

MBA20112
MBA Degree Examinations - July-2015
(Regulation 2012-13) - (Examination at the end of II Semester)

Paper-I: Marketing management

Time : Three hours

Maximum Marks: 70

SECTION – A

Answer any five of the following questions.

(5x3=15M)

1. Write short notes on:
 - a) Integrated Marketing Communications
 - b) Market segmentation
 - c) Positioning
 - d) E-marketing
 - e) Objectives of pricing
 - f) CRM
 - g) Value pricing
 - h) Customer satisfaction

SECTION- B

Answer all questions

(5x8=40M)

2. (a) “Do all companies need to practice the marketing concept?” Comment
(OR)
(b) Define Rural marketing. What is the importance of rural marketing to the economy?
3. (a) What is a new product? Discuss the need & challenges faced by the business in developing a new product.
(OR)
(b) Discuss the various issues involved in initiating and responding to price changes.
4. (a) Draw the advantages & disadvantages of various distribution channels present.
(OR)
(b) Explain the various strategies of training and evaluating the channel members.
5. (a) How do you design a communication strategy for “ sports shoe”.
(OR)
(b) Elaborate the various sales promotion tools available for businesses to market their products
6. (a) Explain the need and importance of Customer Relationship Marketing to a firm.
(OR)
(b) Elucidate the various types of marketing organization structures.

SECTION – C

Compulsory

(1x15=15M)

Alfa academy is a private educational institute offering short-term training, counseling programs and placement service to students. The institute was established in 2000 and expanded its net work of institutions to various places. Seventy five franchisee institutions offer programs under the brand of Alfa Academy. Many programs are customized, and some programs are standardized. The institution has earned a reputation for the quality of its programs. However, competition from various institutions in all the places where the institution or its franchisees are present is creating marketing problems. The background of customers and the intensity of competition have compelled the institute to follow variable pricing. The fee is decided based on negotiations with the service seeker, making fee finalization an important process both for the manager of the institute and the students. The close ones of many students also participate in the negotiation process. Further, the variations in fees for different student of the same programme have resulted in mixed participation of the institution.

The manager of one of the branches of the Alfa Academy, Mr. Joseph is not happy with this system of pricing. Sometimes the institute accepts student at low fee of vacancies left over, at other times, when negotiations fail, people bad mouth the pricing system. Many a time, despite the fact that students turn up in sufficient numbers by the end of the closing date of the programmes, the services are sold at very low prices on account of the uncertainty in demand. Franchisee institutes pose another problem. Alfa takes the records of fee of the franchisees as true statements to calculate its share in the profits. Informal enquiries have revealed that many franchisees take advantage of this pricing policy and submit false reports. Joseph has decided to change the pricing system. He has called for a meeting of the Board of Management to discuss and finalize the new pricing policy of the institute.

Questions:

1. Is the problem related to the pricing policy or execution of the pricing system?
2. What are the alternative pricing strategies available to the institute?

MBA20212
MBA Degree Examinations - July-2015
(Regulation 2012-13)
(Examination at the end of II Semester)
Paper-II: Human resource management

Time : Three hours

Maximum Marks: 70

SECTION-A

Answer any five of the following questions

(5x3=15M)

1. Write short notes on
 - a) Role of personnel Manager
 - b) Job analysis
 - c) Job design
 - d) Post appraisal feed back
 - e) Differentiate wage & salary
 - f) Profit sharing
 - g) VRS
 - h) Mergers

SECTION-B

Answer any five of the following questions

(5x8=40M)

UNIT I

2. a) Bring out the need and importance of Human Resource Management
OR
b) Explain briefly the objectives and functions of Human Resource Management

UNIT II

3. a) Briefly write on various sources of recruitment.
OR
b) What is the importance and role of Human Resource Planning in an organization?

UNIT III

4. a) What is the role of training in the organization .Write various methods of training?
OR
b) What is HRD? Briefly bring out HRD's role as a strategic approach to employee performance.

UNIT IV

5. a) Write briefly on Promotion, Transfer and Demotion.
OR
b) What is a career path? What are the various steps in career planning?

UNIT V

6. a) What are the various steps in a Grievance procedure? Explain.
OR
b) What are the strategies for improvement of "Quality of work life"? Explain.

Contd .. 2

SECTION-C (1x15=15M)

Compulsory

Harsha and Franklin both of them are post graduates in management under different streams from same B-School. Both of them are close to each other from the college days itself and the same friendship is continuing in the organisation too as they are placed in the same company, Hi-tech technology solutions. Harsha placed in HR department as employee counselor and Franklin is in finance department as key finance executive. As per the grade is concerned both are at same level but when responsibility is concerned Franklin is holding more responsibility being in core finance.

By nature Harsha is friendly in nature and ready to help the needy. Franklin is silent in nature ready to help if approached personally and always a bit egoistic in nature. They have successfully completed 4 years in the organization. And management is very much satisfied with both of them as they are equally talented and constant performers.

Harsha felt that now a day's Franklin is not like as he use to be in past. She noticed some behavioral changes with him. During general conversations she feels that Franklin is taunting her that she is famous among the employees in the organisation in the other hand he is not even recognised by fellow employees.

One morning Mr. Mehta General Manager Hi-tech technology solutions shocked while go through the mail received from Franklin about his resignation. Mr. Mehta called Harsha immediately and discussed about the same as she is close to Franklin. By hearing the news Harsha got stunned and said that she do not know this before she also reveled here current experience with him. Mr. Mehta who do not want to loose both of them promised her that he will handle this and he won't allow Franklin to resign.

In the afternoon Mr. Metha took Franklin to Canteen to make him comfortable after some general discussion he starts on the issue. Franklin, after some hesitations opened his thinking in front of Mr. Mehta. The problem of Franklin is 1) when he comes alone to canteen the people from other don't even recognize him but if he accompanied by Harsha he get well treated by others. 2) one day Both of them entered the company together the security in the gate wished them but the next day when he came alone the same security did not do so. 3) Even in meetings held in the office the points raised by Harsha will get more value so many a times he keeps silent in the meeting.

It happens to Franklin that he has to face such degradation in each day of work which totally disturbs him. Franklin also questioned that " Harsha and myself have same qualification, from same institute, passed out in the same year both with first class. We have same number of experience in this organisation. More over the responsibilities with me are more valuable than that of Harsha. After all this things if I am been ignored or unrecognized by the fellow employees my ego does not allow me to continue here".

After listening this statement Mr.Metha felt that it is not going to be very difficult to stop his resignation. Mr. Mehta explained Franklin the reasons for such partial behavior of the employees.After listening to Mr. Mehta, Franklin said sorry for his reaction and ready to take back his resignation. And he called Harsha and spoke with her like before.

Find the reason that Mr. Mehta would have given to Franklin

MBA20312
MBA Degree Examinations - July-2015
(Regulation 2012-13)
(Examination at the end of II Semester)
Paper-III: Financial management

Time : Three hours

Maximum Marks: 70

SECTION – A

Answer any five of the following questions.

(5x3=15)

1. Write short notes on:
 - (a) Perpetuity and Annuity
 - (b) Uneven cash flows
 - (c) Risk Return trade off in working capital management
 - (d) Dividend, Investment and Financing decisions are inter-dependent.
 - (e) Divestiture
 - (f) Companies with very high profits, generally have a low pay out ratio.
 - (g) Debt is double edged knife.
 - (h) Golden Shake Hands

SECTION – B

Answer all questions

(5x8=40)

- 2.(a) What are the basic financial decisions? In what ways is the wealth maximisation objective superior to the profit maximisation objective? Explain.

OR

- (b) Explain the concept of risk and return. What are the various statistical techniques available to measure risk ?
- 3.(a) Explain the concepts of financial and operating leverages. How is the degree of these leverages measured ? What is the effect on the firm's net income and earnings per share, if the use of both these leverages is considerable ? Explain giving reasons

OR

- (b) Given below is the information of MTM Enterprise :
EBIT : Rs.1,120 lakhs EBT: Rs.320 lakhs Fixed Cost:Rs. 700 lakhs
Calculate the following :
 - (a) Degree of operating leverage;
 - (b) Degree of financial leverage;
 - (c) Degree of combined leverage; and
 - (d) Percentage change in EPS if sales increase by 5%
- 4.(a) Explain the Internal Rate of Return method of appraisal of investment proposals. Point out its merits and limitations. Is this method related to the Pay Back method ? Explain.

OR

(b) The existing capital structure of ABC Ltd. is as follows :

Equity shares of Rs.100 each: Rs. 40,00,000 ;
Retained earnings: Rs. 10,00,000
9% Preference shares: Rs. 25,00,000
7% Debentures: Rs. 25,00,000

Company earns a return of 12% and the tax rate on its income is 50%. Company wants to raise Rs. 25,00,000 for its expansion project for which it is considering following alternatives :

- (a) Issue of 20,000 equity shares at a premium of Rs. 25 per share
- (b) Issue of 10% preference shares and
- (c) Issue of 9% debentures.

It is Projected that the company's P/E ratios in the case of equity, preference and debentures financing are 20,17 and 16 respectively. Which alternative would you consider to be the best. Give reasons for your choice.

5.(a) Explain the important determinants of the Working Capital needs of a firm. Can two firms with different Working Capital achieve the same amount of sales ? If so, explain how ?

OR

(b) What factors are taken into consideration while determining the dividend policy of a company ?

6.(a) Enumerate emerging trends in mergers and acquisitions in India.

OR

b) Describe about due diligence process for mergers and acquisitions.

SECTION – C
Compulsory

(1x15=15M)

7. The existing capital structure of ABC Ltd. is as follows :

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It is Projected that the company's P/E ratios in the case of equity, preference and debentures financing are 20,17 and 16 respectively. Which alternative would you consider to be the best. Give reasons for your choice.

MBA20412
MBA Degree Examinations - July-2015
(Regulation 2012-13)
(Examination at the end of II Semester)
Paper-IV: Operations management

Time : Three hours

Maximum Marks: 70

Section –A

Answer any five of the following questions

(5x3 = 15M)

1. Write short notes on:

- | | |
|---------------------------|-------------------------|
| a. Operation Management | e. Materials Management |
| b. Productivity | f. Quality Management |
| c. Production Planning | g. Inventory Management |
| d. Maintenance Management | h. EOQ Model |

Section –B

Answer all Questions

(5 x 8 = 40M)

2. a) What are the objectives of Operation Management. Elucidate the role and responsibilities of Production manager
Or
b) What is Plant Layout? Explain the types of Plant Layout with its advantages and disadvantages.
3. a) What is Production Planning and Control? Explain its objectives and importance.
Or
b) Explain the different types of manufacturing process.
4. a) What is Maintenance Management? Elucidate its types and functions of Maintenance Management.
Or
b) What is the importance of Waste Management? Explain different methods of Waste Management.
5. a) What is Materials Management? Explain its Importance and Functions.
Or
b) What is Inventory Control? Explain different types of Inventory Models.
6. a) What is Quality? State the significance and dimensions of Quality Management.
Or
b) What is Total Productive Maintenance? Explain its features and significance.

Section - C

Compulsory

(1 x 15 = 15M)

7. Upon closer inspection, the supplier determines that the demand for batteries is normally distributed with mean 4 batteries per day and standard deviation 3 batteries per day. (The supplier is open 300 days per year.) It usually takes about 4 days to receive an order from the factory.
- a) What is the standard deviation of usage during the lead time?
b) Determine the reorder point needed to achieve a service level of 95 percent.
c) What is the safety stock? What is the holding cost associated with this safety stock?
d) How would your analysis change if the service level changed to 98 percent?
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MBA20510
MBA Degree Examinations - July-2015
 (Regulation 2010-11)
 (Examination at the end of II Semester)
Paper-V: Operations research

Time : Three hours

Maximum Marks: 70

Section –A

5x10 = 50M

Answer all the following questions. All questions carry equal marks.

Unit-I

1. a) What is Operation Research? Explain various techniques in Operation research.

Or

b) Solve the following by simplex method

Maximize (Z) = $3x_1 + 2x_2 + 5x_3$

Subject to Constraints $x_1 + x_2 + x_3 \leq 9$

$2x_1 + 3x_2 + 5x_3 \leq 30$

$2x_1 - x_2 - x_3 \leq 8$

$x_1, x_2, x_3 \geq 0$

Unit –II

2. a) Consider the following transportation cost table. The costs are given in Rupees, the supply and demand are in units. Determine an optimal solution.

Destination						
Source	1	2	3	4	5	Supply
I	40	36	26	38	30	160
II	38	28	34	34	198	280
III	36	38	24	28	30	240
Demand	160	160	200	120	240	

Or

b) Using the following cost matrix, determine (a) optimal job assignment, and (b) the cost of assignments.

Machinist	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

Unit – III

3. a) What is Dynamic Programming? Explain the features of Dynamic Programming.

Or

b) Use dynamic programming to solve the following LPP

Maximize Z = $x_1 + 9x_2$

Subject to the constraints $2x_1 + x_2 \leq 25$

$x_2 \leq 11$

$x_1, x_2 \geq 0$

Unit – IV

4. a) Explain the concept of Goal Programming and state its applications.

Or

b) A company has two machines for manufacturing a product. Machine 1 makes two unit per hour, while machine 2 makes three units per hour. The company has an order of 80 units. Energy restrictions dictate that only one machine can operate at one time. The company has 40 hours of regular machining time, but overtime is available. It costs Rs 4.00 to run machine 1 for one hour, while machine 2 costs Rs 5.00 per hour.

The company has the following goals:

- i) Meet the demand of 80 units exactly.
- ii) Limit machine overtime to 10 hours.
- iii) Use the 40 hours of normal machining time.
- iv) Minimize costs.

Unit – V

5. a) On an average 96 patients per 24 hours day require the service of an emergency clinic. Also on an average, a patient requires 10 minutes of active attention. Assume that the facility can handle only on emergency at a time, Suppose that it costs the clinic Rs. 100 per patient treated to obtain an average servicing time of 10 minutes and that each minute of decrease in this average time would cost Rs. 10 per patient treated. How much would have to be budgeted by the clinic to decrease the average six of the queue from $1 \frac{1}{3}$ patient to $\frac{1}{2}$ patients.

Or

- b) i) What are the advantages and disadvantages of simulation? [4M]
ii) Describe Monte Carlo method of stimulation. [6M]

Section B

1 x 20 = 20M

Case Study Compulsory

6. A transistor radio company manufactures models A, B and C which have profit contributions of 8, 15 and 25 respectively. The weekly minimum production requirements are 100 for model A, 150 for model B and 75 for model C. Each type of radio requires a certain amount of time for the manufacturing of component parts, for assembling and packing. Specially a dozen units of model A require three hours of manufacturing, four hours of assembling and one hour of packing. The corresponding figures for a dozen units of model B are 3.5, 5 and 1.5 and for a dozen unit of model C are 5, 8 and 3. During the forthcoming week the company has available 150 hours of manufacturing, 200 hours of assembling and 60 hours of packing time. Formulate the production scheduling problem as a linear programming model.

(MBA20510)

MBA20512
MBA Degree Examinations - July-2015
 (Regulation 2012-13)
 (Examination at the end of II Semester)
Paper-V: Operations research

Time : Three hours

Maximum Marks: 70

Section –A

(5x 4 =20M)

Answer any five of the following questions

1. Write short notes on:
 - a. Operation Research.
 - b. PERT and CPM.
 - c. Degeneracy in Transportation problem.
 - d. Total Float.
 - e. Define Game.
 - f. Sensitivity Analysis.
 - g. Define Duality in LPP.
 - h. Define queue.

Section –B

(5 x 10 = 50M)

Answer all Questions

2. a) What is initial basic feasible solution. Explain various methods of arriving at initial basic feasible solution.

Or

- b) Maximize (Z) = $2x_1+3x_2+4x_3$
 Subject to Constraints: $x_1+x_2+x_3 \leq 1$
 $x_1+x_2+2x_3 = 2$
 $3x_1+2x_2+x_3 \geq 4$
 $x_1, x_2, x_3 \geq 0$

3. a) Write the Dual of the following LPP

$$\begin{aligned} \text{Maximize (Z)} &= 6x_1+7x_2+3x_3+5x_4 \\ \text{Subject to Constraints} & \quad 5x_1+6x_2-3x_3+4x_4 \geq 12 \\ & \quad x_2+5x_3-6x_4 \geq 10 \\ & \quad 2x_1+5x_2+x_3+x_4 \geq 8 \\ & \quad x_1, x_2, x_3, x_4 \geq 0. \end{aligned}$$

Or

- b) The following table lists the jobs of a network along with their time estimates.

Activity	to	tm	tp
1-4	3	9	27
1-3	3	6	15
1-2	6	12	30
4-5	1	4	07
3-5	3	9	27
3-6	2	5	08
5-6	6	12	30
2-6	4	19	28

- i) Draw the project network.
- ii) What is the probability that the job will be completed in 35 days?
- iii) What due date has 90% chance of being met?

4. a) A steel company has three open hearth furnaces and five rolling mills. Transportation costs (rupees per quintal) for shipping steel from furnaces to rolling mills are shown in the following table:

	M1	M2	M3	M4	M5	Supply
F1	4	2	3	2	6	8
F2	5	4	5	2	1	12
F3	6	5	4	7	7	14
Demand	4	4	6	8	8	

What is the optimal shipping schedule?

Or

- b) Five employees of a company are to be assigned to five jobs which can be done by any of them. Because of different number of years with the firm, the workers get different wages per hour. These are: Rs. 15 per hour for A, B and C each, and Rs. 13 per hour for D and E each. The amount of time taken (in hours) by each employee to do a given job is given in the following table. Determine the assignment pattern that (a) minimizes the total time taken, and (b) minimizes the total cost of getting five units of work done.

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

5. a) Solve the following 2x3 game graphically:

$$\begin{array}{c}
 \text{Player - B} \\
 \text{Player - A} \begin{bmatrix} 1 & 3 & 11 \\ 8 & 5 & 2 \end{bmatrix}
 \end{array}$$

Or

- b) Using dominance, solve the game whose pay-off matrix is given by

$$\begin{array}{c}
 \text{Player - B} \\
 \text{Player - A} \begin{bmatrix} 1 & 7 & 3 & 4 \\ 5 & 6 & 4 & 5 \\ 7 & 2 & 0 & 3 \end{bmatrix}
 \end{array}$$

6. a) A super market has two girls ringing up sales at the counters. If the service time for each customer is exponential with mean 4 minutes and if people arrive in a Poisson fashion at the counter at the rate of 10 per hour, then calculate
- The probability of having to wait for service.
 - The expected percentage of idle time for each girl.
 - If a customer has to wait find the expected length of his waiting time.

Or

- b) Explains the Steps in Monte – Carlo Method.

MBA20610
MBA Degree Examinations - July-2015
(Regulation 2010-11)
(Examination at the end of II Semester)
Paper-VI: Business research methods

Time : Three hours

Maximum Marks: 70

Answer the following questions
Each Question carries 10 marks

(5x10=50M)

UNIT-I

1. Elucidate the importance of Research in Business Organisations.
(Or)
2. Explain the different types of research approaches in detail.

UNIT-II

3. What is the importance of hypothesis formulation in research
(Or)
4. Write about the various sources of data collection

UNIT-III

5. Describe the steps in the preparation of questionnaire
(Or)
6. What is tabulation? Write the general rules of tabulation.

UNIT-IV

7. Write in detail about the various parametric and non-parametric tests
(Or)
8. Explain the tests of significance for small samples.

UNIT-V

9. Preparation of the report is the crucial issue in research. Justify and write the steps in the preparation of research report.
(Or)
10. How statistical packages are helpful in data analysis? Explain with examples.

Part-B

11. A research team conducted a study of soft-drink preferences among residents in a test market prior to an advertising campaign for a new cola product. Of the participants, 130 are teenagers and 130 are adults. The researchers secured the following results.

	Cola	Non Cola
Teenagers	50	80
Adults	90	40

Calculate an appropriate measure of association and decide how to present the results. How might this information affect the advertising strategy?

MBA20612
MBA Degree Examinations - July-2015
(Regulation 2012-13)
(Examination at the end of II Semester)
Paper-VI: Organizational Behaviour

Time : Three hours

Maximum Marks: 70

SECTION-A

Answer any five of the following questions

(5x3=15M)

1. Write short notes on:
 - a) Transactional Theory of Leadership
 - b) Blind Area of Johari Window
 - c) ERG Theory of Motivation
 - d) Values
 - e) Operant Conditioning
 - f) Perception
 - g) MBTI
 - h) Types of Groups

SECTION-B

Answer all Questions

(5x8=40M)

2. a) Discuss about the challenges and opportunities of Organizational Behaviour.
OR
b) Briefly explain about OB Models.
3. a) Define Personality. Mention various theories of personality
OR
b) What is Learning? Explain theories of Learning in detail
4. a) Discuss the stages of Group Formation
OR
b) Mention Content theories of Motivation.
5. a) Define Leadership. List out theories of leadership
OR
b) What is Conflict? Discuss about Functional & Dysfunctional Conflicts.
6. a) Explain in detail about OD Interventions.
OR
b) Discuss about Transactional Analysis.

Part-B

Case of Motivation (Compulsory)

(1x15=15M)

Mr. Alok Banarjee is the Chief Executive of a medium- sized pharmaceutical firm in Calcutta. He holds a Ph D in Pharmacy. However, he has not been involved in research and development of new products for two decades. Though turnover is not a problem for the company. Mr. Banarjee and his senior colleagues noticed that the workers on hourly basis are not working upto their full potential. It is well known fact that they filled their days with unnecessary and unproductive activities and worked only for the sake of a pay cheque. In the recent past the situation has become quite alarming as the organization began to crumble under the weight of uneconomical effort. The situation demanded immediate managerial attention and

prompt remedial measures. Mr. Banarjee knew very well that the only way to progress and prosper is to motivate workers to peak performance through various incentive plans. One fine morning, Mr. Banarjee contacted the Personnel Manager and enquired: “What is the problem with the workers on hourly basis? The wage bill shows that we pay them the highest in the industry. Our working conditions are fine. Our fringe benefits are excellent.

Still these workers are not motivated. What do they require really?” The Personnel Manager gave the following reply: “I have already informed you a number of times, that money, working conditions and benefits are not enough. Other things are equally important.

One of workers in that group recently gave me a clue as to why more and more workers are joining the bandwagon of ‘non-performers’. He felt bad that hard work and efficiency go un-noticed and un-rewarded in our organization. Our promotion and benefit plans are tied to length of service. Even the lazy workers, accordingly, enjoy all the benefits in the organization, which, infact according to workers, should go only to those who work hard.”

Mr. Banarjee then wanted the Personnel Manager to look into the problem more closely and find out a solution to the problem of workers on hourly basis.

Answer the following questions

- 1 . Explain the motivational problem in this case by relating to Herzberg’s theory.
- 2 . What would be your response to Banarjee’s statement, if you were the Personnel Manager of the Company?
3. If you were the manager, how would you motivate the employees so that they work better?

(MBA20612)

MBA20712
MBA Degree Examinations - July-2015
(Regulation 2012-13)
(Examination at the end of II Semester)
Paper-VII: Corporate Governance

Time : Three hours

Maximum Marks: 70

SECTION -A

Answer any five of the following questions

(5x3=15M)

1. Write short notes on:

- a) What is Succession Planning?
- b) What is the Difference between Share holders and Stake holders
- c) Notion of Conflict of Interest
- d) Write in brief the role of CEO
- e) Write in Brief the role of Director
- f) Write about Whistle blowing
- g) Gandhian Thought
- h) Concept of separation of ownership and control

SECTION - B

Answer to all questions

(5x8=40M)

2. a) Explain the Nature and Significance of Corporate Governance
(or)
b) Define a Corporation. What are the Corporate Objectives?
3. a) Explain the theory of Berle and Means
(or)
b) Explain the Concept of Separation of ownership and control
4. a) Explain the role of Institutional investors in the governance of organizations
(or)
b) Give an Account of ownership Structure in Indian Organizations
5. a) What are the best practices of Corporate Governance?
(or)
b) Write about the problems of Whistle blowing
6. a) Explain the basic principles of Indian Ethos for Management
(or)
b) Write about Ethical Theories

SECTION-C

(1x15=15M)

Case Study –Not exceeding 300 words

IS IT ONLY A GAME?

Background

Six years ago, Parkgrove Thistle Football Club was struggling to stay in the Premier Division. The club's owner decided he was not getting a good enough return on his investment, so he sold the club on to another businessman.

The new Chairman had ambitious plans for the club. He invested in some talented young players and hired an experienced Manager and Coach. He took out bank loans to upgrade the club's stadium. The stadium now met the health and safety standards set by the government and offered better facilities for the fans. It also had a new function suite which could be hired out for private events such as birthday parties and business meetings.

Over the next few years the club's performance and league position improved. As a result there was a huge increase in the number of fans turning up to watch Parkgrove Thistle play. However, more investment in top quality players was needed if the club was to improve further. This meant more capital was needed, so the chairman decided to go public. Shares in the club were sold on the Stock Exchange, giving the club some of the finance necessary for its plans.

The following season the Chairman's dreams came true. Parkgrove Thistle won the Scottish Cup, its first trophy for over 30 years. There were great celebrations in the club's home town.

The present situation

Winning the cup meant the club was now eligible to play in Europe. This had several positive spin offs. The club's share price soared. Marketing opportunities for promoting the club's brand was considerably improved. Sales of items from the club shop like replica shirts, sports bags, soft toys etc increased. Revenue from the function suite also rose. More and more companies held corporate events there.

However, Parkgrove Thistle's success was short lived. Injury problems plagued their star players and they did not have a large enough pool of new players to replace the injured ones. Their league position slipped and they were in danger of being relegated. The internal management structure of the club was crumbling. The local newspapers were full of reports of heated disputes between the Chairman and the Team Manager. The Chairman wanted to sell some players because of spiraling wage costs but the Team Manager disagreed. Share prices and the revenue from the home gates started to fall. The club's profit and loss statement showed a loss of £500,000 even though the balance sheet still looked healthy. The fans, some of whom were shareholders, were calling for the resignation of the Chairman.

Options for the future

1. Place more emphasis on the hospitality side of the club's activities. The function suite has already proved to be popular and is also very profitable. Doing more of this would help increase the club's profits. It would mean that the Chairman's original plan for the club could continue.
2. Sell off the most expensive players (who are assets to the club). This will earn the club revenue in transfer fees and will help reduce the huge wage bill. However, the Team Manager and the fans will resent this because it will weaken the team. If they continue to lose regularly, fans will stop coming and gate revenue will fall even further. This would be a big change in the club's plans. It would no longer try to compete with other big teams and would go back to being a struggling club.

QUESTIONS

1. Explain why option 1 is a tactical decision.
2. Explain why option 2 is a strategic decision

MBA20810
MBA Degree Examinations - July-2015
(Regulation 2010-11)
(Examination at the end of II Semester)
Paper-VIII: Organizational behavior

Time : Three hours

Maximum Marks: 70

SECTION A

Answer all questions

Unit I

1. Briefly explain the Organizational Behaviour Model.
- OR**
2. Briefly write on the other disciplines that contribute to Organizational Behaviour

Unit II

3. Write briefly on the various barriers in perceptual accuracy.
- OR**
4. What is personality? Briefly explain the various determinants of personality.

Unit III

5. What is transactional analysis? Explain.
- OR**
6. Bring out the importance of Johari Window?

Unit IV

7. What do you suggest to overcome resistance to change? Explain.
- OR**
8. Write briefly on the various strategies for resolving conflicts.

Unit V

9. What strategies do you suggest to create and sustain a good organizational Culture?
- OR**
10. What are the various interventions in organizational development? Explain.

SECTION-B-(1 x 20=20)
Case study is compulsory

Difficult Transitions

Tony Stark had just finished his first week at Reece Enterprises and decided to drive upstate to a small lakefront lodge for some fishing and relaxation. Tony had worked for the previous ten years for the O'Grady Company, but O'Grady had been through some hard times of late and had recently shut down several of its operating groups, including Tony's, to cut costs. Fortunately, Tony's experience and recommendations had made finding another position fairly easy. As he drove the interstate, he reflected on the past ten years and the apparent situation at Reece

At O'Grady, things had been great. Tony had been part of the team from day one. The job had met his personal goals and expectations perfectly, and Tony believed he had grown greatly as a person. His work was appreciated and recognized; he had received three promotions and many more pay increases.

Tony had also liked the company itself. The firm was decentralized, allowing its managers considerable autonomy and freedom. The corporate Culture was easygoing. Communication was open. It seemed that everyone knew what was going on at all times, and if you didn't know about something, it was easy to find out.

The people had been another plus. Tony and three other managers went to lunch often and played golf every Saturday. They got along well both personally and professionally and truly worked together as a team. Their boss had been very supportive, giving them the help they needed but also staying out of the way and letting them work.

When word about the shutdown came down, Tony was devastated. He was sure that nothing could replace O'Grady. After the final closing was announced, he spent only a few weeks looking around before he found a comparable position at Reece Enterprises.

As Tony drove, he reflected that "comparable" probably was the wrong word. Indeed, Reece and O'Grady were about as different as you could get. Top managers at Reece apparently didn't worry too much about who did a good job and who didn't. They seemed to promote and reward people based on how long they had been there and how well they played the never-ending political games.

Maybe this stemmed from the organization itself, Tony pondered. Reece was a bigger organization than O'Grady and was structured much more bureaucratically. It seemed that no one was allowed to make any sort of decision without getting three signatures from higher up. Those signatures, though, were hard to get. All the top managers usually were too busy to see anyone, and interoffice memos apparently had very low priority.

Tony also had had some problems fitting in. His peers treated him with polite indifference. He sensed that a couple of them resented that he, an outsider, had been brought right in at their level after they had had to work themselves up the ladder. On Tuesday he had asked two colleagues about playing golf. They had politely declined, saying that they did not play often. But later in the week, he had overheard those making arrangements to play that very Saturday.

It was at that point that Tony had decided to go fishing. As he steered his car off the interstate to get gas, he wondered if perhaps he had made a mistake in accepting the Reece offer without finding out more about what he was getting into.

1. Identify several concepts and characteristics from the field of organizational behavior that this case illustrates.
2. What advice can you give Tony? How would this advice be supported or tempered by behavioral concepts and processes?

MBA20812
MBA Degree Examinations - July-2015
(Regulation 2012-13)
(Examination at the end of II Semester)
Paper-VIII: Entrepreneurship and Small Business Management

Time : Three hours

Maximum Marks: 70

SECTION –A

Answer any five of the following questions

(5x3=15M)

1. Write Short notes on:

- (a) What are the Characteristics of Entrepreneur?
- (b) Innovation
- (c) Women entrepreneurship
- (d) Business planning Process
- (e) Regulatory Framework of MSMEs
- (f) Define Marketing research
- (g) Define Sickness of Business
- (h) What is Venture capital?

SECTION-B

Answer all questions

(5x8=40M)

- 2. a) What is the role of Entrepreneurship in Indian Economy?
(or)
b) What are the problems of women entrepreneurs in India?
- 3. a) Give a brief account of the role of Small Business in economic Development
(or)
b) What is the importance of Marketing Research in Business World?
- 4. a) Explain the Policy framework for MSMEs in India
(or)
b) What are the laws and regulations relating to MSMEs?
- 5. a) What is the impact of Globalization on small Scale Industries?
(or)
b) What are the reasons for sickness in small business enterprise in India?
- 6. a) What is the importance of institutions and Supporting Agencies to develop entrepreneurs?
(or)
b) The role of SIDO and SISI in the development of entrepreneurs?

SECTION-C (Compulsory)

(1x15=15M)

Case Study-Not exceeding 300 words

THE CONTRADICTION OF BUSINESS

Background Information First State Financial Services was the third largest banking institution in the state. It maintained an extensive branch and ATM network to service its diverse retail customer base. Even with First State's size, though, the business success of the bank was extremely dependent upon the trends in the local economy. Two years of recession meant two years of poor loans, and First State fell into deep trouble. To limit and reduce overhead expenses, there were some extensive layoffs. A new executive management expected rapid, better results with fewer resources. Everyone at First State feared being fired even though the bank was inching back to improved profitability. There was still the pressure to

“perform—or else.” Lucy Winters managed the six-person Spring Hill Branch for First State. Spring Hill, fully equipped with an ATM and a freshly redesigned lobby, stood in the parking lot of a new suburban mall. The mall, anchored by a store from the largest grocery chain in the area, included about 20 different small retail stores. In addition, a major hospital was located just down the street, and a large manufacturing plant (with about 3,000 employees) was situated in a convenient, nearby industrial park. Many of the branch’s customers worked at those locations. Lucy was promoted to her current job about 18 months ago. She had been serving as an Assistant Manager at another branch in the region until that time. During the past year and a half, Lucy had learned her job as a manager well. She enjoyed her work and did an effective job. “I used to enjoy it, in any case,” she thought to herself. She was sitting at her desk at 6:00 p.m., looking at the night closing in. “I just wish I could leave here once before 5:30. These layoffs really hurt, the pressure is too great, and no one really cares whether I’m here or not.” Lucy knew she was in a bad—no, depressed—mood. The layoffs she was thinking about had taken place six months ago, but their full impact was only now being felt. Lucy’s Spring Hill Branch was a busy one; previously there were nine positions authorized for it. Now there were only six: two New Accounts positions (including Lucy’s) and four tellers. One teller could alternate between the teller line and back-office duties. The problem was that there were too many customers. Lucy smiled at the contradiction: “Here the bank wants more customers, and we can’t service the ones we already have.” On almost any day at almost any time, there were three or four customers in line. It did not seem to matter that most of them simply wanted to cash a check or make a deposit: by the time they got to the teller, they were curt or rude, demanding, and sometimes hostile and aggressive. Lucy clearly remembered an incident that had occurred just two days ago. A customer had been waiting for about 20 minutes to pay a utility bill. When he finally reached the window, he started berating the tellers for being so slow and condemning the bank for being so inept. By the time he finished, the teller was in tears. Lucy remembered talking to her after he left. The teller said, “We work so hard and no one seems to appreciate what we do. I just can’t work like this.” Lucy started to hear a lot more complaints—from everybody, it seemed. Customers complained about poor service, the tellers were complaining about the pressure, and “downtown” was starting to complain about the large number of mistakes, errors, and shortages being made at the branch. Tomorrow Lucy had to hold one of her monthly sales meetings with the staff. These meetings were required by “downtown.” Lucy dreaded them because they always seemed to drag on and on and nothing ever got accomplished. Lucy was supposed to talk about a product for 15 to 20 minutes or so, and she could envision everyone else sitting there, fidgeting in their seats or looking at the floor. There would be no questions, but there would be occasional complaints about how “we need more help” or “the customers are yelling at us.” Lucy was not looking forward to tomorrow’s meeting and wondered if there were ways she could work on the real problems in the branch and produce real results from her meeting.

Case Questions:

1. Can Lucy use this meeting to help solve some of the problems at the branch?
2. What kinds of general strategies can Lucy pursue to help solve these problems?

(MBA20812)