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MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE

(UGC-AUTONOMOUS)

MBA I Year II Semester (R14) Supplementary End Semester Examinations-January-2016

(Regulations: R14)

FINANCIAL MANAGEMENT

Time: 3Hrs

Max Marks: 60

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either I or II only. Q.no 6 which is a case study is compulsory.

Q.1(I) Discuss different types of financial decisions that form the subject matter of corporate Financial Management. 10M

OR

Q.1(II) "Wealth maximisation concept is superior to profit maximisation" – discuss. 10M

Q.2(I) ABC Ltd., is evaluating a project whose expected cash flows are as follows: 10M

Year	0	1	2	3	4	5
<i>Cash flows (CFAT) (Rs.)</i>	-2,00,000	20,000	40,000	60,000	1,20,000	60,000

- (a) What is the NPV of the project, if the discount rate is 12 per cent for the entire period?
- (b) What is the NPV of the project, if the discount rate is 10 per cent for year 1 and rises every year by 1 per cent?

OR

Q.2(II) State the significance of weighted average cost of capital. How do you compute it? 10M

Q.3(I) Explain the relationship between leverage and cost of capital as per Net Income (NI) and Net Operating Income (NOI) Approaches. 10M

OR

Q.3(II) The following information is available in respect of Omega Ltd., 10M

Equity capitalization rate (k_e) = 10 per cent
Earnings per share (E) = Rs.10

Assumed rate of return on investment (r) = (a) 15%, (b) 10% and (c) 8% respectively.

Assuming the dividend pay-out ratios (i) 25 per cent; (ii) 50 percent; (iii) 75 per cent, (iv) 100 per cent, show the effect of dividend policy on the market price of shares, using Walter's Model.

Q.4(I) What do you mean by operating cycle? How do you calculate its different components? What is the difference between operating cycle and cash conversion cycle of a firm? 10M

OR

Q.4(II) Suji Ltd. requires 10,000 units of a certain item per year. The purchase price per unit is Rs.25, the carrying cost per year is 25 per cent of the inventory value and the fixed cost per order is Rs.300. 10M

(a) Determine the EOQ.

(b) How many times per year will inventory be ordered, if the order size is equal to the EOQ?

(c) What will be the total cost of carrying and ordering inventories when 10 orders are placed per year?

Q.5(I) What is corporate restructuring? Explain different forms in which it can be carried out 10M

OR

Q.5(II) Discuss the procedure for valuing the purchase consideration. Explain how the gains from acquisition are shared by the acquiring firm and the target firm? 10M

Q.6(I) **Case Study** 10M

A newly formed company has applied to the Commercial Bank for the first time for financing its working capital requirements. The following information is available about the projections for the current year:

<i>Elements of Cost</i>	<i>Per unit (Rs.)</i>
Raw material	40
Direct Labour	15
Overhead	30
Total Cost	85
Profit	15
Sales	100

Other information:

a. Raw material in stock: average 4 weeks consumption,

b. Work-in - progress (completion stage, 50 per cent), on an average half a month.

c. Finished goods in stock: on an average, one month.

d. Credit allowed by suppliers is one month.

e. Credit allowed to debtors is two months.

f. Average time lag in payment of wages is 1½ weeks and 4 weeks in overhead expenses.

END

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(Regulations: R14)

MANAGEMENT INFORMATION SYSTEMS

Time: 3Hrs

Max Marks: 60

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either I or II only. Q.no 6 which is a case study is compulsory.

Q.1(I) Define MIS? Explain the benefits and characteristics of MIS? 10M

OR

Q.1(II) Explain the data modeling concepts? 10M

Q.2(I) Explain System Development Life Cycle? 10M

OR

Q.2(II) Describe Structured System Analysis and Design? 10M

Q.3(I) Define decision support system? What are the components of a DSS? 10M

OR

Q.3(II) Explain testing securities in MIS? 10M

Q.4(I) What is Verification and Validation? Explain 10M

OR

Q.4(II) Explain software requirement specifications in Management Information System? 10M

Q.5(I) Explain the ethical, social and political issues in MIS? 10M

OR

Q.5(II) What are the major threats in computer based information system? 10M

Q.6(I) 10M

Case Study

Dell Computer Corporation: Company Background

Dell Computer Corporation is a major manufacturer of personal computers, computer peripherals, and software. Among the leading producers of computers in the world, Dell sells its products directly to customers through the Internet and mail-order catalogs rather than through retail outlets. The company is based in Round Rock, Texas. At Dell Computers, customers are brought into the product planning and manufacturing processes, with all employees encouraged having contact with customers. Through effective collaboration across boundaries, ideas can be shared about product designs and value propositions. The result is faster and more customer-focused product and service innovation. To produce the capacity for this, considerable attention must be placed on organizational structures, processes, skills and culture. Such elements may need a radical overhaul in established companies (Dennis & Harris, 2002). Dell was founded in 1984 by Michael Dell. In 1983, during his freshman year at the University of Texas, he bought excess inventory of RAM chips and disk drives for IBM personal

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MARKETING MANAGEMENT

Time: 3Hrs

Max Marks: 60

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either I or II only. Q.no 6 which is a case study is compulsory.

Q.1(I)	Write about Indian Marketing Environment.	10M
OR		
Q.1(II)	Describe how a firm can develop and Communicate a Positioning Strategy with examples?	10M
<hr/>		
Q.2(I)	Explain PLC as a tool for marketing strategy with an example?	10M
OR		
Q.2(II)	Describe the development of new product with examples.	10M
<hr/>		
Q.3(I)	Discuss the objectives and methods of pricing.	10M
OR		
Q.3(II)	Explain with an example how a firm imitates price increases and responds to competitor's price changes.	10M
<hr/>		
Q.4(I)	Describe in detail the various merits and demerits of sales agency.	10M
OR		
Q.4(II)	Write various types of retailing formats with suitable examples.	10M
<hr/>		
Q.5(I)	Briefly elucidate marketing communication mix.	10M
OR		
Q.5(II)	What is socially responsible marketing? Explain.	10M
<hr/>		
Q.6(I)	Case Study	

Makeover of Britannia: A Path Less Travelled

An old maxim goes, 'Why does something when it ain't broke?' This may be the credo of most firms, but not of the food major, Britannia Industries Limited (BIL). In 1997, BIL, whose business seemed to be doing well, instead of concentrating on it, virtually charted a new course by seeking to reinvent itself. It built a new corporate identity and adopted a colourful and identifiable logo with a new base line - 'Eat Healthy, Think better.' From being a manufacturer of baked products, BIL kicked off a diversification exercise to become a comprehensive food and

beverages company making cheese and other dairy products, in addition to its bakery products.

BIL seemed to be doing something radical by venturing into totally new areas, while this puzzled many, some analysts felt that it was BIL was doing this out of compulsion. They reasoned that the 16% growth rate of BIL sales, which was just 8% in real terms when corrected for inflation, though good by the standards of a mature market, was not good enough for a growing market like India, especially in the foods segment.

Others felt that BIL's makeover decision may have been influenced by the threat of potential competition. They also felt that with the organised biscuit market in India being commoditised, and the major chunk being controlled by the unbranded segment, reliance on biscuits alone could be detrimental to its long-term interests. However, some analysts were of the opinion that the diversification of BIL into relatively new areas was risky, and that it should have concentrated on its core competence, the biscuit business. By the end of 2000 the exploits of BIL seemed to have fructified, at least in the short-run. In a survey conducted by A&M, BIL emerged as the number one food company well ahead of competitive brands like Nestle and Cadbury. BIL's dairy business seemed to be doing reasonably well.

Questions

1. Assess the marketing and management strategy adopted by BIL in business expansion process.
2. What were the reasons for the inflation of growth rate of BIL sales?

10M

*****END*****

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PRODUCTION & OPERATIONS MANAGEMENT

Time: 3Hrs

Max Marks: 60

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either I or II only. Q.no 6 which is a case study is compulsory.

Q.1(I) "A good product design has certain characteristics". Explain? 10M

OR

Q.1(II) Discuss the role of process design in operations strategy. 10M

Q.2(I) a) What is meant by plant location? Discuss the various factors which determine plant location. 5M

b) A company has to decide on the location of a new plant. It has narrowed down the choice to 3 locations A, B and C; data in respect of which is furnished bellow: 5M

date	Location (in ₹)		
	a	b	c
Wages and salaries	20000	20000	20000
Power and water	20000	30000	25000
Raw material	80000	75000	60000
Initial investment	200000	300000	250000
Distribution expenses	50000	40000	60000
Miscellaneous expenses	40000	25000	30000
Expected sales	225000	250000	225000

Use a suitable criterion and advise the company on the best choice.

OR

Q.2(II) What is meant by plant layout? Discuss the various factors which influence a plant layout. 10M

Q.3(I) Describe the various elements of an operations planning and scheduling system? Distinguish forward and backward scheduling. 10M

OR

Q.3(II) A project consists of a series of tasks labeled A,B,...., H, I with the following constructions. You are required to construct a network using the bellow data. Also find the minimum time of completion of the project when the time of completion of each task is given as follows. 10M

TASK	A	B	C	D	E	F	G	H	I
-TIME (Days)	23	8	20	16	24	18	19	4	10

Q.4(I) Solve the following assignment problem

10M

Typist	P	Q	R	S
A	85	50	30	40
B	90	40	70	45
C	70	60	60	50
D	75	45	35	55

OR

Q.4(II) Define work study? Explain the different basic procedures of method study

10M

- Q.5(I) a) Write a short note on Total Quality Management.
b) Describe six sigma quality control.

5M

5M

OR

Q.5(II) Discuss the steps in construction of p-chart and c-chart.

10M

Q.6(I)

Case Study

Product Development Risks

You have the opportunity to invest INR 100 billion for your company to develop a jet engine for commercial aircrafts. Development will span 5 years. The final product costing ₹ 500 million / unit could reach a sales potential, eventually of ₹ 2500 billion. The new engine can be placed in service 5 years from now, but only if it qualifies four years from now for certification clearing commercial use and only if it meets America's Federal Aviation Administration's (FAA) ever tightening standards for noise reduction. Certification also has to be obtained from India's Director General of Civil Aviation (DGCA). There is competition from world-class manufacturers like Pratt and Whitney and Rolls Royce who are developing competing engines. If you decide to proceed with the project, you must also determine where the new engines will be produced and develop the manufacturing facilities. If you decline to proceed, your company could invest its resources elsewhere and based on its track record, get attractive returns.

(a) What would be your line of action?

5M

(b) In case of lengthy product design and development time, what kinds of risks are there?

5M

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BUSINESS RESEARCH METHODS

Time: 3Hrs

Max Marks: 60

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either I or II only. Q.no 6 which is a case study is compulsory.

Q.1(I) Explain the role of research in management with suitable examples. 10M

OR

Q.1(II) Explain the characteristics of business research. 10M

Q.2(I) Explain the role of technology in research with suitable examples. 10M

OR

Q.2(II) Describe the major ethical issues relating to the business research. 10M

Q.3(I) Explain the major types of experimental research designs. 10M

OR

Q.3(II) What do you mean by hypothesis? List out statistical tools available for testing. 10M

Q.4(I) Write a brief note on characteristics of a good questionnaire. 10 M

OR

Q.4(II) Explain briefly the methods of data collection. 10M

Q.5(I) Distinguish between inferential and descriptive statistics. 10M

OR

Q.5(II) What is report writing? Explain the essentials of report writing. 10M

Q.6(I) **Case Study** 10M

XYZ Analytics, a research firm has been approached by a mobile manufacturing company to prepare a research proposal format for a survey research to be conducted on expectation of a new mobile phone in the market.

The survey is intended to cover the following considerations:

- 1) Size of the mobile phones.
- 2) Display of the mobile phones.
- 3) Color of the mobile
- 4) Awareness of the brand.
- 5) User type of status.

You are required to prepare questionnaire on the above considerations.

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HUMAN RESOURCE MANAGEMENT

Time: 3Hrs

Max Marks: 60

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either I or II only. Q.no 6 which is a case study is compulsory.

Q.1(i)	Define HRM? Explain the functions of a HR Manager?	4+6M
OR		
Q.1(II)	The concepts of HRM are like <i>Old Wine in a New Bottle</i> – give your opinion.	10M
Q.2(I)	Explain the relationship between Job Analysis, Recruitment and Selection?	10M
OR		
Q.2(II)	What is Golden Handshake? Write the advantages of it?	3+7M
Q.3(I)	What is training? Evaluate various training methods?	2+8M
OR		
Q.3(II)	What are the barriers for effective training? How do you overcome them?	5+5M
Q.4(I)	Outline the Internal and External environments of Employee Remuneration? (5+5)	5+5M
OR		
Q.4(II)	Write the challenges faced by wage and salary administrator in an organization?	10M
Q.5(I)	Explain the challenges faced by HR Manager during and after Mergers and Acquisitions?	10M
OR		
Q.5(II)	Write the impact of work from home on work-Life balance?	10M
Q.6(I)	Case Study	10M

Impolite employee at workplace

Shyam is working as a Sr Executive in Gold loans division in a private bank. In the same branch, Ram is looking after Home loans. One day, Ram asked Shyam to pick up some trash that had fallen from Shyam's work area, and Shyam replied, "I don't do sweeper's work". Ram replied, "When you drop it you must pick it up". Shyam became angry, abused and shouted loudly at Ram. All the employees and customers in the branch witnessed the altercation between Ram and Shyam. This outburst by Shyam hurt Ram very badly. Ram escalated the issue to

Chandramohan, the branch manager. Chandramohan decided to give a notice to Shyam seeking explanation to his rude behavior at the work place and hence to take further action. Meanwhile, Chandramohan has gone through the service records of Shyam. Shyam has been with the organization for last five years. His performance has been very good and he was known for quick and accurate processing of loans. Through informal sources, Chandramohan came to know that Shyam is very short tempered and addicted to excessive alcoholism. Now, Chandramohan is very serious about checking the rude behavior of Shyam. He wants to ensure these kind of unwanted incidents will never occur in the organization.

Answer the following questions

- a) How would you evaluate Shyam's behavior? What method of appraisal would you use? Why?
- b) Do you think the behavior of a person can be transformed through training?
 - i. If YES, what inputs should be embodied in the training program
 - ii. If NO, why?

*****END*****