ended 31 December 2018	524,000
Year ended 31 December 2019	867,000
Year ended 31 December 2020	912,000

Throughout all of these periods, Chapatha Ltd. has one related 51 % group company. What is the first year for which Chapatha Ltd. will be required to pay its corporation tax liability by quarterly instalments ?

- (a) Year ended 31 December 2019.
(b) None of the years ended 31 December, 2018, 2019 or 2020.
(c) Year ended 31 December 2020.
(d) Year ended 31 December 2018.
6. For the year ended 31 March 2020, Chalo Ltd. made a trading loss of £180,000. Chalo Ltd. has owned 100% of the ordinary share capital of Shallow Ltd. since it began trading on 1 July 2019. For the year ended 30 June 2020, Shallow Ltd. will make a trading profit of £224,000. Neither company has any other taxable profits or allowable losses. What is the maximum amount of group relief which Shallow Ltd. can claim from Chalo Ltd. in respect of the trading loss of £180,000 for the year ended 31 March 2020 ?
- (a) £180,000. (b) £168,000.
(c) £45,000. (d) £135,000.
7. Naren made a chargeable gain of £50,000 on 30 June 2017. This was Naren's only disposal in the tax year 2017/18. He had previously paid his income tax through deduction at source so has not had to submit a self-assessment tax return. By what date must Dren notify HM Revenue & Customs (HMRC) of his chargeability to capital gains tax in relation to the gain made on 30 June 2017 and by what date must he pay the capital gains tax liability ?

Notification	Payment
(a) 31 January 2019	31 January 2019.
(b) 5 October 2018	31 January 2019.
(c) 5 October 2018	31 July 2019.
(d) 31 January 2019	31 July 2019.

8. Which TWO of the following statements about the use of the capital loss in the year ended 31 March 2019 are correct ?
- (1) The capital loss can be carried back against chargeable gains made in the year ended 31 March 2018.
 - (2) The capital loss can be set against chargeable gains made in the year ended 31 March 2019.
 - (3) The capital loss can be set against total profits in the year ended 31 March 2019.
 - (4) The capital loss can be carried forward and set against the first available chargeable gains.
- (a) 1 and 2. (b) 1 and 3.
(c) 2 and 4. (d) 3 and 4.
9. What surcharge penalty could Zubbier Ltd. be charged if the company is one month late in paying its VAT liability for the quarter ended 31 March 2020 ?
- (a) A 5 % of the VAT liability. (b) B 2 % of the VAT liability.
(c) C there will be no penalty. (d) D 10 % of the VAT liability.
10. For the quarter ended 31 March 2020, Yim had standard-rates sales of £49,750 and standard-rated expenses of £22,750. Both figures are exclusive of value added tax (VAT). Yim uses the flat rate scheme to calculate the amount of VAT payable, with the relevant scheme percentage for her trade being 12%. The percentage reduction for the first year of VAT registration is not available. How much VAT will have to pay to HM Revenue and Customs (HMRC) for the quarter ended 31 March 2020 ?
- (a) A £5,970. (b) B £3,888.
(c) C £5,400. (d) D £7,164.

(10 × 1 = 10 weightage)

Part B

*Answer any **four** questions.*

Each question carries 2 weightage.

11. Explain and compute the child benefit tax charge.
12. Explain the entrepreneurs' relief as it applies to individuals.
13. Explain the treatment where an asset is damaged, lost or destroyed, and the implications of receiving insurance proceeds and reinvesting such proceeds.
14. State and explain the meaning of transfers of value, chargeable transfer and potentially exempt transfer.
15. Describe the purpose (economic, social etc.) of taxation in a modern economy.

(4 × 2 = 8 weightage)

Turn over

Part C

*Answer any **three** questions.
Each question carries 4 weightage.*

16. Whitestone Ltd. is registered for value added tax (VAT), but currently does not use any of the special VAT schemes. The company has annual standard-rated sales of £1,200,000 and annual standard-rated expenses £550,000. Both these figures are exclusive of VAT and are likely to remain the same for the foreseeable future.

Whitestone Ltd. is up to date with all of its tax returns, including those for corporation tax, PAYE and VAT. It is also up to date with its corporation tax, PAYE and VAT payments.

However, the company often incurs considerable overtime costs due to its employees working late in order to meet tax return filing deadlines.

Whitestone Ltd. pays its expenses on a cash basis, but allows customers two months credit when paying for sales. The company does not have any impairment losses.

Whitestone Ltd. is planning to purchase some new machinery at a cost of £22,000 (exclusive of VAT). The machinery can either be purchased from an overseas supplier situated outside the European Union, or from a VAT registered supplier situated inside the European Union.

Whitestone Ltd. is not a regular importer and so is unsure of the VAT treatment for this purchase.

Required :

- (a) Explain why Whitestone Ltd. is entitled to use both the VAT cash accounting scheme and the VAT annual accounting scheme, and why it will probably be beneficial for the company to use both schemes.
 - (b) Explain when and how Whitestone Ltd. will have to account for VAT in respect of the new machinery if it purchased from :
 - (1) a supplier situated outside the European Union, or
 - (2) a VAT registered supplier situated within the European Union.
17. Ethel Brown started to run a small bed and breakfast business as a sole trader on 6 April 2019. She prepared her first accounts for the year to 5 April 2020.
- She has read about the cash basis of accounting and HMRC flat rate expense adjustments which are intended to simplify tax accounting for small businesses.
- In the year to 5 April 2020 she has the following transactions :
- (1) Ethel earned income of £74,500 during the year. At 5 April 2020 £10,000 of the income was still outstanding.
 - (2) Payments of £25,000 in respect of food, utilities and other household costs. She lives in part of the bed and breakfast premises with her husband and two children and 35% of the food, utilities and other household costs relate to their private use. The HMRC flat rate private use adjustment for four occupants of business premises is £7,800.

- (3) On 1 June 2019 Ethel paid a car dealer £14,000 by cheque for a car with CO₂ emissions of 105 g/km. She also made payments totalling £3,000 related to the running costs of the car for the year. She has used the car 40 % of the time for private purposes and she drove 11,000 business miles during the year.
- (4) On 1 March 2020 she acquired an item of kitchen equipment for £350 on credit terms. She paid the supplier's invoice on 15 April 2020.

Required :

- (b) Calculate Euler's tax adjusted trading profit for the year ended 5 April 2020 assuming that she opts to prepare her accounts using the cash basis and the HMRC flat rate expense adjustments. Your answer should be supported with brief notes to explain how you have treated the transactions in Notes (1) to (4). You should ignore VAT.
 - (c) Calculate Ethel's tax adjusted trading profit for the year ended 5 April 2020 using the accruals basis. You should ignore VAT.
18. You should assume that today's date is 1 January 2020.

Bendra, aged 93, is unfortunately in poor health with just a few months left to live. She has made no lifetime gifts.

Bendra owns the following assets :

- (1) An investment property valued at £970,000. The property has never been occupied by Bendra, and if it were disposed of during the tax year 2019/20 the disposal would result in a chargeable gain of £174,000.
- (2) Building society deposits of £387,000.
- (3) Investments in Individual Savings Accounts (ISAs) valued at £39,000 and savings certificates from National Savings & Investments (NS&I) valued at £17,000.
- (4) A life assurance policy on her own life. The policy has an open market value of £210,000 and proceeds of £225,000 will be received following Bendra's death.

None of the above valuations are expected to change in the near future. The cost of Bendra's funeral will be £12,800. She also has an outstanding unsecured loan of £1,200 which is due to be repaid on her death.

Under the terms of her will, Bendra has left her entire estate to her children.

The nil rate band of Bendra's husband was fully utilised when he died ten years ago.

For the tax year 2019/20, Bendra will pay income tax at the higher rate.

Required :

- (b) Calculate the inheritance tax which would be payable if Bendra were to die on 31 March 2020.
- (c) Advise Bendra why it would not be beneficial to make an immediate lifetime gift of the property valued at £970,000 to her children.

Turn over

Notes :

- (1) Your answer should take account of both the capital gains tax and the inheritance tax implications of making the gift.
- (2) For this part of the question you should ignore the capital gains tax annual exempt amount and inheritance tax annual exemptions.

Advise Bendra why it might be beneficial for inheritance tax purposes to change the terms of her will so that part of her estate was instead left to her grandchildren rather than her children.

19. On 19 May 2019 Kingston disposed of a painting, and this resulted in a chargeable gain of £47,260. For the tax year 2019/20 Kingston has taxable income of £24,900 after the deduction of the personal allowance.

Kingston is considering the sale of a business that he has run as a sole trader since 1 July 2009. The business will be sold for £260,000 and this figure, along with the respective cost of each asset, is made up as follows :

	<i>Sale proceeds</i> £	<i>Cost</i> £
Freehold shop	140,000	80,000
Freehold warehouse ...	88,000	102,000
Net current assets	32,000	32,000
	260,000	

The freehold warehouse has never been used by Kingston for business purposes.

Required :

- (a) Assuming that Kingdom does not sell his sole trader business, calculate his capital gains tax liability for the tax year 2019/20.
- (b) Calculate Kingston's capital gains tax liability for the tax year 2019/20 if he sold his sold trader business on 25 March 2020.

(3 × 4 = 12 weightage)

Part D

Answer the following questions.

It carries 6 weightage.

20. Zavier Ltd. has always prepared its accounts to 31 December, but has decided to change its accounting date to 31 March. The company's results for the 15 month period ended 31 March 2020 are as follows :

- (1) The tax adjusted trading profit is £642,500. This figure is before taking account of capital allowances.
- (2) Until January 2020 the company has never been entitled to capital allowances as all assets were leased. On 15 January 2020 the company bought office equipment for £50,000 and a car with CO₂ emissions of 102 grams per kilometre for £7,500.

- (3) There is a property business profit of £45,000 for the 15 month period ended 31 March 2020.
- (4) On 15 April 2019 the company disposed of some investments, and this resulted in a chargeable gain of £44,000. On 8 February 2020 the company made a further disposal, and this resulted in a capital loss of £ 6,700.
- (5) Dividend income of £30,000 was received on 10 September 2019.
- (6) A qualifying charitable donation of £5,000 was made on 31 March 2020.

As at 1 January 2019 Zavier Ltd. had unused trading losses of £330,000, and unused capital losses of £3,000. Zavier will make a claim to relieve these losses as soon as possible where necessary.

In the year ended 31 December 2018 the company had taxable total profits of £300,000 and no dividend income.

Zavier Ltd. has no related 51 % group companies.

Required :

- (a) Calculate Zavier Ltd's corporation tax liabilities in respect of the 15 month period ended 31 March 2020, and advise the company by when these should be paid,
- (b) State the advantages for tax purposes of a company having an accounting date of 31 March instead of 31 December.

(1 × 6 = 6 weightage)

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (International Finance)

BUS IF S2 10—MARKETING MANAGEMENT

Time : Three Hours

Maximum Weightage : 36

Section A

Answer all questions.

Each question carries 1 weightage.

1. Adoption rate will be higher and faster if the product has :
 - (a) Lower price.
 - (b) Greater utility.
 - (c) Compatibility with society.
 - (d) All of the above.
2. ——— guides the development of advertisements and personal sales presentations.
 - (a) AIEA.
 - (b) AIBA.
 - (c) AICA.
 - (d) AIDA.
3. The major components of marketing mix are :
 - (a) Product.
 - (b) Price.
 - (c) Place.
 - (d) All of the above.
4. The ——— concept holds that consumers and businesses, if left alone, will ordinarily not buy enough of the organization's products.
 - (a) Production.
 - (b) Selling.
 - (c) Marketing.
 - (d) Holistic marketing.
5. "Marketing is the activity, set of ——— and processes for creating, communicating, delivering and ——— offerings that have value for customers, clients, partners and society."
 - (a) Institutions, satisfying.
 - (b) Organizations, exchanging.
 - (c) Institutions, exchanging.
 - (d) Organizations, understanding.
6. The most basic level of a product is called the :
 - (a) Core product.
 - (b) Central product.
 - (c) Fundamental product.
 - (d) Augmented product.
7. ——— is a bundle of utilites.
 - (a) Product.
 - (b) Price.
 - (c) Promotion.
 - (d) Physical distribution.

Turn over

8. _____ pricing is the approach of setting a low initial price in order to attract a large number of buyers quickly and win a large market share,
- (a) Skimming. (b) Penetration.
(c) Psychological. (d) Cost based.
9. _____ is the process of classification of products into different groups on the basis of some of its important characteristics.
- (a) Grading. (b) Packaging.
(c) Standardization. (d) Branding.
10. Market segmentation can be resorted to by means of :
- (a) Segmenting by age. (b) Segmenting by income.
(c) Segmenting geographically. (d) All of these.

(10 × 1 = 10 weightage)

Section B

*Answer any four questions.
Each question carries 2 weightage.*

11. Define consumer behaviour.
12. What is STP ?
13. What do you mean by product line and product mix ?
14. What is Marketing myopia ?
15. What is skimming pricing ? Give an example.

(4 × 2 = 8 weightage)

Section C

*Answer any three questions.
Each question carries 4 weightage.*

16. What is marketing audit ? Explain its type.
17. Explain various elements of promotional mix.
18. What are the macro environmental forces which effects marketer's decisions ?
19. What is market segmentation ? Briefly discuss the basis of segmentation.
20. Discuss the factors influencing pricing.

(3 × 4 = 12 weightage)

Section D (Compulsory)

It carries 6 weightage.

21. Case Study :

Chem Co is a leading manufacturer of car batteries in the U.K. market. Since then, it has been under the charge of Mr. Jones, the founder-owner of the firm. The company decided to go for a diversification by expanding the product line. The new product was batteries for fork-lift trucks. At the same time, Mr. Marek was appointed the Senior Vice President of marketing in the company. However, soon after its successful diversification into fork-lift batteries, the sales in this segment began dropping steadily. Mr. Marek wanted to introduce some radical changes in the advertising and branding of the new business but the proposal was turned down by the old-fashioned Mr. Jones.

At this juncture, the firm is losing heavily in the fork lift batteries business and its market share in car batteries is also on a decline. Mr. Jones has asked Mr. Marek to show a turn around in the company within a year.

What steps should Mr. Marek take to take the company out of its troubles ?

(1 × 6 = 6 weightage)

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (International Finance)

BUS IF S2 09—MANAGEMENT ACCOUNTING

Time : Three Hours

Maximum Weightage : 36

Part A

Answer all questions.

Each question carries 1 weightage.

1. A flexible budget is :
 - (a) A budget comprising variable production costs only.
 - (b) A budget which is updated with actual costs and revenues as they occur during the budget period.
 - (c) A budget which shows the costs and revenues at different levels of activity.
 - (d) A budget which is prepared using a computer spreadsheet model.
2. Which of the following would not be classified as a cost center in a hotel ?
 - (a) Restaurant.
 - (b) Rooms.
 - (c) Bar.
 - (d) Meals served.
3. Which of these is not an objective of Cost Accounting ?
 - (a) Ascertainment of cost.
 - (b) Determination of Selling price.
 - (c) Cost control and cost reduction.
 - (d) Assisting shareholders in decision making.
4. Which of the following statements is true :
 - (a) Job cost sheet may be used for estimating profit of jobs.
 - (b) Job costing cannot be used in conjunction with marginal costing.
 - (c) In cost plus contracts, the contractor runs a risk of incurring a loss.
 - (d) Batch costing is a variant of jobs costing.
5. Projects with ——— are preferred.
 - (a) Lower payback period.
 - (b) Normal payback period.
 - (c) Higher payback period.
 - (d) Any of the above.
6. The use of management accounting is :
 - (a) Compulsory.
 - (b) Optional.
 - (c) Mandatory as per the law.
 - (d) None of the above.

Turn over

7. The P/V ratio of a company is 50% and margin of safety is 40%. If present sales is Rs. 30,00,000 then Break Even Point in Rs. will be :
- (a) Rs. 9,00,000. (b) Rs. 18,00,000.
(c) Rs. 5,00,000. (d) None of the above.
8. If sales are Rs. 90,000 and variable cost to sales is 75 %, contribution is :
- (a) Rs. 21,500. (b) Rs. 22,500.
(c) Rs. 23,500. (d) Rs. 67,500.
9. Balance Sheet indicates the financial status of the business ———.
- (a) For a day. (b) For a month.
(c) For a year. (d) At given period.
10. The ratios which reveal the final result of the managerial policies and performance is _____.
- (a) Turnover ratios. (b) Profitability ratios.
(c) Short term solvency ratio. (d) Long term solvency ratio.

(10 × 1 = 10 weightage)

Part B

Answer any **four** questions.

Each question carries 2 weightage.

11. Explain the essentials of good information system.
12. What are the characteristics and assumptions of marginal costing ?
13. Distinguish between Flexible budget and Fixed budget.
14. What are the advantages of standard costing ?
15. What are the non-financial performance measures ?

(4 × 2 = 8 weightage)

Part C

Answer any **three** questions.

Each question carries 4 weightage.

16. The budgeted and actual sales for a period in respect of two products are as follows :

Product	Budgeted			Actual		
	Qty (Units)	Price (Rs.)	Value (Rs.)	Qty (Units)	Price (Rs.)	Value (Rs.)
A	500	2	1700	700	3	3100
B	700	3	3100	500	2	1700

Find out sales variance.

17. Boyi Ltd. manufactures a product and the following particulars are collected for the year ended March, 2013 :

- Monthly demand (units) 250
- Cost of placing an order (Rs.) 100
- Annual carrying cost (Rs. per unit) 15
- Normal usage (units per week) 50
- Minimum usage (units per week) 25
- Maximum usage (units per week) 75
- Re-order period (weeks) 4-6.

You are required to calculate :

- (i) Re-order quantity.
- (ii) Re-order level.
- (iii) Minimum level.
- (iv) Maximum level.
- (v) Average stock level.

18. Calculate the machine hour rate from the following :

	Rs.
Cost of machine	18,000
Cost of installation	2,000
Scrap value after 10 years	2,000
Rates and rent for a quarter for the shop ...	600
General lighting	200 p.m.
Shop supervisor's salary	Rs. 6,000 per quarter
Insurance premium for a machine	120 p.a.
Estimated repair ...	200 p.a.
Power 2 units per hour at Rs. 150 per 100 units	
Estimated working hours p.a. 2,000	

The machine occupies 1/4th of the total area of the shop. The supervisor is expected to devote 1/6th of his time for supervising the machine. General lighting expenses are to be apportioned on the basis of floor area.

19. Prepare a Process Account and Abnormal Loss Account from the following information :

Input of Raw material	1000 units at Rs. 20 per unit
Direct Material	... Rs. 4,200
Direct Wages	... Rs. 6,000
Production Overheads	... Rs. 6,000
Actual output transferred to process II	... 900 units
Normal loss	... 5 %
Value of scrap per unit	... Rs. 8

Turn over

20. From the following information, calculate the net present value of the two project and suggest which of the two projects should be accepted a discount rate of the two :

	Project X	Project Y
Initial investment	Rs. 20,000	Rs. 30,000
Estimated life	5 years	5 years
Scrap value	Rs. 1,000	Rs. 2,000

The profits before depreciation and after taxation (cash flows) are as follows :

	Year 1 Rs.	Year 2 Rs.	Year 3 Rs.	Year 4 Rs.	Year 5 Rs.
Project X	5,000	10,000	10,000	3,000	2,000
Project Y	20,000	10,000	5,000	3,000	2,000

Note : The following are the present value factors at 10 % p.a.

Year	1	2	3	4	5	6
Factor	0.909	0.826	0.751	0.683	0.621	0.564

(3 × 4 = 12 weightage)

Part D

Answer the following.

It carries 6 weightage.

21. Zarian Enterprises is currently working at 50 % capacity and produces 10,000 units.

At 60 % working, raw material cost increases by 2 % and selling price fall by 2 %. At 80 % working, raw material cost increases by 5 % and selling price fall by 5 %.

At 50 % capacity working, the product costs Rs. 180 per unit and is sold at Rs. 200 per unit. The cost of Rs. 180 is made up as follows :

	Rs.
Material	100
Wages	30
Factory overheads	30 (40 % Fixed)
Administration overheads	20 (50 % Fixed)

Prepare a marginal cost statement showing the estimated profit of the business when it is operated at 60 per cent and 80 per cent capacity.

(1 × 6 = 6 weightage)

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (CUCSS)

BUS 2C 16—BUSINESS RESEARCH METHODS FOR MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. Define business research.
2. What is qualitative research?
3. Define primary data.
4. What is null hypothesis?
5. What is quota sampling?
6. What do you mean by analysis of data?

(6 × 1 = 6 weightage)

Part B

Answer any four of the following

Each question carries 3 weightage.

7. Differentiate between Type I and Type II error.
8. Briefly explain different primary data collection methods.
9. Write a note on research problem.
10. What is measurement and explain the scales of measurement?
11. What is the importance of literature review?
12. Explain descriptive research.

(4 × 3 = 12 weightage)

Part C

Answer any three of the following.

Each question carries 4 weightage.

13. Narrate different types of research.
14. Discuss the steps involved in designing a questionnaire.

Turn over

15. What are the essentials of good report?
16. A sample of 100 students from GOA University was taken and their average was found to be 116 lbs with a standard deviation of 20 lbs. Could the mean weight of students in the population be 125 pounds?
17. A population is divided into three strata so that $N_1 = 5000$, $N_2 = 2000$ and $N_3 = 3000$. Respective standard deviations are : $s_1 = 15$, $s_2 = 18$ and $s_3 = 5$. How should a sample of size $n = 84$ be allocated to the three strata, if we want optimum allocation using disproportionate sampling design?

(3 × 4 = 12 weightage)

Part D

Answer the **compulsory** question.

6 weightage.

18. Set up an analysis of variance table for the following per acre production data for three varieties of wheat, each grown on 4 plots and state if the variety differences are significant at 5% level.

Per acre production data			
Plot of land	Variety of Wheat		
	A	B	C
1	6	5	5
2	7	5	4
3	3	3	3
4	8	7	4

(6 weightage)

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (CUCSS)

BUS 2C 15—MANAGEMENT INFORMATION SYSTEM

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer the following questions.

Each question carries 1 weightage.

1. What is Operating System?
2. Explain Feedback loop.
3. Define the term Data and Information.
4. What is ERP?
5. Define a Digital Market.
6. What is Information Audit System?

(6 × 1 = 6 weightage)

Part B

*Answer any **four** of the following*

Each question carries 3 weightage.

7. Explain why 'Feedback' and 'Control' are considered as the Key System Concepts.
8. What are the advantages of Networking?
9. State the Objectives of Management Information System.
10. Distinguish between Internet and Extranet.
11. Discuss how Information Technology can support the Organisation.
12. What is CRM? Why is Customer relationship so important today?

(4 × 3 = 12 weightage)

Part C

*Answer any **three** of the following.*

Each question carries 4 weightage.

13. Explain the Concept of Decision-Making. Describe Herbert Simon's Model of Decision-Making.
14. What is Network Technology? Explain the various topologies.

Turn over

15. Distinguish between Decision Support System (DSS) and Management Information System (MIS).
16. Explain the benefits of ERP to Organisation.
17. State the ethical and social issues of Information System.

(3 × 4 = 12 weightage)

Part D

Answer the following question.

18. Why in MIS looked upon as a strategic need of Management today?

(6 weightage)

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**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (CUCSS)

BUS 2C 14—MANAGEMENT SCIENCE

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. What are the limitations of CPM network ?
2. When is a game said to be fair ?
3. List the types of research methods.
4. Network diagrams must be timely updated. Why ?
5. How does queuing theory play a role in management ?
6. State the dominance theory.

(6 × 1 = 6 weightage)

Part B

Answer any four questions.

Each question carries 3 weightage.

7. What are the assumptions of Assignment model ?
8. What is the outcome of uncertainty in decision making ?
9. What are the differences between pure and mixed strategies ?
10. A management is faced with the problem of choosing one of the products for manufacturing. The chance that market will be good, fair or bad is 0.75, 0.15 and 0.10 respectively. Select the decision as per EMV criterion :

Acts	Good	Fair	Bad
A	35000	15000	5000
B	50000	20000	- 3000

11. Explain the principles of models.
12. What should be the characteristics of a decision maker ?

(4 × 3 = 12 weightage)

Turn over

Part C

Answer any **three** questions.
Each question carries 4 weightage.

13. What are competitive models, network models and simulation models ?
14. What are uses of network techniques for management ?
15. Calculate average expected time and draw network for a project with the following activity times. Find critical path :

Activity	t_o	t_p	t_m
2—4	1	5	3
2—6	1	7	4
4—8	4	16	7
6—8	1	5	1.5
8—10	1.5	14.5	3.5

16. The research department of consumer products division has recommended to the marketing department to launch soaps with three different perfumes. The marketing manager has to decide the type of perfume to launch under the following estimated pay off for the various levels of sales :

Payoff table

Perfume	Sale 1 (S_1)	Sale 2 (S_2)	Sale 3 (S_3)
A1	250	15	10
A2	40	20	5
A3	60	25	3

Estimate which should be the decision as per Maximax, Maximin, Laplace and Hurwitz criteria. (given $\alpha = .6$). α

17. Linear programming is a powerful quantitative technique which is useful to solve problems. Explain through examples.

(3 × 4 = 12 weightage)

Part D (Compulsory)

It carries 6 weightage.

18. A TV dealer finds that the cost of holding a TV in stock for a week is Rs. 50. Customers who cannot obtain new TVs immediately tend to go to other dealers and he estimates that for every customer who cannot get immediate delivery he losses an average of Rs. 200. For one particular model of TV the probabilities of a demand of 0, 1, 2, 3, 4 and 5 TVs in a week are 0.05, 0.10, 0.20, 0.30, 0.20 and 0.15 respectively :

- (a) How many televisions per week should the dealer order ? Assume there is no time lag between ordering and delivery.
- (b) Compute Expected Value of Perfect Information (EVPI).
- (c) The dealer is thinking of spending on a small market survey to obtain additional information regarding the demand levels. How much should he be willing to spend on such a survey ?

(1 × 6 = 6 weightage)

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**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (CUCSS)

BUS 2C 13—HUMAN RESOURCE MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer **all** the questions.

Each question carries 1 weightage.

1. Define Human Resource Development.
2. What do you mean by Selection ?
3. What is job enrichment ?
4. Define Induction.
5. What is Career development ?
6. What is piece rate system of Wage ?

(6 × 1 = 6 weightage)

Part B

Answer any **four** of the following

Each question carries 3 weightage.

7. Bring out the significance of Human Resource Management.
8. Explain the problems of recruitment.
9. Discuss the objectives of performance appraisal.
10. Explain the types of wages.
11. Bring out the approaches for grievance redress system.
12. Write a short note on Employee Empowerment.

(4 × 3 = 12 weightage)

Part C

Answer any **three** of the following.

Each question carries 4 weightage.

13. Bring out the difference between traditional and strategic HRM.
14. Write a note on Human Resource Planning.

Turn over

15. Explain the pros and cons of training employee.
16. What is employee retention? Explain the need and importance of employee retention.
17. Relate the importance of human factor in the modern workplace which are influenced by emerging technologies like artificial intelligence, workplace robots, internet of things, etc.

(3 × 4 = 12 weightage)

Part D

Answer the following compulsory question.

It carries 6 weightage.

A Protect & Gamble survey shows that wearing the right make-up can help women move up the career faster. Another survey by Aziz Corporation in Britain of 100 company bosses showed that one in four employers were more likely to give a job to a woman who wore make-up than one who did not. A third of those surveyed felt that a woman without make-up looked like she couldn't be bothered to make an effort. Again, Aziz Corporation, which is a communication and leadership consultancy, is in the business of image management and its consultants seem to be in the job of dishing out advice such as the etiquette of wearing heels to businesswomen to make an impact in boardrooms. Kaya Skincare, along with Nielsen had some time ago done a survey of the Indian men in the 18-50 age group, which showed that they were quite aware of the importance of personal grooming for workplace success. Eight out of 10 men surveyed said that being well-groomed had a positive effect on their careers.

18. *Questions :*

- (i) Do you think it is weird yardstick on career progress for women, sometimes for men do?
- (ii) Does this survey show that things are easy for women once if they were the right shade of lipstick?
- (iii) Do you think it is true in the case of men's career too?
- (iv) Do you buy an argument that who take care of themselves also take care of their jobs better?
- (v) Don't you think that it is a discrimination to give more wages and faster promotion to attractive workers (both gender)?

(6 weightage)

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (CUCSS)

BUS 2C 12—OPERATION MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer **all** the questions.

Weightage 1 each.

1. How can inventory control techniques be applied in material management?
2. What is codification?
3. Explain the importance of scheduling.
4. Write short notes on vendor rating.
5. What are the steps in selection of location models?
6. What are the objectives of six sigma?

(6 × 1 = 6 weightage)

Part B

Answer any **four** from the following questions.

3 weightage each.

7. What are the factors that play an important role in a customer focused product development?
8. What are the purposes and advantages of control charts?
9. Enumerate time study equipments.
10. Explain make-to-stock and make-to-order with examples.
11. Explain Statistical Quality Control.
12. Explain the steps involved in Line Balancing.

(4 × 3 = 12 weightage)

Part C

Answer any **three** of the following questions.
4 weightage each.

13. List two wastes and methods to control it in an industry.
14. Discuss legal and ethical issues faced in designing a product.
15. Explain the steps involved in process development for process design.
16. A departmental store is being considered locating in your area. Describe the positive and negative location factors for this business.
17. Write the advantages and disadvantages of Economic Order Quantity (EOQ).

(3 × 4 = 12 weightage)

Part D

Answer the following question.

18.

Activity	Required Processors	Expected Time (in days)	Cost of Expedite (in \$ day)
A-B	–	2	100
A-C	–	4	80
A-D	–	5	70
B-E	A-B, A-C	3	100
E-F	B-E	6	150
F-H	E-F	2	50
D-H	A-D	11	100
H-I	F-H, D-H	1	100

Questions :

- (a) Establish a PERT diagram and determine the earliest completion time.
- (b) The project manager has budget \$200 for expending should he want to use it.

(6 weightage)

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (CUCSS)

BUS 2C 11—FINANCIAL MANAGEMENT

Time : Three Hours

Maximum Weightage : 36

Part A

Answer all questions.

Each question carries 1 weightage.

1. What is EVA ? State the merits of EVA.
2. What are the merits of discounted cash flow techniques ?
3. Distinguish between “temporary” and “permanent” working capital.
4. What is the total value principle as it applies to capital structure ?
5. Discuss the role of debentures as source of long-term finance.
6. What does agency theory suggests ?

(6 × 1 = 6 weightage)

Part B

Answer any four questions.

Each question carries 3 weightage.

7. Explain briefly the reasons for conflicting ranking by NPV and IRR in mutually exclusive projects.
8. Genyses Company currently pays a dividend of Rs. 1.60 per share on its common stock. The company expects to increase the dividend at a 20 percent annual rate for the first four years and at a 13 percent rate for the next four years, and then grow the dividend at a 7 percent rate thereafter. If investor requires a 16 percent return to invest in this stock. What value should you place on a share of this stock ?
9. Dixon Limited has two investment proposals which have the following characteristics :

Period	Project A (Rs.)			Project B (Rs.)		
	Cost	Profit after taxes	Net cash flow	Cost	Profit after taxes	Net cash flow
0	9,000	—	—	12,000	—	—
1		1,000	5,000		1,000	5,000
2		1,000	4,000		1,000	5,000
3		1,000	3,000		4,000	8,000

For each project, compute its payback period, its net present value, and its profitability index using a discount rate of 15 percent.

Turn over

10. Mica Ltd. spends Rs. 2,20,000 per annum on its collection department. The company has Rs. 12 million in credit sales, its average collection period is 2.5 months, and the percentage of bad debt losses is 4 percent. The company believes that, if it were to double its collection personnel, it could bring down the average collection period to 2 months and bad-debt losses to 3 percent. The added cost is Rs. 1,80,000 bringing total collection expenditures to Rs. 4,00,000 annually. Is the increased effort worthwhile if the before-tax opportunity cost of funds is 20 percent ?
11. What is leasing ? Discuss the advantages and disadvantages of leasing.
12. Outline the approaches available for computing cost of capital.

(4 × 3 = 12 weightage)

Part C

Answer any three questions.

Each question carries 4 weightage.

13. Explain briefly the capital budgeting techniques.
14. Daram Company currently has Rs. 3 million in debt outstanding, bearing an interest rate of 12 percent. It wishes to finance a Rs. 4 million expansion program and is considering three alternatives : additional debt at 14 percent interest (option 1), preferred stock with a 12 percent dividend (option 2), and the sale of common stock at Rs. 16 per share (option 3). The company currently has 800,000 shares of common stock outstanding and is in a 40 percent tax bracket.
If earnings before interest and taxes are currently Rs. 1.5 million, what would be earnings per share for the three alternatives, assuming no immediate increase in operating profit ?
15. Signiti Corporation has earnings before interest and taxes of Rs. 3 million and a 40 percent tax rate. It is able to borrow at an interest of 14 percent, whereas its equity capitalization rate in the absence of borrowing is 18 percent. The earnings of the company are not expected to grow, and all earnings are paid out to shareholders in the form of dividends. In the presence of corporate but no personal taxes, what is the value of the company in an M&M world with no financial leverage ? With Rs. 4 million in debt ? With Rs. 7 million in debt ?
16. Decibel Company currently has total assets of Rs. 3.2 million, of which current assets comprise Rs. 0.2 million. Sales are Rs. 10 million annually, and the before tax net profit margin (the firm currently has no interest-bearing debt) is 12 percent.

Given renewed fears of potential cash insolvency, an overly strict credit policy and imminent stock outs, the company is considering higher levels of current assets as a buffer against adversity. Specifically, levels of Rs. 0.5 million and Rs. 0.8 million are being considered instead of the Rs. 0.2 million presently held. Any additions to current assets would be financed with new equity capital.

Determine the total asset turnover, before tax return on investment, and before-tax net profit margin under the three alternative levels of current assets.

17. Firms with high growth rates tend to have low dividend payout ratios and firms with low growth rates tend to have high dividend-payout ratios. Discuss.

(3 × 4 = 12 weightage)

Part D (Compulsory)*It carries 6 weightage.*

18. The proforma cost sheet of Alpha Limited provides following data :

Cost (per unit)	(in Rs.)
Raw materials	52.0
Direct labour	19.5
Overheads	39.0
Total cost (per unit)	110.5
Profit	19.5
Selling price	130.0

The following is the additional information available :

- (a) Average raw material in stock : one month ; average materials in process ; half a month.
- (b) Credit allowed by suppliers : one month.
- (c) Credit allowed to debtors : two months.
- (d) Time lag in payment of wages : one and a half weeks.
- (e) Overheads : one month.
- (f) One-fourth of sales are on cash basis.
- (g) Cash balance is expected to Rs. 120,000.

You are required to prepare a statement showing the working capital needed to finance a level of activity of 70,000 units of output. You may assume that production is carried on evenly throughout the year and wages and overheads accrue similarly.

(1 × 6 = 6 weightage)

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (CUCSS)

BUS 2C 10—MARKETING MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer the following questions.

Each question carries 1 weightage.

1. “Marketing begins and ends with consumer” – Discuss.
2. Define the term positioning.
3. Define Advertisement.
4. Define price penetration.
5. What is cognitive dissonance?
6. Define marketing control.

(6 × 1 = 6 weightage)

Part B

Answer any four of the following questions.

Each question carries 3 weightage.

7. Explain the scope of marketing research.
8. Explain trading up and trading down.
9. Comment on the qualities of successful sales man.
10. Mention the factors which influence the consumer behavior in the purchase of a product.
11. What do you understand by the term branding? What is its function ?
12. What is product life-cycle? Explain the different stages of product life-cycle.

(4 × 3 = 12 weightage)

Part C

Answer any three of the following questions.

Each question carries 4 weightage.

13. Explain the concept of new product development.
14. Explain the tools of marketing control.

Turn over

15. Why new product fails? Comment.
16. What are the objectives of sales promotion?
17. Discuss the various methods of pricing strategy.

(3 × 4 = 12 weightage)

Part D

Answer the compulsory question.

Case Study (Compulsory)

New Coke

Battered by competition from the sweeter Pepsi-Cola, Coco-cola decided in 1985 to replace its old formula a sweeter variation dubbed the “New Coke”. Coco-cola spent \$ 4 million on market research.

Blind taste tests showed that coke drinkers preferred the new, sweet formula, but the launch of New coke provoked a national uproar, Market researchers had measured the taste but had failed to measure the emotional attachment consumers had to Coco-cola, there were angry letters, formal protests and even lawsuit threats, to force the retention or “The real thing” ten weeks later, the company withdrew New coke and re-introduced its century old formula as “classical coke” giving the old formula even stranger status in the market place.

18. *Questions :*

- (a) Managers try to stimulate sales by modifying the four - Ps - Analyse.
- (b) Customers are not always willing to accept an improved product – Comment.

(2 × 3 = 6 weightage)

C 3714

Name.....

Reg. No.....

**SECOND SEMESTER M.B.A. DEGREE (REGULAR/SUPPLEMENTARY)
EXAMINATION, JULY 2021**

M.B.A. (CUCSS)

BUS 2C 09—SOFT SKILL DEVELOPMENT

Time : One Hour and a Half

Maximum : 18 Weightage

Answer all parts.

Part A

Answer the following questions.

Each question carries 1 weightage.

1. Define Ethics.
2. State the components of attitude.
3. Define Stress.
4. What is grapevine communication?
5. What are the categories of human temperaments?
6. Define Leadership.

(6 × 1 = 6 weightage)

Part B

Answer any four of the following.

Each question carries 3 weightage.

7. Explain the five dimension of personality (five factor model).
8. Define ethics and list the sources of ethical norms.
9. Explain various types of Soft Skills.
10. What are the emotions displayed by Body Language?
11. Define Attitude. What are the benefits of positive attitude?
12. What is time management? Explain the general principle of time management.

(4 × 3 = 12 weightage)