

CHOICE BASED CREDIT SYSTEM
MBA THIRD SEMESTER DEGREE EXAMINATION APRIL 2024
MASTER OF BUSINESS ADMINISTRATION

Business Ethics, Corporate Governance, and Change Management

Duration:3 Hours

Max Marks:70

Section- A

I. Answer any Five of the following :

5×10= 50

1. Evaluate the ethical responsibilities of business entities with significant environmental impacts, such as fossil fuels or manufacturing.
2. Explain the importance of ethical decision-making in business. How can unethical behavior impact stakeholders, organizational reputation, and long-term success?
3. Judge the role of government agencies in promoting transparency, accountability, and ethical conduct in corporate governance.
4. Analyse the benefits of corporate philanthropy for sustainable business.
5. Explain the impact of organisational change on employee performance.
6. Discuss the driving forces and restraining forces blocking the change in organisation.

Section- B(compulsory)

II. Answer The Following Questions :

1×20= 20

7. At Bank of India, corporate social responsibility is basically the care and concern for the deprived and the community at large. Social responsibility is a function of the banking industry where by the Bank focuses on those below poverty line and the communities that qualify for schematic lending under the various government sponsored programs. The focus is on ensuring that they become self-sufficient and can achieve the desired goals to improve their living standards. The Bank has a policy of recruiting the blind and disabled and has a committee to monitor and prevent any sexual harassment at the work place. Employees always volunteer to support NGOs in noble causes such as Eye donations/ Blood donation camps. The top management not only involves in such a cause but also actively supports it. Well known NGOs who have been on the scene for quite a few years and doing services to the community over the years are supported in their cause. The

programs are monitored by the zonal offices spread over 43 zones that ensure the end of the funds donated to the NGOs. The relationship with some of the NGOs is on a continuous basis like that with the cancer foundation. The Bank is truly a bank of India, as the name indicates, with over 2600 branches and 43 zonal offices and has a good representation both in metro, urban and rural India. It is, therefore, natural that CSR should spread across state borders and is not limited to where the Bank is headquartered.

Business ethics and governance are separate issues. The money contributed towards CSR activities are monitored by the concerned zonal offices and the NGOs are asked to submit receipts and photographs justifying end use of funds. Employees have always contributed whenever there has been a major disaster by donating a day's wages, which along with the Bank's contribution, collectively works out to a few million rupees. Their employees are involved in a systematic monitoring of the activities for which the funds have been donated. The objective is to ensure that there is total involvement of both the management and the employees while the mission would be to succeed in making life better for poorest of the poor and the downtrodden.

As part of its centenary celebrations, the Bank of India has adopted 101 villages. Employees too are very considerate when it comes to serving a social cause and the Officers' association and the Unions have always been organising blood donation drives, adoption of village and free cancer detection camp.

Question:

1. Discuss the rationale behind the implementation of Corporate Social Responsibility at Bank of India. **(20 marks)**

CHOICE BASED CREDIT SYSTEM
MBA THIRD SEMESTER DEGREE EXAMINATION APRIL 2024
MASTER OF BUSINESS ADMINISTRATION
Management Science

Duration:3 Hours

Max Marks:70

Section- A**I. Answer any Five of the following :****5×10= 50**

1. Discuss the limitations in the use of operations research models.
2. Consider the following problem faced by a production planner in a soft drink plant. He has two bottling machines A and B. A is designed for 8-ounce bottles and B for 16-ounce bottles. However, each can be used on both types with some loss of efficiency. The following data is available:

Machine	8-ounce bottles	16-ounce bottles
A	100/minute	40/minute
B	60/minute	75/minute

Each machine can be run 8-hours per day, 5 days per week. Profit on a 8-ounce bottle is 25 rupees and on a 16-ounce bottle is 35 rupees. Weekly production of the drink cannot exceed 30,000 ounces and the market can absorb 25,000 eight-ounce bottles and 7,000 sixteen ounce bottles per week. The planner wishes to maximize his profit subject, of course, to all the production and marketing restrictions. Formulate this as a linear programming problem.

3. What are the considerations leading to replacement of items? Explain with suitable examples.
4. Identify the reasons for using simulation in management practice.
5. A single channel single phase model is the most widely used queuing model. Describe it in detail.
6. Define dynamic programming. Explain the characteristics of dynamic programming models.

Section- B(compulsory)

II. Answer The Following Questions :

1×20= 20

7. Machine A costs Rs.30,000 and Machine B cost Rs. 40,000. Both the machines have negligible scrap value and their running costs for different years of service are as below.

Year	1	2	3	4	5	6	7
Machine A (Rs.)	2000	3000	5000	7500	12000	15000	20000
Machine B (Rs.)	2000	3000	4000	6000	8000	11000	14000

If one of these machines has to be chosen for purchase, which one would you suggest as more economical? For both the machines write down the optional replacement schedule.

22MBAH303

Reg No :

CHOICE BASED CREDIT SYSTEM
MBA THIRD SEMESTER DEGREE EXAMINATION APRIL 2024
MASTER OF BUSINESS ADMINISTRATION
Crafting and Executing Strategy

Duration:3 Hours

Max Marks:70

Section- A

I. Answer any Five of the following :

5×10= 50

1. Differentiate between Intended and Extended Strategy. Explain this with an example from an Indian Startup Ecosystem.
2. Define objectives and goals, how is goal setting relevant in strategic planning.
3. Explain VRIO framework in depth.
4. Discuss the costs and advantages of product differentiation.
5. What is vertical integration? Explain the types with examples.
6. Enumerate the different types of organizational structures.

Section- B(compulsory)

II. Answer The Following Questions :

1×20= 20

7. Strategically analyse why Mangaluru market is favourable towards Ice cream. Differentiate among major competitors in the region.

CHOICE BASED CREDIT SYSTEM
MBA THIRD SEMESTER DEGREE EXAMINATION APRIL 2024
MASTER OF BUSINESS ADMINISTRATION
Principles of Corporate Finance

Duration:3 Hours

Max Marks:70

Section- A

I. Answer any Five of the following :

5×10= 50

1. Examine the similarities between Firm Value and Equity Value.
2. Appraise Discount rates and Compounding periods.
3. Stock X and Y display following returns for 3 years:

YEAR	Returns	
	X %	Y %
2018	14	12
2019	16	18
2020	20	15

- a) Calculate the expected return on portfolio made up of 40% X and 60% of Y?(4 Marks)
 - b) Calculate the standard deviation of each stock? (3 Marks)
 - c) Calculate the less risky stock? (3 Marks)
4. Solve the following :
 - a. Company A has a cost of equity capital of 15%. While the owners' marginal tax rate vary among industries due to different types of investors attracted, approximate value for company A for t and B are established at 40% and 3% respectively. Using the average value for the owners, marginal tax and brokerage fees, determine the cost of retained earnings for company A. (5 Marks)
 - b. The market price of Ambujaproducts equity share is ₹500 per share and floatation costs are ₹10 per share. If the dividend is ₹25 and has been growing at an annual rate of 20% determine the cost of equity capital. (5 Marks)
 5. Illustrate the different loan repayment methods.
 6. Illustrate the application of time value of money in capital budgeting.

Section- B(compulsory)

II. Answer The Following Questions :

1×20= 20

7. Calculate the following:

1. Determine the After tax (Post tax) Cost of debt for Grand Company from the following, with the rate of tax being 20% :

Debt	Amount (₹)	Pretax Interest Rate (%)
Bonds, Series A	2000	10
Mortgage	3000	10.5
Bonds, Series B	1500	11
Bonds, Series C	4000	11.5
	10500	

(10 Marks)

2. Calculate the weighted average cost of capital from the following :

Particulars	Market value(₹)	Book value (₹)	Cost (%)
Equity capital	90000	110000	18
Preference capital	50000	20000	15
Secured debt	40000	40000	14

(10 Marks)

CHOICE BASED CREDIT SYSTEM
MBA THIRD SEMESTER DEGREE EXAMINATION APRIL 2024
MASTER OF BUSINESS ADMINISTRATION
Analysis of Investments and Management of Portfolios

Duration:3 Hours

Max Marks:70

Section- A**I. Answer any Five of the following :****5×10= 50**

1. Appraise margin trading.
2. Illustrate the qualitative factors in company analysis.
3. Following information pertains to a two assets portfolio. Correlation co-efficient of two stocks is 0.55 with the help of information given compute portfolio return and portfolio risk.

Particulars	Stock x	Stock y
Expected return	14%	13%
Standard deviation,	3%	2%
Proportion of investment	0.45	0.55

4. Appraise the different dividend discount models.
5. Explain the advantages of bonds.
6. Explain how portfolio execution can be undertaken.

Section- B (Compulsory)**II. Answer The Following Questions :****1×20= 20**

7. Calculate the following:
 - a) Investment X and Y have following returns on specified events.

Events	Joint probability	Returns	
		X (%)	Y (%)
1	0.4	3	0
2	0.5	2	5
3	0.1	0	3

Calculate the variance of return of X and Y, covariance and coefficient of correlation.

(10 Marks)

b) Calculate the expected return and standard deviation of stocks X and Y which display the following returns over the past 3 years:

Year	Return	
	X (%)	Y (%)
2019	15	13
2020	18	20
2021	20	15

(10 Marks)

CHOICE BASED CREDIT SYSTEM
MBA THIRD SEMESTER DEGREE EXAMINATION APRIL 2024
MASTER OF BUSINESS ADMINISTRATION
Performance Management

Duration:3 Hours

Max Marks:70

Section- A

I. Answer any Five of the following :**5×10= 50**

1. Examine the characteristics of an ideal performance management system.
2. Evaluate the effectiveness of your approach to addressing performance issues and fostering employee development within your team.
3. Explain why the usefulness of a performance management system relies to a large degree on its relationship with the organization and unit's strategic plans.
4. Explain the determinants of performance with suitable examples.
5. Determine the unintentional and intentional types of errors that raters are likely to make in evaluating performance.
6. Explain the characteristics of good objectives. Using this list as our guide, let us return to the position training specialist/consultant leadership & team development at target corporation.

Section- B(compulsory)

II. Answer The Following Questions :**1×20= 20**

7. Car Restoration Business (CRB, Inc.) is interviewing you for a position as its human resources manager on a part-time basis, working 20 hours per week, while you complete your degree. You would be the first HR manager they have ever been able to afford to hire, and the husband-and-wife owners (Al and Mary Brown) have been operating the small business for 10 years. In addition to you, they recently hired a part-time janitor. This brought the paid staff to six full-time employees: a foreman who is responsible for scheduling and overseeing the work, two auto body repair workers, a person who disassembles and reassembles cars, a painter, and a detail person who assists the painter with getting the car ready to paint and sanding and waxing it afterward. Al Brown handles sales and estimating prices, runs errands, and chases down parts, and envisions the future. Mary has been doing the bookkeeping and general paperwork.

The owners and employees are very proud of CRB's reputation for doing 'high quality work in the restoration of old cars made as far back as the 1930s. CRB pays its employees based on "flagged hours," which are the number of paid hours that were estimated to complete the work (e.g., the estimate may say that it will take three hours to straighten a fender and prepare it for painting. When the auto body repair worker has completed straightening the fender, he would "flag" completion of three hours, whether it took him two or six hours to complete the work. It is to his benefit to be very fast and very good at what he does). CRB pays the workers 40% of what it charges the customer for the flagged hours; the other funds are used to pay the employer's share of the taxes and overhead, with a small margin for profit. The foreman, who does some "flagged hours" auto body repair himself, is also paid a 5% commission on all the labor hours of the other employees, after the car is accepted as complete by the customer and the customer pays for the completed work. Employees are given feedback by AI, the foreman, and by customers on an infrequent basis. Right now, everything is going well and the employees are working as a team. In the past, the situation was less certain and some employees had to be fired for poor work. When an employee filed for government-paid unemployment compensation saying that he was out of work through no fault of his own, CRB challenged the filing, and was able to prove that AI had given a memo to the employee requesting improvements in quality or quantity of work. There has never been a formal planning or appraisal process at CRB.

Answer Mary's questions based on your understanding of this small business:

- a) Explain any dangers our company faces if we do not have a performance management system. What could be a problem if we go with a poorly implemented system? **(5 Marks)**
- b) Explain how we could tie our current reward system to a performance management system. **(5 Marks)**
- c) What 10 characteristics, at a minimum, should we include in a performance management system? Explain your answer with one to three sentences for each characteristic you recommend. **(5 Marks)**
- d) Discuss benefits that such a system would provide for us as owners and for our employees. **(5 Marks)**

CHOICE BASED CREDIT SYSTEM
MBA THIRD SEMESTER DEGREE EXAMINATION APRIL 2024
MASTER OF BUSINESS ADMINISTRATION
Strategic Human Resource Management

Duration:3 Hours

Max Marks:70

Section- A

I. Answer any Five of the following :**5×10= 50**

1. Explain how the micro and macro environments of business impact decision-making in an organization.
2. Evaluate the theoretical framework of strategic human resource management.
3. Identify the various trends changing the nature of work with suitable examples.
4. Explain how to apply human resource analytics for performance improvement.
5. Examine the impact of sustainable human resource management practices on environmental performance.
6. Examine the benefits of learning organisation in business achievement.

Section- B(compulsory)

II. Answer The Following Questions :**1×20= 20**

7. It is, of course, not enough to create rich environments where people can share. Xerox provides lot of these environments: online knowledge universe with a catalogue of best practices, chat rooms for CoPs, a company Yellow Pages, and a section of the public website.

Knowledge street, which is devoted to promote knowledge sharing. Also required are good ideas, leadership, and motivated people. A few years ago, Jack Whalen, a sociologist, spent some time in Xerox customer service call centre outside Dallas studying how people used Eureka.

The trouble was that the employees were not using it. Management therefore decided workers needed an incentive to change. To this end, they held a contest in which workers could win points (convertible into cash) each time they solve a customer problem, by whatever means. The winner was an eight-year veteran named Carlos, who had more than 900 points. Carlos really knew his stuff and everyone else knew this too. Carlos never used the software.

The runner-up however was a shock to everyone. Trish had been with the company only a few months, had no previous experience with copiers and did not even have the software on her machine.

Yet her 600 points doubled the score of the third-place winner. Her secret was she sat right across from Carlos. She overheard him as he talked and she persuaded him to show her the inner workings of the copiers during the lunch breaks. She asked other colleagues for tips too.

Questions:

1. Explain the reasons for the success of Trish in this case. (10 marks)
2. Is really the knowledge sharing the secret of Trish success or both technology and subject matter are also necessary? Discuss. (10 marks)

22MBAS331

Reg No :

CHOICE BASED CREDIT SYSTEM
MBA THIRD SEMESTER DEGREE EXAMINATION APRIL 2024
MASTER OF BUSINESS ADMINISTRATION
Consumer Behaviour

Duration:3 Hours

Max Marks:70

Section- A

I. Answer any Five of the following :

5×10= 50

1. Analyze the interconnection of customer value, satisfaction, and retention in business, and assess strategies for optimizing these factors for long-term success.
2. "Consumers just don't buy products or services. Instead they buy motive satisfaction or problem solutions". Discuss.
3. (a) Consider the Rolex watch, which has a retail price range starting at about \$4,500 for a stainless-steel model to tens of thousands of dollars for a solid-gold model. How might Rolex use geo-demographic clustering in its marketing efforts?

(5 Marks)

(b) You are the owner of two furniture stores, one catering to upper-middle-class consumers and the other to lower-class consumers. How do social-class differences influence each store's: (i) product lines and styles, (ii) advertising media selection, (iii) copy and communications style used in the ads, and (iv) payment policies?

(5 Marks)
4. (a) For what kinds of audiences would you consider using comparative advertising?
Why?

(5 Marks)

(b) Identify the advantages and disadvantages of using humor in advertising.

(5 Marks)
5. What kinds of marketing and sociocultural inputs would influence the purchase of:
(a) HDTV set, (b) Concentrated liquid laundry detergent, and (c) Fat-free ice cream?
Explain your answers.
6. Evaluate the effectiveness of legal frameworks in protecting consumer rights. Discuss specific laws or regulations that have been implemented to safeguard consumers and any challenges they may face in enforcement.

Section- B(compulsory)

II. Answer The Following Questions :

1×20= 20

7. (a) In terms of consumer behavior, are the world's countries and their cultures becoming more similar or more different? Discuss. **(10 Marks)**
- (b) What is cross-cultural consumer analysis? How can a multinational company use cross-cultural research to design each factor in its marketing mix for a non-domestic market? Illustrate your answer with examples. **(10 Marks)**

CHOICE BASED CREDIT SYSTEM
MBA THIRD SEMESTER DEGREE EXAMINATION APRIL 2024
MASTER OF BUSINESS ADMINISTRATION
Sales and Distribution Management

Duration:3 Hours

Max Marks:70

Section- A

I. Answer any Five of the following :**5×10= 50**

1. Elaborate motivation and analyze five theories of motivation, supplemented with visual representation.
2. Elaborate the role of direct marketing in the Integrated Marketing Communications (IMG) program.
3. Examine the Trade-Centric Approach as a technique for sales marketing that are augmented by visuals.
4. Classify the various types of wholesalers based on their characteristics and business models.
5. Distinguish between customer retention and customer feedback.
6. Analyze the essential elements comprising the marketing mix for services.

Section- B(compulsory)

II. Answer The Following Questions :**1×20= 20**

7. An intriguing case study, significant from both strategic and marketing perspectives, revolves around the renowned brand AMUL—an abbreviation for Anand Milk Union Ltd, originating in the city of Anand, Gujarat, where the pioneering cooperative movement of AMUL took root. Verghese Kurien, widely hailed as 'India's Milkman' or the 'Father of the White Revolution', is credited for the unparalleled success of AMUL. Beyond the accomplishments of the cooperative milk movement, AMUL achieved remarkable triumphs through its astute advertising endeavors, epitomized by the iconic tagline 'The Taste of India', forging deep emotional connections with its customer base. The cooperative movement traces its humble beginnings to the Kaira District, initiated by the Kaira Cooperative Milk Producers' Union in Anand during the 1950s. Subsequently, the brand was seamlessly transitioned under the purview of the Gujarat Cooperative Milk Marketing Federation (GCMMF) in the 1970s.

From its modest origins encompassing milk and milk powder, AMUL has diversified its offerings to encompass a wide array of dairy products such as butter, cheese, chocolates, and more. Notably, AMUL's advertising campaigns, featuring the endearing 'Amul girl' and the memorable slogan 'utterly, butterly delicious', alongside the evocative tagline 'The Taste of India', have resonated profoundly with consumers. The campaign, reminiscent of R. K. Laxman cartoons, cleverly infused witty and satirical commentary on prevalent national issues, capturing the collective consciousness.

Delving into the rationale behind AMUL's success, the former managing director of GCMMF attributed it to the brand's unwavering commitment to core values. Despite adapting to changing consumer preferences by altering packaging, technology, and marketing strategies over time, AMUL steadfastly upheld its founding principle: delivering unparalleled quality products to consumers at the most competitive prices.

QUESTIONS:

(a) Do you think AMUL's marketing campaign and strategy had a role in its success? If so, Why? **(10 Marks)**

(b) Do you think the positioning based on the slogan 'The Taste of India' was in line with the brand's genesis and core values? **(10 Marks)**
