



PG – 756

Third Semester M.A. Degree Examination, July 2024
(CBCS Scheme)
JOURNALISM AND MASS COMMUNICATION (Open Elective)
Paper – OE-01 : Media and Society

Time : 3 Hours

Max. Marks : 70

Instruction : Answer all the questions from Part – A. Four from Part – B.
Three from Part – C.

ಸೂಚನೆ : 'ಎ' ಭಾಗದಿಂದ ಎಲ್ಲಾ ಪ್ರಶ್ನೆಗಳು, 'ಬಿ' ಭಾಗದಿಂದ ನಾಲ್ಕು ಮತ್ತು 'ಸಿ' ಭಾಗದಿಂದ ಮೂರು ಪ್ರಶ್ನೆಗಳಿಗೆ ಉತ್ತರಿಸಿ.

PART – A

ಭಾಗ - ಎ

Answer all the questions.

(2×10=20)

ಎಲ್ಲಾ ಪ್ರಶ್ನೆಗಳಿಗೆ ಉತ್ತರಿಸಿ.

a. Columns

ಅಂಕಣಗಳು

b. Global village

ಜಾಗತಿಕ ಗ್ರಾಮ

c. Magazines

ನಿಯತಕಾಲಿಕೆಗಳು

d. Advertorial

ಅಡ್ವರ್ಟೋರಿಯಲ್

e. Social media

ಸಾಮಾಜಿಕ ಜಾಲತಾಣ

f. B.B.C.

ಬಿ.ಬಿ.ಸಿ.



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- g. Blog
ಬ್ಲಾಗ್
- h. Digital technologies
ಡಿಜಿಟಲ್ ಟೆಕ್ನಾಲಜಿ
- i. Facebook
ಫೇಸ್‌ಬುಕ್
- j. DTH
ಡಿ.ಟಿ.ಹೆಚ್.

PART – B

ಭಾಗ - ಬಿ

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

(5×4=20)

ಈ ಕೆಳಗಿನ ಯಾವುದಾದರೂ ನಾಲ್ಕು ಪ್ರಶ್ನೆಗಳಿಗೆ ಉತ್ತರಿಸಿ.

1. Explain the social responsibility of media.
ಮಾಧ್ಯಮದ ಸಾಮಾಜಿಕ ಹೊಣೆಗಾರಿಕೆಗಳನ್ನು ವಿವರಿಸಿ.
2. Write note on 'Right to Information'.
'ಮಾಹಿತಿ ಹಕ್ಕು' ಕುರಿತು ಟಿಪ್ಪಣಿ ಬರೆಯಿರಿ.
3. Examine the various factors affecting media credibility.
ಮಾಧ್ಯಮ ವಿಶ್ವಾಸಾರ್ಹತೆಯ ಮೇಲೆ ಪ್ರಭಾವ ಬೀರುವ ವಿವಿಧ ಅಂಶಗಳನ್ನು ಪರಿಶೀಲಿಸಿ.
4. Write a brief note on globalization and media.
ಜಾಗತೀಕರಣ ಮತ್ತು ಮಾಧ್ಯಮ ಕುರಿತು ಸಂಕ್ಷಿಪ್ತ ಟಿಪ್ಪಣಿ ಬರೆಯಿರಿ.
5. What is the impact of new media on society ? Explain.
ಸಮಾಜದ ಮೇಲೆ ನವ ಮಾಧ್ಯಮಗಳ ಪ್ರಭಾವವೇನು ? ವಿವರಿಸಿ.
6. "Media is a tool for social change". Explain.
"ಮಾಧ್ಯಮ ಸಾಮಾಜಿಕ ಬದಲಾವಣೆಯ ಒಂದು ಸಾಧನ". ವಿವರಿಸಿ.





PART - C

ಭಾಗ - ಸಿ

Answer any three of the following questions.

(10×3=30)

ಈ ಕೆಳಗಿನ ಯಾವುದಾದರೂ ಮೂರು ಪ್ರಶ್ನೆಗಳಿಗೆ ಉತ್ತರಿಸಿ.

1. Comment on the media system existing in India.
ಭಾರತದಲ್ಲಿನ ಪ್ರಚಲಿತ ಮಾಧ್ಯಮ ವ್ಯವಸ್ಥೆಯ ಕುರಿತು ವಿಶ್ಲೇಷಿಸಿ.
2. Evaluate the contribution of community radio towards rural development.
ಗ್ರಾಮೀಣ ಅಭಿವೃದ್ಧಿಗೆ ಸಮುದಾಯ ಬಾನುಲಿಯ ಕೊಡುಗೆಯನ್ನು ಕುರಿತು ಮೌಲ್ಯಮಾಪಿಸಿ.
3. Discuss the role of mass media in creating public opinion.
ಸಾರ್ವಜನಿಕ ಅಭಿಪ್ರಾಯ ರೂಪಿಸುವಲ್ಲಿ ಸಮೂಹ ಮಾಧ್ಯಮಗಳ ಪಾತ್ರ ಕುರಿತು ಚರ್ಚಿಸಿ.
4. Examine the different types of media ownership in India.
ಭಾರತದಲ್ಲಿನ ವಿವಿಧ ಪ್ರಕಾರದ ಮಾಧ್ಯಮ ಮಾಲೀಕತ್ವಗಳ ಕುರಿತು ಪರಿಶೀಲಿಸಿ.
5. Differentiate between online media and traditional media.
ಸಾಂಪ್ರದಾಯಿಕ ಮಾಧ್ಯಮ ಮತ್ತು ಅಂತರ್ಜಾಲ ಮಾಧ್ಯಮಗಳ ನಡುವಿನ ಭಿನ್ನತೆಯನ್ನು ಗುರುತಿಸಿ.





PG – 757

III Semester M.Sc. Degree Examination, July 2024
(CBCS)

ENVIRONMENTAL SCIENCE

ENV – 304 : Natural Resources Management (Open Elective)

Time : 3 Hours

Max. Marks : 70

Instruction : Answer all questions.

SECTION – A

1. Answer any ten of the following.

(10×2=20)

- a) Tidal energy
- b) Coal energy
- c) Solid waste
- d) Iron ore
- e) Precipitation
- f) Run off
- g) Lake Rejuvenation
- h) Wasteland management
- i) Water loss in distribution system
- j) Urban forestry
- k) Afforestation
- l) Land use/Land cover.

SECTION – B

Answer any six of the following.

(6×5=30)

2. Write a note on renewable resources.
3. Explain Ecofriendly energy sources.
4. Write short notes on watershed management.
5. Explain briefly the biogas plant.
6. Write a note on importance of rivers.



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7. Explain briefly the forest products.
8. Give details of social forestry in India.
9. Relate between energy production and consumption.

SECTION – C

Answer **any two** of the following.

(2×10=20)

10. Write detailed account on non-conventional energy resources.
 11. Give details of fresh water resources in India.
 12. Discuss in detail about forest resources and its conservation.
 13. Give detailed account on types and importance of natural resources.
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PG – 718

III Semester M.B.A. (Day and Eve.) Examination, June/July 2024
(CBCS) (2022-23)
MANAGEMENT

3.4.3 : Rural and Agricultural Marketing

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five questions, each question carries 5 marks : (5×5=25)

1. Define rural marketing and how does rural marketing differ from urban marketing ?
2. What is the Probability Proportion to Size method (PPS) and why it is used in rural sampling ?
3. What is the significance of NSSO rural consumption studies in understanding rural market dynamics ?
4. What measures can be taken to address the challenges of agricultural marketing and improve market efficiency ?
5. Explain commodity markets and futures in the context of agricultural marketing.
6. What is the difference between skimming and penetration pricing strategy ?
7. What are the key elements in brand building in rural marketing ? Discuss.

SECTION – B

Answer any three questions, each question carries 10 marks : (3×10=30)

8. How are rural markets segmented ? Why is segmentation important for effective rural marketing strategies ? Provide examples of segmentation criteria relevant to rural areas.
9. Briefly explain qualitative research techniques commonly used in rural market research.



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10. Discuss the impact of rural credit and finance on rural consumerism and agricultural marketing.
11. What challenges and obstacles have hindered the growth of cooperative marketing initiatives. How can these challenges be addressed ?

SECTION - C

12. **Compulsory question :**

(1×15=15)

Bru Instant Coffee : Connecting with Consumers.

Bru Instant Coffee, a product of Hindustan Unilever Limited (HUL), has established itself as a leading player in the Indian coffee market through its innovative marketing approach and strong consumer engagement strategies. Targeting both urban and rural consumers, Bru Instant Coffee has successfully carved a niche for itself in a market dominated by traditional tea drinkers. By leveraging its brand heritage and expertise in coffee brewing, Bru positioned itself as a convenient and indulgent beverage option for consumers on the go. Through strategic partnerships with cafes, restaurants, and online platforms, Bru Instant Coffee expanded its reach and accessibility, making it readily available to consumers across diverse demographics. Furthermore, Bru's engaging digital and social media campaigns, coupled with experiential marketing activations, fostered a sense of community and connection among coffee enthusiasts, driving brand loyalty and advocacy. As Bru Instant Coffee continues to innovate and evolve, several questions arise :

- a) How did Bru segment its market to effectively target both urban and rural consumers ?
- b) What strategies did Bru employ to differentiate itself from competitors in the crowded coffee market ?
- c) How did Bru leverage digital and experiential marketing to strengthen its brand presence and engagement with consumers ?





PG – 735

III Semester M.B.A. (Day & Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)
MANAGEMENT

Paper – 3.12.3 : Logistics Management Systems and Practices

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions from the following, **each** question carries 5 marks.

(5×5=25)

1. How do distribution related issues and challenges impact logistics operations ?
2. Discuss the various modes of transportation in logistics.
3. Explain the concept of multi-model transportation models.
4. Outline the outsourcing of logistics services. What are the advantages and disadvantages of outsourcing logistics functions ?
5. Explain the importance of customer service in logistics.
6. Discuss the shipment documents required for customs clearance and FEMA compliances.
7. Discuss the concept of a logistics information system.

SECTION – B

Answer **any three** questions from the following, **each** question carries 10 marks.

(3×10=30)

8. Outline the concept of retail logistics network design for global operations. Discuss the considerations and trade-offs associated with global logistics network configuration.
9. Considering automobile sector explain how it can plan its logistics to reduce costs.
10. Explain using a industrial example how company integrated lean and agile strategies to meet customer demands and gain a competitive edge in the market.
11. Explore the concept of reverse logistics in the electronics industry, focusing on the management of product returns and recycling processes.



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SECTION – C

12. Compulsory Case Study.

(1×15=15)

Optimizing Logistics Operations in the Retail Industry**Background :**

ABC Retail is a prominent player in the global retail market, offering a wide range of products through its extensive network of stores and online platforms. The company operates in multiple regions, catering to diverse customer preferences and demands. With the increasing complexity of the retail landscape and growing customer expectations, ABC Retail faces significant logistical challenges in managing its supply chain effectively.

Challenges :

ABC Retail encounters several challenges in its logistics operations, including inventory management, transportation efficiency and order fulfillment. The company struggles to maintain optimal inventory levels across its distribution centers and store locations, leading to stockouts or excess inventory. Additionally, fluctuating transportation costs and delivery times impact the company's ability to meet customer demands promptly and cost-effectively.

Solution :

To address these challenges, ABC Retail adopts a holistic approach to optimize its logistics operations. The company invests in advanced inventory management systems, leveraging data analytics and forecasting algorithms to improve demand forecasting and inventory replenishment processes. Furthermore, ABC Retail collaborates with third-party logistics providers to enhance transportation logistics, streamline shipping operations and reduce overall costs.

Questions :

- 1) How did ABC Retail utilize technology to enhance inventory management and order fulfillment in its logistics operations ?
- 2) What strategic factors influenced ABC Retail's decision to partner with third-party logistics providers ? Evaluate the impact of this partnership on improving transportation efficiency and reducing shipping costs for the company.





III Semester M.B.A. (Day and Eve.) Examination, June/July 2024
(CBCS) (2022-23)
MANAGEMENT

3.5.3 : Performance Management Systems

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five of the following. Each question carries five marks. (5×5=25)

1. Describe the performance management prism.
2. Write a note on team performance management.
3. Discuss guidelines on appraising expatriates performance.
4. Why has performance linked reward management attracted increased attention in the recent years ?
5. Performance Management System is a key to competitive advantage of an organization. Justify the statement with examples.
6. Write short notes on Benchmarking.
7. Discuss competency based performance management system.

SECTION – B

Answer any three of the following. Each question carries ten marks. (10×3=30)

8. Explain several key skills to manage the performance of employees.
9. Compare and contrast performance management and performance appraisal.
10. What do you understand by pay for performance ? Explain different types of performance linked reward.
11. What is high performance team ? Explain its characteristics and strategies for building and leading high performance team.





12. Case Study (Compulsory) :

(1×15=15)

Berkely Investments is a reputed finance company having 15 branches in different parts of the country. In the home office there are more than 200 employees. The company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered are responsibility, dependability, initiative, interest in work leadership potential, cooperative attitude and community activity. After the performance is evaluated the ratings are discussed with the concerned employees by their immediate boss and are used to counsel them, to influence promotions and salary adjustments and as a criteria for arranging further training for them.

Recently, three employees of the company called on the company's president to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately, two thirds of all employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualification or performance. They insisted that 'community activity' was not actually a part of their job and that what they do off the job is none of the company's business. They expressed their opinion that employees should organize a union and insist that salary increases be automatic.

The threat of a union caused concern to the officers of the company. This particular experience convinced top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the chief executive feels that performance appraisal is a dangerous source of friction and its hazards outweigh its values so it should be discontinued altogether.

Questions :

- a) How far do you agree with the management that performance appraisal should be discontinued ?
- b) If you were the HR manager, how would you tackle the situation ?
- c) What modifications would you suggest in the performance appraisal system of the company ?





III Semester M.B.A. (Day and Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)

MANAGEMENT

Paper – 3.3.3 : Investment Analysis and Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five of the following. Each question carries five marks. (5×5=25)

1. What is Investment ? Differentiate between Investment, Trading and Speculation.
2. Define non-marketable financial assets. How do they differ from marketable financial assets in terms of liquidity and tradability ?
3. What is meant by P/E ratio ? What is the logic of using this concept in investment decision ?
4. The following information is available.

	Stock A	Stock B
Expected return	12%	26%
Standard deviation	15%	21%
Coefficient of correlation	0.30	

- a) What is the covariance between stocks A and B ?
 - b) What is the expected return and risk of a portfolio in which A and B are weighted 3 : 7 ?
5. An investor purchases a bond at a price of Rs. 900 with Rs. 100 as a coupon payment and sold at Rs. 1,000, what is his holding period return and if the bond is sold for Rs. 750 after receiving Rs. 100 as coupon payment, then what is the holding period return ?





6. Assume you are a portfolio manager, based on the following details determine the securities that are overpriced and underpriced.

Stock Return	Actual Return (%)	Beta
Hindustan Zinc	17	1.3
Asian Paints	14.5	0.8
Maruti Udyog	15.5	1.1
Purvi Electronics	18	1.7
Nifty Index	15	1
T-Bills	10	0

7. Cinderella Mutual Funds has the following assets in Scheme Rudolf at the close of business on 31st March 2023.

Company	No. of Shares	Market price per share
Nairobi Ltd.	25000	Rs. 20
Dakar Ltd.	35000	Rs. 300
Senegal Ltd.	29000	Rs. 380
Cario Ltd.	40000	Rs. 500

The total number of units of Scheme Rudolf is 10 Lakhs. The Scheme Rudolf has accrued Expenses of Rs. 2,50,000 and other liabilities of Rs. 2,00,000. Calculate the NAV per unit of the Scheme Rudolf.

SECTION – B

Answer **any three** questions. Each question carries 10 marks. (3×10=30)

8. "Fundamental Analysis provides an analytical framework for rational investment decision-making". Discuss.
9. Explain CAPM theory and its validity in the stock market.
10. Consider the following information for three mutual funds, X, Y and Z and the market.

Portfolio	Mean return (%)	Standard Deviation (%)	Correlation Co-efficient
X	18	27	0.8
Y	14	18	0.6
Z	15	8	0.9
Market	13	12	–

Risk free rate of interest is 9.

- a) Rank these portfolios using Sharpe's and Treynor's methods.
b) Compare both the indices.





11. An investor wants to build a portfolio with the following four stocks. With the given details, find out his portfolio return and portfolio variance. The investment is spread equally over the stocks. Market Return = 11 and Market Return Variance = 26.

Company	Alpha	Beta	σ_{ei}^2
Sneha	0.17	0.93	45.15
Neha	2.48	1.37	132.25
Asha	1.47	1.73	196.28
Priya	2.52	1.17	51.98

SECTION – C

12. **Compulsory** question. It carries **fifteen** marks. (1×15=15)

An investor holds two stocks A and B. An analyst prepared ex-ante probability distribution for the possible economic scenarios and the conditional returns for two stocks and the market index as shown below.

	Probability	Conditional Returns (%)		
		A	B	Market
Growth	0.3	20	25	16
Stagnation	0.5	12	15	10
Recession	0.2	-3	-7	-3

The risk-free rate during the next year is expected to be around 11%. Determine whether the investor should liquidate his holdings in stocks A and B or on the contrary make fresh investments in them. CAPM assumptions are holding true.





PG – 713

III Semester M.B.A. (Day & Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)
MANAGEMENT

Paper – 3.3.2/3.7.3 : Indian Financial Systems

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries 5 marks. (5×5=25)

1. Discuss briefly about the overview of global financial system.
2. Examine the role of State Financial Corporations in promoting Small Scale Industries in India.
3. Define NBFC. Explain the principal business of NBFC.
4. Explain different types of fund based financial services offered by financial institutions.
5. Discuss the pre-issue activities of a merchant banker.
6. What is credit rating ? What are the advantages and disadvantages of credit rating ?
7. Discuss the various money market instruments.

SECTION – B

Answer **any three** questions. **Each** question carries 10 marks. (3×10=30)

8. Discuss in detail the constituents of Indian Financial System.
9. Discuss the various functions of merchant banking.
10. Describe the role and functions of stock exchange.
11. Give a detailed account of the mutual fund schemes offered by some of the leading mutual fund companies in India.



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SECTION – C

12. Compulsory Question.

(1×15=15)

SD Ltd. wants to purchase a machine worth ₹ 25,00,000. It has two options-either :

- i) to acquire the asset by taking a bank loan @ 12% p.a. repayable in 5 yearly instalments of ₹ 5,00,000 each plus interest or
- ii) to lease the asset at yearly rental of ₹ 7,00,000 for 5 years.

In both the cases, the instalment is payable at the end of the year.

The company discounts its cash flows @ 14% (after tax).

Depreciation is to be taken at 20% on Written Down Value Method.

The company's tax rate is 34%.

You are required to advise which of the financing options is to be exercised and reason there of.

Year	1	2	3	4	5	Total
PV Factor @ 14%	0.877	0.769	0.675	0.592	0.519	3.432

Show amount to the nearest rupee.





PG – 720

III Semester M.B.A. (Day and Eve.) Examination, June/July 2024

(CBCS) (2022 – 23)

MANAGEMENT

Paper – 3.5.2 : Team Dynamics at Work

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five of the following. Each question carries 5 marks. (5×5=25)

1. What are the benefits of team building ?
2. Explain the term sensitivity training.
3. Discuss the principles of employee engagement.
4. What are the different types of negotiation ?
5. Explain the determinants of team morale.
6. Discuss the team building strategies at the work place.
7. Discuss the causes of work stress.

SECTION – B

Answer any three of the following. Each question carries ten marks. (3×10=30)

8. What are the causes of group conflict ?
9. Discuss the types of culture in an organisation.
10. Explain the process of communication in an organisation.
11. Explain the levels of stress management in the organisation.



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SECTION – C

12. **Compulsory (Case study) :** (1×15=15)

Miller's Department Store, a once-thriving retail giant, faces declining sales and low employee morale. The rise of online shopping has impacted foot traffic, and a recent merger with a competitor has led to restructuring, job cuts and uncertainty. Sales associates feel undervalued and disconnected from their colleagues and the company's mission.

Management recognizes the need to revitalize the workforce and foster a more collaborative and customer-centric environment. Low morale among sales associates translates into poor customer service, further hindering sales.

Miller's implements a multi-faceted team-building initiative :

- 1) **Cross-Departmental Collaboration :** Instead of traditional departmental silos, Miller's creates cross-functional teams comprised of sales associates from different departments (clothing, electronics, etc.). These teams work together on projects like creating engaging in-store displays that showcase complementary products.
- 2) **Customer Service Training and Recognition :** Refreshed customer service training focuses on building customer relationships and exceeding expectations. Additionally, a new employee recognition program rewards associates who consistently receive positive customer feedback.
- 3) **"Millennial Mentorship" :** Recognizing the tech-savvy nature of younger employees, Miller's launches a "Millennial Mentorship" program. Younger associates share their online marketing and social media expertise with their more seasoned colleagues, fostering intergenerational collaboration.
- 4) **Team-Building Activities :** Regular team-building activities like escape rooms and volunteering opportunities aim to enhance communication, problem-solving skills and camaraderie among associates.

Questions :

- a) How do each of the implemented programs (cross-departmental collaboration, training, mentorship and activities) address the core issues of low morale and disconnectedness among employees ?
- b) What relevant metrics can Miller's use to measure the effectiveness of their team-building efforts ?
- c) What are potential challenges in sustaining these team-building efforts over time ?





PG – 734

**III Semester M.B.A. (Day and Eve.) Examination, June/July 2024
(CBCS) (2022-23)
MANAGEMENT**

Paper – 3.12.2 : Supply Chain Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any 5 of the following questions.

(5×5=25)

1. What are the factors affecting the network design ?
2. Briefly explain the different modes of transportation and their performances.
3. Elucidate demand management in operations planning.
4. What are the benefits in improving the Transportation Infrastructure in SCM ?
5. Explain the concept of reverse logistics.
6. Discuss about applications and effect of PUSH and PULL strategy in SCM.
7. What are the functions of SCM ?

SECTION – B

Answer any 3 questions. Each question carries 10 marks.

(3×10=30)

8. Define CPFR. Analyze the various steps involved in CPFR process.
9. What are the steps involved in building the Global Sourcing Model in SCM ?
10. Discuss about Bullwhip effect in SCM. What are the cause of Bullwhip effect and how to manage it ? Explain with necessary examples.
11. Analyze the factors influencing network design decisions with suitable examples.



P.T.O.



SECTION – C

12. Compulsory (Case study).

(1×15=15)

XYZ motor corporation is Japan's top auto manufacturer and has experienced significant growth in global sales over last two decades. As Key issue facing XYZ is the design of its global production and distribution networks. Part of XYZ global strategy is to open factories in every market it serves.

XYZ must decide what the production capability of each of the factories will be as this as a significant impact on the desired distribution system. At one extreme each plant can be equipped only for local production. At the other extreme each plant is capable of supplying every market.

Prior to 1996 XYZ used specified local factories for each market. After Asian financial crisis in 1996/1997, XYZ redesigned its plants so that it can also export to markets that remain strong when the local market weakens. XYZ call this strongly "Global Complementation".

Whether to be Global or local is also an issue for XYZ's parts plants should they be designed for local consumption or should there be few parts plants globally that supply multiple assembly plants ? For any global manufacturers like XYZ. One must address the following questions regarding the configuration and capability of the supply chain.

Answer the following questions :

- a) Where should the plants to be located and what degree of flexibility should be built into each ?
- b) Should plants be able to produce for all makers or only specific contingency markets ?
- c) How should markets be allocated to plants and how frequently should this allocation be revised ?
- d) What kind of flexibility should be built into the distribution system ?





III Semester M.B.A. (Day & Eve.) Examination, June/July 2024

(CBCS) (2022 – 23)

MANAGEMENT

Paper – 3.12.1 : Inventory Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks. **(5×5=25)**

1. Differentiate between independent and dependent demands in inventory management. Provide examples for each.
2. What are the benefits of traceability and variety reduction in inventory planning ? Provide examples to illustrate.
3. Explain the concept of Joint Replenishment Inventory Problem (JRIP) and its relevance in inventory management.
4. Describe the Just-In-Time (JIT) inventory system. What are its advantages and challenges ?
5. How does lead time management contribute to improving inventory management efficiency ? Provide examples to illustrate.
6. Discuss the importance of inventory coding systems in inventory management.
7. Explain the concept of inventory carrying cost with examples.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **10** marks. **(3×10=30)**

8. Compare and contrast different inventory systems such as periodic review and continuous review systems. What are the advantages and disadvantages of each ?
9. Explain the concepts of Economic Order Quantity (EOQ) and Reorder Point (ROP) in inventory replenishment. How are they calculated and applied ?
10. Explain the importance of demand forecasting in effective inventory management. What methods are commonly used for demand forecasting ?
11. Discuss the fundamentals of ERP (Enterprise Resource Planning) systems in the context of inventory management. How do they integrate inventory data across different functions ?





SECTION – C

12. Case Study (Compulsory question).

(1×15=15)

In a bustling manufacturing facility, ABC Manufacturing, renowned for its precision engineering, faced a daunting challenge in optimizing its inventory operations. The company's inventory accuracy had been faltering, leading to stockouts of critical components and excess inventory of slow-moving items, both of which were detrimental to production efficiency and financial performance. Recognizing the urgency of the situation, the management decided to overhaul their inventory operations by implementing a Just-In-Time (JIT) inventory system. This shift aimed to streamline inventory replenishment processes, minimize carrying costs, and improve overall inventory management efficiency. As part of the JIT implementation, ABC Manufacturing conducted a thorough analysis of its demand patterns, supplier lead times, and production schedules to determine optimal reorder points and order quantities for each inventory item. Additionally, they invested in advanced inventory tracking technology and barcode systems to enhance inventory accuracy and real-time monitoring of stock levels. Moreover, the company established closer relationships with key suppliers to ensure timely deliveries and reduce the risk of stockouts. The JIT system enabled ABC Manufacturing to achieve significant improvements in inventory turnover, reducing excess inventory levels while ensuring a consistent supply of materials for production. As a result, the company experienced enhanced production flexibility, reduced carrying costs and improved cash flow. However, the transition to JIT was not without its challenges, as it required significant changes in the company's procurement, production, and logistics processes. Moreover, maintaining accurate demand forecasts and managing supplier relationships remained ongoing concerns for ABC Manufacturing. Despite these challenges, the successful implementation of the JIT inventory system marked a significant milestone in the company's journey towards operational excellence and competitive advantage.

Questions :

- a) What were the main challenges faced by ABC Manufacturing in its inventory operations prior to implementing the JIT system ?
- b) How did the JIT system address these challenges and contribute to improving inventory management efficiency at ABC Manufacturing ?
- c) What were the key factors considered by ABC Manufacturing in determining optimal reorder points and order quantities under the JIT system ?
- d) Explain the ongoing challenges and considerations for ABC Manufacturing in maintaining the effectiveness of the JIT inventory system, particularly regarding demand forecasting and supplier relationships.





PG – 719

**III Semester M.B.A. (Day & Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)**

MANAGEMENT

Paper – 3.5.1 : Learning and Development

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions from the following. **Each** question carries **5** marks.

(5×5=25)

1. Discuss the need and importance of training and development in an organizations.
2. Explain the phases involved in assessment, training and development, highlighting their significance in organizational growth.
3. Explain the difference between training and development in any industry.
4. How does organizational development contribute to the overall growth of an organization ?
5. Describe various training methods, including both on-the-job and off-the-job approaches.
6. Explain the concept of Human Resource Development (HRD) at micro and macro levels.
7. Compare and contrast various methods of management development. How do leader-centered techniques contribute to enhancing leadership capabilities within organizations ?

SECTION – B

Answer **any three** questions from the following. **Each** question carries **10** marks.

(3×10=30)

8. Explain the training cycle using some suitable industrial examples.
9. Evaluate the role of need assessment and analysis in organizational development. Discuss the methods and techniques used in conducting need assessments.



P.T.O.



10. Discuss the various HRD sub-systems and their role in organizational growth and development.
11. Discuss the challenges organizations face in managing career development for their employees.

SECTION – C

12. **Compulsory Case Study :** **(1×15=15)**

"Navigating Change : HRD Strategies in a Merger"

Alpha Corporation, a leading player in the pharmaceutical industry, recently acquired Beta Pharmaceuticals, a smaller competitor known for its innovative drug research. The merger was aimed at expanding Alpha's product portfolio and market reach. However, the integration process presented numerous challenges, particularly in terms of managing human resources and organizational culture.

Case Description :

Following the merger, Alpha Corporation's Human Resource Development (HRD) department played a pivotal role in facilitating a smooth transition and ensuring employee satisfaction and productivity. The HRD team initiated several strategies to address the challenges arising from the merger :

- A) **Cultural Integration :** Recognizing the differences in organizational culture between Alpha and Beta, the HRD team organized workshops and team-building activities to foster collaboration and mutual understanding among employees from both companies. They encouraged open communication channels and facilitated cultural sensitivity training to promote respect and inclusivity.
- B) **Talent Management :** With the influx of new employees from Beta Pharmaceuticals, the HRD team implemented talent management programs to identify and develop high-potential individuals within the merged entity. They provided opportunities for cross-functional training and career development to ensure that employees felt valued and motivated during the transition period.
- C) **Change Management :** Understanding the resistance to change that often accompanies mergers, the HRD team proactively addressed employee concerns and uncertainties. They conducted regular communication sessions to keep employees informed about the merger process and solicited feedback to address any issues or misconceptions promptly.





D) Leadership Development : Recognizing the importance of strong leadership during times of change, the HRD team offered leadership development programs tailored to the specific needs of managers and executives within the merged organization. These programs focused on change management skills, effective communication and strategic decision-making.

Despite the inevitable challenges, Alpha Corporation's HRD strategies played a crucial role in fostering a positive work environment and ensuring a successful merger transition.

Questions :

- a) How did Alpha Corporation's HRD strategies contribute to the successful integration of Beta Pharmaceuticals following the merger ? Discuss the importance of cultural integration, talent management and change management in merger scenarios.
- b) What lessons can other organizations learn from Alpha Corporation's approach to managing human resources during mergers and acquisitions ? How can HRD practices be leveraged to minimize disruptions and maximize employee engagement and productivity during periods of organizational change ?





III Semester M.B.A. (Day & Eve.) Examination, June/July 2024
(CBCS) (2022-23)
MANAGEMENT

3.3.1 : Business Valuation and Value Based Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **five** marks.

(5×5=25)

1. "The DuPont Analysis provides insights into profitability, efficiency and leverage"
– Discuss.
2. Explain valuation of intangible assets.
3. Distinguish between Spin off, Split off and Split up.
4. Explain Mckinsey Model for value based management.
5. In the current year, a firm has reported a profit of Rs. 65 lakh, after paying taxes @ 35 per cent. On close examination, the analyst ascertains that the current year's income includes :
 - a) Extraordinary income of Rs. 10 lakh, and
 - b) Extraordinary loss of Rs. 3 lakh.

Apart from the existing operations, which are normal in nature, and are likely to continue in future, the company expects to launch a new product in the coming year. Revenue and cost estimates in respect of the new product are as follows :

	Rs. in Lakhs
Sales	60
Material Cost	15
Labour Cost (additional)	10
Allocated Fixed Costs	05
Additional Fixed Costs	08

From the above given information, compute the value of the business, given that capitalization rate applicable to such business in the market is 15 per cent.





6. X Ltd., is considering a proposal to acquire Y Ltd. Their financial information is given below :

	X Ltd.,	Y Ltd.,
Market capitalization	Rs. 30 million	Rs. 10.8 million
Number of outstanding shares	1 million	0.6 million
Market price per share	Rs. 30	Rs. 18

X Ltd., intend to pay Rs. 14 million in cash for Y Ltd. If Y Ltd's market price reflects only its value as a separate entity, calculate the cost of the merger :

- When the merger is financed by cash.
 - When the merger is financed by stock.
7. Techno Co. Ltd., is studying the possible acquisition of Info Co. Ltd., by way of merger. The following data are available in respect of the companies :

	Techno Co. Ltd.	Info Co. Ltd.
Earnings after tax (Rs.)	2,00,000	60,000
Number of equity shares	40,000	10,000
Market value per share (Rs.)	15	12

- If the merger goes through by exchange of equity and the exchange ratio is based on the current market price, what is the new earning per share for Techno Co. Ltd ?
- Info Co. Ltd. wants to be sure that the earnings available to its shareholders will not be diminished by the merger. What should be the exchange ratio in that case ?

SECTION – B

Answer **any three** of the following questions. **Each** question carries **ten** marks.

(3×10=30)

8. Consider a firm that has existing assets in which it has capital invested of Rs.100 million. Assume these additional facts about the firm.
- The after-tax operating income on assets in place is Rs. 15 million. This return on capital of 15% is expected to be sustain in the future and the company has a cost of capital of 10%.





- At the beginning of each of next 5 years the firm is expected to make investment of Rs. 10 million each. These investments are also expected to earn 15% as a return on capital and the cost of capital is expected to remain 10%.
- After year 5, the company will continue to make investments and earning will grow 5% a year, but the new investments will have return on capital of 10%.
- All assets and investments are expected to have infinite lives. Thus, the assets in place and the investment made in the first 5 years will make 15% a year in perpetuity with no growth.

Value the company using Economic Value added approach.

9. Following information is provided relating to the acquiring company Mani Ltd., and the target company Ratnam Ltd. :

	Mani Ltd.	Ratnam Ltd.
Earnings after tax (Rs. Lakhs)	2,000	4,000
Number of shares outstanding (Lakhs)	200	1,000
P/E ratio (number of times)	10	5

- i) What is the swap ratio based on current market price ?
 - ii) What is the EPS of Mani Ltd., after the acquisition ?
 - iii) What is the expected market price per share of Mani Ltd., after the acquisition, assuming its P/E ratio is adversely affected by 10% ?
 - iv) Determine the market value of the merged company.
 - v) Calculate gain/loss for the shareholders of the two independent entities, due to the merger.
10. Explain different approaches and techniques of corporate valuation.
11. Discuss the pre-offer and post-offer antitakeover defense strategies





SECTION - C

12. **Compulsory question.** It carries **fifteen marks.** (1×15=15)

Magnavision Corporation is expected to grow at a higher rate for 4 years; thereafter the growth rate will fall and stabilize at a lower level. The following information has been assembled :

Base Year (Year 0) Information

Revenues	= Rs. 3,000 million.
EBIT	= Rs. 500 million.
Capital expenditure	= Rs. 350 million.
Depreciation	= Rs. 250 million.
Working capital as a percentage of revenues	= 25
Corporate tax rate (for all time)	= 30%
Paid up Equity Capital (Rs. 10 par)	= Rs. 400 million.
Market value of Debt	= Rs. 1,200 million.

Input for the High Growth Period

Length of the high growth phase	4 years
Growth rate in revenues, depreciation, EBIT and Capital expenditure	20%
Working capital as a percentage of revenues	25
Cost of debt (pre-tax)	13%
Debt-equity ratio	1 : 1
Risk-free rate	11%
Market risk premium	7%
Equity beta	1.129

Input for the Stable Growth Period

Expected growth rate in revenues and EBIT	10%
Capital expenditures are offset by depreciation	
Working capital as a percentage of revenues	25
Cost of debt (pre-tax)	12.14%
Risk-free rate	10%
Market risk premium	6%
Equity beta	1
Debt-equity ratio	2 : 3

Questions :

- What is the WACC for the high growth phase and stable growth phase?
- What is the value of the firm ?





PG – 711

III Semester M.B.A. (Day & Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)
MANAGEMENT

Paper – 3.2 : Project and Operations Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions. **Each** question carries **five** marks. **(5×5=25)**

1. What are the five phases of project management ? Explain each phase briefly.
2. How is a project different from daily operations of a business firm ? Explain with suitable examples.
3. Explain the interdependent relationship of production management with the other functions of a business.
4. Discuss the seven wastes in production with appropriate examples.
5. Explain the meaning and application of the six sigma concept in production.
6. What are quality circles ? How do they support efficiency in a business firm ?
7. What is meant by vendor selection and rating ?

SECTION – B

Answer **any three** questions. **Each** question carries **ten** marks. **(3×10=30)**

8. Explain how inventory management is done and how it is useful in a manufacturing firm.
9. What is meant by maintenance ? What are its types ? Why is maintenance necessary ?
10. What is forecasting ? Explain with suitable examples how forecasting is done by a manager of business firm.
11. What are the characteristics of quality ? What are the tools used in quality management ? Illustrate your answer.



P.T.O.



SECTION – C

This is a **compulsory** question. It carries **fifteen** marks.

(1×15=15)

12. An Indian manufacturer of iron and steel is looking for a foreign location to set up a new manufacturing facility. There are four different locations that are probably good for setting up the facility according to the latest research done by the executives of the company. The following data provides clues on the ways to select the appropriate location availability. You are the management expert appointed by the manufacturer to select the suitable facility location.

Key performance indicators	Weights	Sri Lanka	Bangladesh	Bhutan	Maldives
1. Proximity to market	0.10	10	12	14	9
2. Availability of sufficient space	0.20	9	8	10	7
3. Qualified labour	0.05	12	15	18	14
4. Customer accessibility	0.05	17	20	22	18
5. Local community support	0.30	15	16	17	16
6. Local Government laws	0.15	19	18	21	18
7. Climate conditions	0.15	20	21	25	22

Questions :

- As a management expert, calculate the best factor rating for the four different locations. Advice on the best location.
- Prepare a report to the Board of Directors of the manufacturing facility regarding the following : Apart from the above factors, what are the other important dynamics that you need to consider when selecting a good location for setting up the manufacturing facility ?





PG – 710

III Semester M.B.A. (Day & Eve.) Examination, June/July 2024

(CBCS) (2022 – 23)

MANAGEMENT

Paper – 3.1 : Strategic Management and Corporate Governance

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks. **(5×5=25)**

1. Define the concepts of vision and mission in strategic management. Discuss their respective roles in shaping organizational identity.
2. Discuss the porter's five force model of industry analysis with suitable illustration.
3. Discuss the components of the external environment analysis. How does conducting a PESTEL analysis contribute to strategic decision-making ?
4. Discuss the BCG Matrix and its relevance in strategic management.
5. Define strategic control. Explain the types of strategic control.
6. Define corporate governance and discuss its importance in modern business practices.
7. Write the differences between SWOT Analysis and TOWS Matrix.

SECTION – B

Answer **any three** questions. **Each** question carries **10** marks. **(3×10=30)**

8. Explain the concept of corporate level strategies. Provide examples of companies that have implemented each strategy and discuss their outcomes.
9. Describe in detail the strategic management process.
10. Discuss the Mc Kinsey's 7s Framework in organizational analysis. How do the seven elements interrelate to drive organizational effectiveness ?
11. Write short notes on :
 - a) Business strategy.
 - b) Blue Ocean strategy.



P.T.O.



SECTION – C

12. **Compulsory.** Case study.

(1×15=15)

Starbucks Corporation, the global coffee giant, has been on a remarkable journey of expansion since its humble beginnings in Seattle, Washington, in 1971. With a strategic focus on delivering a premium coffee experience coupled with an inviting atmosphere, Starbucks has successfully penetrated markets worldwide, becoming synonymous with quality and convenience. Leveraging its strong brand recognition and unwavering commitment to customer satisfaction, Starbucks has navigated diverse cultural landscapes, adapting its offerings to suit local tastes while maintaining consistency in its core values.

One key factor driving Starbucks' global success is its ability to innovate and adapt to evolving consumer preferences. By investing in research and development, the company continuously introduces new beverages and food items, staying ahead of competitors and catering to diverse palates. Moreover, Starbucks' emphasis on digitalization, with initiatives like mobile ordering and payment systems, has enhanced the customer experience, further solidifying its position as a leader in the industry. Despite encountering challenges such as cultural differences and regulatory hurdles, Starbucks' strategic approach to global expansion has proven resilient, demonstrating the power of a strong brand and a customer-centric mindset in conquering new markets.

Questions :

- a) Discuss the role of innovation, particularly in digitalization, in Starbucks' global expansion strategy. How has technology enhanced the customer experience and contributed to the company's success ?
- b) Evaluate the challenges Starbucks has faced in entering new markets and how it has overcome them. What lessons can other companies learn from Starbucks' approach to global expansion ?
- c) What recommendations would you propose to Starbucks' management team to sustain its momentum in global expansion and ensure continued growth in an increasingly competitive landscape ?

