

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)
MBA II Year I Semester (R18) Regular End Semester Examinations – DEC 2019
OPERATION RESEARCH

Time: 3Hrs

Max Marks: 60

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

Q.1(A) Define Operation Research. Explain the scope of Operation Research 10 M

OR

Q.1(B) Solve the following LPP using Simplex Method 10 M

$$\text{Max } z = 3x_1 + 2x_2 + 5x_3$$

Subject to Constraints:

$$x_1 + 2x_2 + x_3 \leq 430,$$

$$3x_1 + 2x_3 \leq 460,$$

$$x_1 + x_2 \leq 420 \text{ and } x_1, x_2, x_3 \geq 0$$

Q.2(A) Given the following data, Determine the optimal solution 10 M

From	To				Available Units
	6	1	9	3	
	11	5	2	8	70
	10	12	4	7	55
Required Units	85	35	50	45	90

OR

Q.2(B) A department head has four subordinates and four tasks have to be performed. 10 M
Subordinates differ in efficiency and tasks differ in their intrinsic difficulty. Time each man would take to perform each task is given in the effectiveness matrix. How the tasks should be allocated to each person so as to minimize the total man hours?

	I	II	III	IV
A	8	26	17	11
B	13	28	4	26
C	38	19	18	15
D	19	25	24	10

Q.3(A) Describe some methods which are useful for decision making under uncertainty. 10 M
Illustrate each by an example.

OR

Q.3(B) For the game with payoff matrix: 10 M

Player A	Player B		
	-1	2	-2
	6	4	-6

Determine the best strategies for players A and B and also the values of the game for them. Is this game i) fair ii) strictly determinable

- Q.4(A) A firm is considering replacement of a machine, whose cost price is Rs.6100, and the scrap value Rs.100. The running costs in Rs are found from experience to be as follows: 10 M

Year	1	2	3	4	5	6	7	8
Running cost	100	250	400	600	900	1250	1600	2000

Determine the optimum period for replacement of the machine.

OR

- Q.4(B) What is Simulation? Explain the types of simulation and its use. 10 M

- Q.5(A) A project has the following time schedules 10 M

Activity	Time in Minutes	Activity	Time in Minutes
1-2	2	4-6	3
1-3	2	5-8	1
1-4	1	6-9	5
2-5	4	7-8	4
3-6	8	8-9	3
3-7	5		

Construct the PERT network and compute i) Total float for each activity ii) Critical path and its duration.

OR

- Q.5(B) Assume that at a bank teller window the customer arrives at a average rate of 20 per hour according to Poisson distribution .Assume also that the bank teller spends an distributed customers who arrive from an infinite population are served on a first come first services basis and there is no limit to possible queue length. 10 M
1. What is the value of utilization factor?
 2. What is the expected waiting time in the system per customer?
 3. What is the probability of zero customers in the system?

- Q.6 Case Study 10 M

Dr Strong is dentist who schedules all per patients for 30 minutes appointments. Some of the patients take more or less than 30 minutes depending in the type of dental work to be done. The following summary shows the various categories of work, their probabilities and the time actually needed to complete the work.

Categories	Filling	Crown	Clearing	Extraction	Checkup
Time Required (Min)	45	60	15	45	15
Prob of Category	0.40	0.15	0.15	0.10	0.20

Simulate the dentists clinic for four hours and determine the average waiting time for the patients as the illness of the doctor. Assume that all the patients show up at the clinic at exactly their scheduled arrival time starting at 8.00 am. Use the following random numbers for handling the above problem: 40, 82, 11, 34, 25, 66, 17, 79.

END

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)
MBA II Year I Semester (R18) Regular End Semester Examinations – DEC 2019
STRATEGIC MANAGEMENT

Time: 3Hrs

Max Marks: 60

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

Q.1(A)	Outline the concept of leverage and stretch in strategy	10 M
OR		
Q.1(B)	Analyze the concept of strategic fit from strategic management?	10 M
Q.2(A)	Explain BCG Model? Distinguish the difference between GE model and BCG Matrix	10 M
OR		
Q.2(B)	Judge the importance TOWS matrix?	10 M
Q.3(A)	Formulate the strategies that has to be followed among emerging and declining Industries	10 M
OR		
Q.3(B)	Why does the organization go for retrenchment? Explain the retrenchment strategies in details?	10 M
Q.4(A)	Explain the issues in global strategy implementation?	10 M
OR		
Q.4(B)	How would organization structure and design affect on strategic implementation?	10 M
Q.5(A)	Elucidate the techniques of strategic evaluation and control?	10 M
OR		
Q.5(B)	Write a short note on 1. Strategic Audit 2. Strategy and Corporate Evaluation?	10 M
Q.6	Case Study	10 M

Meters Limited is a company engaged in the designing, manufacturing, and marketing of instruments like speed meters, oil pressure gauges, and so on, that are fitted into two and four wheelers. Their current investment in assets is around Rs. 5 crores and their last year turnover was Rs. 15 crores, just adequate enough to breakeven. The company has been witnessing over the last couple of years, a fall in their market share prices since many customers are switching over to a new range of electronic instruments from the range of mechanical instruments that have been the mainstay of Meters Limited. The Company has received a firm offer of cooperation from a competitor who is similarly placed in respect of product range. The offer implied the following: (i) transfer of the manufacturing line from the competitor to Meters Limited; (ii) manufacture of mechanical instruments by Meters Limited for the competitor to the latter's specifications and brand name; and (iii) marketing by the competitor. The benefits that will accrue to Meters Limited will be better utilization of its installed capacity and appropriate financial

compensation for the manufacturing effort. The production manager of Meters Limited has welcomed the proposal and points out that it will enable the company to make profits. The sales manager is doubtful about the same since the demand for mechanical instruments is shrinking. The chief Executive is studying the offer.

Read the above case and answer the following questions:

1. What is divestment strategy? Do you see it being practiced in the given case? Explain.
2. What is stability strategy? Should Meters Limited adopt it?
3. Discuss expansion strategy? What are the implications for Meters Limited in case it is adopted?
4. What are your suggestions to the Chief Executive?

*****END*****

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MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE

(UGC-AUTONOMOUS)

MBA II Year I Semester (R18) Regular & End Semester Examinations – DEC 2019

BUSINESS ANALYTICS

Time: 3Hrs

Max Marks: 60

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

Q.1(A) Discuss the significance of forecasting and the statistical techniques used for that 10 M

OR

Q.1(B) Compare and contrast the different types of Graphical representation of data for extracting useful information 10 M

Q.2(A) Simulate the throw of a dice and find out the probability of getting 3, 4, and 5 10 M

OR

Q.2(B) Apply the tossing of five coins and find out the probability of getting HHHHH and TTTT 10 M

Q.3(A) Compare and contrast various predictive tools for solving crime 10 M

OR

Q.3(B) Discuss the significance of data mining in the context of online marketing 10 M

Q.4(A) Use data set 3E to build a decision tree and discuss the buying behavior with reference to the product under consideration 10 M

OR

Q.4(B) What is the significance of predictive techniques in strategic decision making? 10 M

Q.5(A) Use any of the classification techniques to classify the data set 4D and discuss the outcome 10 M

OR

Q.5(B) Describe the significance of data reduction techniques in weather prediction 10 M

Q.6 Case study Apply the factor analysis to data set 5C and discuss the outcomes 10 M

END

Hall Ticket No:

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SET-2

Course Code: 18MBAP505

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE

(UGC-AUTONOMOUS)

MBA II Year I Semester (R18) Regular & End Semester Examinations – DEC 2019

BUSINESS ANALYTICS

Time: 3Hrs

Max Marks: 60

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

Q.1(A) Explain Nature and evolution of Business analytics 10 M

OR

Q.1(B) Discuss type one and type two error 10 M

Q.2(A) Simulate the situation given in data set 2E and predict the probability that a random person will be interested in buying the product 10 M

OR

Q.2(B) What is R Statistics software. explain its uses in Business 10 M

Q.3(A) Compare and contrast classification techniques and regression techniques as predictive analytic tools 10 M

OR

Q.3(B) Explain the significance of data mining in the context of retailing of cell phones 10 M

Q.4(A) Use data set 3C to build a decision tree and discuss the buying behavior with reference to the product under consideration 10 M

OR

Q.4(B) Discuss the significance of predictive techniques in strategic decision making 10 M

Q.5(A) Use any of the classification techniques to classify the data set 4A and discuss the outcome 10 M

OR

Q.5(B) Outlook the significance of data reduction techniques in business analytics 10 M

Q.6 Case Study 10 M

Apply the factor analysis to data set 5D and discuss the outcomes

END

Hall Ticket No:

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SET-3

Course Code: 18MBAP505

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)
MBA II Year I Semester (R18) Regular & End Semester Examinations – DEC 2019
BUSINESS ANALYTICS

Time: 3Hrs

Max Marks: 60

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

Q.1(A) Use the given data set 1A to perform forecasting using regression and moving average methods. Further, assess the techniques in terms of quality of prediction 10 M

OR

Q.1(B) Explain importance of Business Analytics in detail 10 M

Q.2(A) Discuss about Hypothesis Testing 10 M

OR

Q.2(B) Compute descriptive statistics for the given data using MS excel or R Studio – software. 10 M

Q.3(A) Compare and contrast various predictive tools for solving crime 10 M

OR

Q.3(B) Explain the significance of data mining in the context of retailing of cell phones 10 M

Q.4(A) Discuss the significance of predictive techniques in strategic decision making 10 M

OR

Q.4(B) Describe the significance of data reduction techniques in business analytics 10 M

Q.5(A) Write a brief note on decision trees in Business Analytics 10 M

OR

Q.5(B) Write a brief note on applications of data mining in Business Analytics 10 M

Q.6 Case study : Apply the factor analysis to data set 5D and discuss the outcomes 10 M

END

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MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)
MBA II Year Ist Semester (R18) Regular & End Semester Examinations – DEC 2019
BUSINESS ANALYTICS

Time: 3Hrs

Max Marks: 60

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

Q.1(A)	Explain Nature and evolution of Business analytics	10 M
OR		
Q.1(B)	Compare and contrast the different types of Graphical representation of data for extracting useful information	10 M
Q.2(A)	describe Hypothesis testing with suitable examples	10 M
OR		
Q.2(B)	Simulate the tossing of five coins and find out the probability of getting HHHHH and TTTTT	10 M
Q.3(A)	Discuss the significance of data mining in the context of online marketing	10 M
OR		
Q.3(B)	Explain the significance of data mining in the context of retailing of cell phones	10 M
Q.4(A)	Use data set 3C to build a decision tree and discuss the buying behavior with reference to the product under consideration	10 M
OR		
Q.4(B)	Discuss the significance of predictive techniques in strategic decision making	10 M
Q.5(A)	Use any of the classification techniques to classify the data set 4D and discuss the outcome	10 M
OR		
Q.5(B)	Write a brief note on decision trees in Business Analytics	10 M
Q.6	Case study Apply the factor analysis to data set 5E and discuss the outcomes	10 M
END		

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MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE

(UGC-AUTONOMOUS)

MBA II Year I Semester (R18) Regular End Semester Examinations –Dec 2019

FINANCIAL DERIVATIVES

Time: 3Hrs

Max Marks: 60

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

Q.1(A) Distinguish between forward and futures market? (b) Explain the difference between hedging, speculation, and arbitrage 10 M

OR

Q.1(B) "Derivatives are effective risk management tools". Comment and write the various functions and significance of derivatives. 10 M

Q.2(A) Assume that the risk-free interest rate is 9% per annum with continuous compounding and that the dividend yield on a stock index varies throughout the year. In February, May, August, and November, dividends are paid at a rate of 5% per annum. In other months, dividends are paid at a rate of 2% per annum. Suppose that the value of the index on July 31 is 1,300. What is the futures price for a contract deliverable on December 31 of the same year? 10 M

OR

Q.2(B) Discuss the pricing mechanism of forward and futures contract with suitable examples? 10 M

Q.3(A) Elucidate about the any 5 options strategies with suitable examples with graph. 10 M

OR

Q.3(B) What do you understand by options and options market? Explain its significance in financial market. 10 M

Q.4(A) Consider the following data and calculate the value of call option as per Black Scholes Model. 10 M

Stock Price Rs. 50, Months to expiration: 3 months, Risk free rate of interest: 10% p.a.
Standard deviation of stock: 40%, Exercise price Rs. 55, Option type: European call.

OR

Q.4(B) Explain pricing of option using Black Scholes Model. 10 M

Q.5(A) On Monday XYZ enter into a future contract of purchasing \$ 1,25,000/- at the rate of \$=Rs.44.50. This contract is to mature on Thursday. At the close of trading on Monday, Tuesday & Wednesday, the future prices are Rs.44.42, 44.50 & 44.65. At the close of trading on Thursday, the spot rate is Rs.44.90. What amount the investor receives/ Pays on different days? Explain the outcome of the contract explaining the theoretical concepts of the different steps. Initial margin is 1.25% of contract amount. 10 M

OR

Q.5(B) Examine in detail with hypothetical examples for currency swap, interest rate swap and commodity swap. 10 M

Q.6 **Case Study** 10 M

Consider a European call option to buy a stock for Rs 10,500 in 6 months. The stock price is Currently Rs 10,480/- at the end of 6 months the stock price either moves up or down by 12 % and the risk-free interest rate is 10 %. Find out the value of call option using Binomial tree model. Consider the above values for put option and find the value of put option Binomial tree model.

END

Hall Ticket No:

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Course Code: 18MBAP416

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)
MBA II Year I Semester (R18) Regular End Semester Examinations – DEC 2019
RETAIL MANAGEMENT

Time: 3Hrs

Max Marks: 60

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

- | | | |
|-----------|--|------|
| Q.1(A) | Define retailing. Explain in detail the changing scenario of global retail sector. | 10 M |
| OR | | |
| Q.1(B) | What is retailing? Explain in detail its scope and benefits. | 10 M |
| <hr/> | | |
| Q.2(A) | Define how a retail store can establish to sustain in the present competitive environment. | 10 M |
| OR | | |
| Q.2(B) | Define Retail location. What are the factors, opportunities play key role to select a retail location. | 10 M |
| <hr/> | | |
| Q.3(A) | Explain the role of advertisements in promoting retail business. | 10 M |
| OR | | |
| Q.3(B) | What is retail promotion? Explain various methods for communication with customers. | 10 M |
| <hr/> | | |
| Q.4(A) | What is retail merchandise? Explain the need of merchandise planning and its methods. | 10 M |
| OR | | |
| Q.4(B) | What is space management? Explain its importance with reference to retail stores. | 10 M |
| <hr/> | | |
| Q.5(A) | Explain the role of emerging trends in retailing with suitable examples. | 10 M |
| OR | | |
| Q.5(B) | Explain the role of technology in retailing management. | 10 M |
| <hr/> | | |
| Q.6 | Case Study | 10 M |

In India, 'Suvidha' is an upcoming chain of retail outlets for spreading their network in major metro cities. It has established a good name in quality home-made food products named 'Mom's Recipes'. These products range from ready-to-cook vegetables, chapattis, pickles, salads etc. which have gained immense popularity among the people belongs to working class. Moreover the company giving preference to customer service regarding their products/services.

Ram is a B-School graduate joined recently one of the outlets of Suvidha, as an intern. The Manager of the outlet has given him the task of optimizing the operations, with specific focus on employee costs and waiting time at the billing counters. Over 4 weeks, Ram made some observations regarding customer footfalls at the Mall, average billing per customer and the average billing time. He also did a survey to understand the customers' expectations about the waiting time at the billing counters.

Questions:

1. Is the current staffing plan optimal? Estimate the daily requirement of sales persons (excluding staff at billing counters).
2. If the sales persons could also be used for the billing counters if they are under-utilized, then estimate the daily requirement of staff.

END

Hall Ticket No:

Course Code: 18MBAP409

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE

(UGC-AUTONOMOUS)

MBA II Year I Semester (R18) Regular End Semester Examinations – DEC 2019

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Time: 3Hrs

Max Marks: 60

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

Q.1(A) Analyze Hofstede's cultural dimensions in international perspective 10 M

OR

Q.1(B) Analyze the expanding role of human resource manager in international context 10 M

Q.2(A) Identify the benefits associated with repatriates for the organization? 10 M

OR

Q.2(B) Recommend some suggestion for your organization to overcome issue associated with repatriates? 10 M

Q.3(A) Explain competency appraisal with any competency model? 10 M

OR

Q.3(B) Elucidate the process associated with performance appraisal in international context? 10 M

Q.4(A) Analyze the pros and cons of different approach to compensation management? 10 M

OR

Q.4(B) Bring out the relevant issues of compensation in MNCs 10 M

Q.5(A) Discuss collective bargaining, its function and importance in international scenario? 10 M

OR

Q.5(B) Briefly discuss the role of trade unions from International business perspective. 10 M

Q.6 **Case Study** 10 M

An issue there for two decades or more five years before Mr. Ahluwalin stumbled upon the debate in the united sales. Merrill lynch, lucent technologies, citigroup and AT and T axed over 91.000 workers between them. The same year, their four CEO's took home more than \$ 130 minion in pay. (Plus more millions in stock options and other sops). Lucent technologies in fact (as the New York daily news pointed out) reported a \$ 17 billion loss and sacked 56,000 workers then to gave its CEO a \$ 22 million pay off.

Management guru TOM peters long ago suggested that CEO's be caused CDO's that is, chief destruction officers because "you essentially get paid for blowing up your own

business before the competition does”.

In India, the ILD reports that labour productivity shot up 84% between 1990 and 2002. But real wages in manufacturing fell 22% in the same period. It sees this as “as indication of deterioration in the incomes and livelihoods of workers. Despite the increasing efficiency of their labour”. This was also a period when CEO salaries had begun clocking all time records. Even now, top end compensation in India are growing much faster than in the united states.

As one writer puts it “expressed as a percentage of profits, Indian company heads are far above their global counterparts for every Rs.1 crore earned as profits, the Indian CEO’s take home Rs.16,800”. Global CEO’s take home Rs.9.900.

Government cannot legislate CEO salaries but they do legislate low end wages. About the one thing Jony Blair can look back on without shame is his government’s minimum wage law. The guardian points out that as a result of it, “Britain’s lowest paid workers enjoyed a higher improvement in their standard of living since 2003 than those in any other European country?”

Over five years ago, Paul Krugman, in a devastating piece on inequality in the U.S found it obscene when a CEO there earned a thousand times what an ordinary worker did what about us? Presently, the average package of the top five Indian CEO’s is around Rs. 13.5 crore. The lowest paid workers in their own companies would earn 15,000 20,000 times less. If we compare these top incomes of those of agricultural worker, the gap would be 32,000:1 or worse.

Dr. Krugman argued that it was not simply economic well being that such levels of inequality threatened it was democracy itself. In Dr. Krugman’s own nation, long ago, Justice Louis Brandeis said the same thing: “we can have concentrated wealth in the hands of a few or we can have democracy but we cannot have both”.

QUESTIONS:

- a) Explain why TOM peter suggests calling CEO’s as CDO’s.
- b) What role can the government play in regulating salary pay outs?
- c) In the case let, how is salary inequality compared with ‘democracy’?

END

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)
MBA II Year I Semester (R18) Regular End Semester Examinations – DEC 2019
CORPORATE TAX PLANNING

Time: 3Hrs

Max Marks: 60

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

Q.1(A) Write a short note on 10 M
a. Person b. Assess c. Income

OR

Q.1(B) Give ten items of income which are totally exempt from income tax. 10 M

Q.2(A) From the following profit & Loss A/C compute business income: Profits & Loss A/C 10 M
for the year ended 31.3.2019.

Dr Particulars	Amount (Rs.)	Particulars	Amount Cr(Rs.)
To Salaries	40,000	By Gross profit	3,90,000
To Rent paid	40,000	By rent received	1,10,000
To general expenses	30,000	By dividends	40,000
To Provision for bad debts	16,000	By refund of sales tax	20,000
To Fire insurance	4000	By refund of income tax	40,000
To Advertising	10,000		
To Interest on capital	5,000		
To Bank Interest	15,000		
To Depreciation	35,000		
To Provision for Sales tax	15,000		
To Provision for income tax	20,000		
To Net profit	370000		
	6,00,000		6,00,000

Other information:

1. Actual income tax paid Rs. 10,000
2. Actual bad debts written off Rs. 20000
3. Actual sales tax paid Rs. 38,000
4. Actual depreciation Rs. 48,000
5. Advertising expenses paid in cash.

OR

Q.2(B) Elucidate the provisions relating to Scientific Research Expenditure u/s 35 10 M

Q.3(A) Illustrate briefly the provision of set-off and carry forward losses. 10 M

OR

Q.3(B) The following are incomes and losses of Mr. Y under different heads of income. Set of Losses and find his gross total income for the assessment year 2018-2019. 10 M

Income from salary Rs. 1,10,000
Income from house property Rs. 8,000
Loss from self –occupied business RS. 50,000
Profits from speculation business Rs. 20,000
Loss from cloths business Rs. 10,000
Interest on bank deposits Rs. 30,000
Loss from capital gain on building Rs. 20,000
Short term capital & losses on shares Rs. 8,000.

Q.4(A) “The tax implications of foreign investments and collaborations deserve significant importance.” Justify. 10 M

OR

Q.4(B) Critically analyze the tax benefits giving under income tax the newly established industrial undertakings. 10 M

Q.5(A) Distinguish between the following: 10 M

1. Tax evasion and Tax avoidance
2. Tax planning and tax management

OR

Q.5(B) Elaborate your views on the Corporate Tax Planning strategies in respect of Corporate Amalgamations 10 M

Q.6 **Case Study** 10 M

From the following calculate income from other sources:

1. Interest on tax free Govt. Securities Rs. 15000(Net)
2. Interest on tax Free listed company debentures RS. 17,940 (net)
3. Dividends from Indian companies Rs. 24,000 (Net)
4. Dividends from foreign companies Rs. 36,000 (Net)
5. Royalty on publications of books Rs. 38,000 (gross)
6. Rent from lifting of plant, machinery, buildings, furniture RS.68,000 (repairs 6,000 insurance Rs. 4000 collection charges Rs.1200)
7. Lottery winnings RS. 51,825 (net)
8. Commission from LIC of India on an agent Rs. 19200.
9. Collection charges of Interest and dividends Rs. 1500.

END

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)
MBA II Year I Semester (R18) Regular End Semester Examinations – DEC 2019
CONSUMER BEHAVIOR and CRM

Time: 3Hrs

Max Marks: 60

Attempt all the questions. All parts of the question must be answered in one place only.

In Q.no 1 to 5 answer either Part A or Part B only. Q.no 6 which is a case study is compulsory.

Q.1(A) Consumer behaviour as a field of study examines internal influences on consumption decisions. Discuss. 10 M

OR

Q.1(B) Define Consumer Behaviour and examine the factors influence consumer behavior. 10 M

Q.2(A) Explain reference groups and their influence in purchase decision making process. 10 M

OR

Q.2(B) Explain Howard Seth Model with suitable examples 10 M

Q.3(A) Define CRM. Explain its significance and types. 10 M

OR

Q.3(B) What is e-CRM? Enumerate its features and advantages. 10 M

Q.4(A) Explain briefly different key perspectives of CRM. 10 M

OR

Q.4(B) Explain – a) Customer Life time value
b) Customer Profitability. 10 M

Q.5(A) Define customer satisfaction. Explain its significance and components. 10 M

OR

Q.5(B) Define customer loyalty. Explain with some examples of successful organizations in India or Global. 10 M

Q.6 **Case Study** 10 M

A certain store was keeping a number of brands of washing machines. They had washing machines to cater to the needs of all the segments of the society. They were stocking IFB, Videocon, BPL, National, Godrej, and local made washing machines as well. They had both automatic, semi-automatic and manual machines. The automatic machines were bought by the higher income group. The middle income group were content with semi-automatic machines. Manual hand operated machines were for the lower class of clientele, and also those living in the rural areas, where electrification was not complete or the electricity went off for days together. It was observed that when customers came to buy an automatic machine, they usually came with their spouses and they looked mainly at the colour, style of functioning, electric consumption, care for handling, price factors, etc. Many customers would not buy on their first visit. They would come back after an interval of time, and bought the machine after careful considerations of the attributes that they were looking for. Many would lower their choice, and come back to buy semiautomatic, instead of automatic machines. The sale was observed

to be highest during marriage seasons and at festival times. There was a great influence of the house-wives in buying these, as they were the ultimate users. With a lot of information imparted by the media, and the children being exposed to it for several hours, in a day. They seemed to have a good knowledge of the attributes, and had a great say in the purchases and their opinions were also given weightage by the parents. Since a chain store is more interested in the sales to materialise, rather than pushing any particular brand, the salesmen are directed to satisfy the customers or the family. This should be their first consideration.

1. Do you feel that group interaction helps the buyer too, in his decision-making process? Elaborate.
2. What should be the role of the marketer in the above case regarding, advertisement, promotion, persuasion and closing the sales?

*****END*****

Hall Ticket No:

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Course Code: 18MBAP410

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)

MBA II Year I Semester (R18) Regular End Semester Examinations – DEC 2019
HUMAN RESOURCE PLANNING

Time: 3Hrs

Max Marks: 60

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

Q.1(A) Examine the process associated with Human resource planning? 10 M

OR

Q.1(B) Write about various approaches to manpower planning in the organization. 10 M

Q.2(A) Define HR demand. Explain the factors affecting human resource demand forecasting. 10 M

OR

Q.2(B) Write about short notes on ratio trend and regression analysis? 10 M

Q.3(A) Analyze the need of forecasting HR supply in the organization and explain the source of Human resource supply? 10 M

OR

Q.3(B) List out the methods of data collection for mapping. 10 M

Q.4(A) How important it is for an organization to reduce selection error? 10 M

OR

Q.4(B) Analyze the pros and cons of outsourcing recruitment process? 10 M

Q.5(A) Identify the barriers to human resource planning and discuss the impact on the organization? 10 M

OR

Q.5(B) List out the objective and various features of human resource accounting? 10 M

Q.6 **Case Study** 10 M

A XYZ Engineering Company was a large heavy-engineering unit. It attached great importance to the recruitment and training of its senior supervisors. Apart from selecting them from within the organization, the company recruited, every alternate year, about ten young engineering graduates and offered them training for a period of two years, before they were appointed as senior supervisors. Such appointments were made to about 40 percent of the vacancies of senior supervisors that occurred in the organization. This was considered necessary by management as a planned programme of imparting vitality to the organization. Besides, many of the old - timers, who had risen from the ranks, did not possess the necessary academic background with the result that they could not keep pace with the technological changes. Management also believed that in the rapidly changing conditions of industry, a bank of technically competent supervisors played a pivotal role, besides serving as a pool from which to select future departmental managers.

Engineering graduates were selected from amongst those who applied in response to an all India advertisement. For the selection of one engineer, on an average, eight applicants were called for interview. A selection committee consisting of the General Manager, the Production Manager, the Personnel Manager and the Training Officer interviewed and selected the candidates. The selection interview was preceded by a written test and only those who secured 40 percent marks qualified for interview.

The engineers thus selected had to undergo a two-year intensive theoretical and practical training. A well-staffed and equipped Training Institute was directly responsible for the training of the graduate engineers, besides training trade apprentices and operatives required by the company. Lectures on theoretical subjects were given at the Training Institute and practical training in all the works departments under the guidance of qualified and experienced instructors. A few lectures by senior officers of the company were also arranged to acquaint them with the company policies on different matters. During the last quarter of their two-year training programme they were deputed to work full-time to familiarize themselves with the conditions in departments where they were to be absorbed eventually. On successful completion of training, the graduate engineers were offered appointments, depending on their performance and aptitude as revealed during training. On placement in the works departments however, most of them faced some difficulty or the other.

According to management, some of the heads of departments, who were themselves not qualified engineers, did not have sufficient confidence in these younger men. They preferred the subordinates who came up from the ranks to hold positions of responsibility. A few discredited them saying that it would take years before these youngsters could pick up the job. Besides, some of the employees, whose promotional opportunities were adversely affected by the placement of graduate engineers, tried their best to run down the latter as a class, sometimes working on the group feelings of the workers. Some of the supervisors who were not graduate engineers also spoke derisively of them as "the blue-eyed boys" of the organization. Management knew that many of the graduate engineers were not utilized according to their capacity or training, nor was any attempt made to test or develop their potentialities. They also knew that many of the graduate engineers were, therefore, dissatisfied with their work life. Some of them, who did not get equal promotional opportunities as their colleagues placed in other departments, were looking for better jobs elsewhere.

On the other hand, according to management, the young graduate engineers were themselves partly responsible for the hostile attitude of others in the organization. Some of them failed to appreciate that a newcomer invited hostility in the beginning and it took time before he was accepted as a member of the work-group. They did not realize that they would be fully productive only after gaining about five to seven years' experience in the organization. A few thought that they belonged to a superior cadre and threw their weight around. They did not bother to understand and appreciate the problems of the rank-and-file of employees who worked under them.

In spite of these drawbacks, the General Manager of the company felt that these men were a set of disciplined supervisors. They had a sense of pride in their profession, and with the extensive training they had received, they would be able to take up any responsible position in the organization in course of time.

The General Manager could not allow the situation to continue especially when it was a difficult and costly process to recruit and train young engineering graduates of the requisite type and caliber. He knew that the prosperity of the company, to a large extent, depended on these young men. In addition, a large number of lucrative employment opportunities were available to these young engineers elsewhere and there was a systematic raid on them. He, therefore, called a meeting of all heads of departments to review the situation.

Questions:

- (a) Identify the issues related to manpower planning as evident in the case.
- (b) Discuss the strategies to tackle the percentage of internal promotion at the organizational level.
- (c) What type of additional training programmes should be imparted for direct entrants?
- (d) Suppose you are the head of the personnel division, what would be your suggestions in the meeting, which has been called by the General Manager?

END

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)
MBA II Year I Semester (R18) Regular End Semester Examinations – DEC 2019
INTERNATIONAL FINANCIAL MANAGEMENT

Time: 3Hrs

Max Marks: 60

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

Q.1(A) What do you mean by balance of payments and discuss the structure of balance of payments in detail? 10 M

OR

Q.1(B) Explain briefly about Purchasing Power Parity & Fisher effect. 10 M

Q.2(A) Define foreign exchange market and discuss the characteristics and functions of the foreign exchange market. 10 M

OR

Q.2(B) What are the factors that influence determining exchange rates in a developing country. 10 M

Q.3(A) Define interest rate risk and discuss the various techniques for managing interest rate risk. 10 M

OR

Q.3(B) Write about Economic and operating exposure. 10 M

Q.4(A) Describe the functions of IFC and comment on its performance. 10 M

OR

Q.4(B) Discuss the role of international bank for reconstruction and development for member countries. 10 M

Q.5(A) Examine the concept of incorporate risks in investment decisions. 10 M

OR

Q.5(B) What are the methods of raising capital in international finance. 10 M

Q.6 10 M

Case Study**Managing Exchange Rate Risk**

Mahendra International(India) imported spares of an engine from US manufacturer for \$5000 per annum at a price of \$2.5 per piece. The average exchange rate during 2001-02 was Rs. 47.70/\$. The Indian company imported the spares from a British manufacturer. In fact, it had diversified its import in view of reducing the risk associated with the supply. The import from the USA was competitive in view of the fact the same spares imported from the UK was slightly costlier. The American spares costs Rs. 119.25 per piece, while the British spares cost Rs. 120.00 per piece. In 2002-03, US dollar appreciated to Rs.48.40 with the result that the cost of American spares turned higher than the British spares. In the sequel of the appreciation of US dollar the Indian importer cut its

demand from 2,000 pieces to 500 pieces. The loss of the US exporter was colossal. But at the same time, the Indian importer suffered a lot. It had to pay a higher price for the US spares in terms of rupees. And also, it had to divert its import from the USA to the UK insofar as the pound sterling did not appreciate during this period. All this happened in the wake of the exchange rate changes.

Questions:

1. Mention the loss borne by the US exporter in the sequel appreciation of dollar?
2. Measure how much the loss the Indian importer had to bear after dollar appreciation?
3. What strategy the Indian importer needs to follow to hedge the exchange rate risk?

*****END*****

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)

MBA II Year I Semester (R18) Regular End Semester Examinations – DEC 2019
LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Time: 3Hrs

Max Marks: 60

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

Q.1(A) What is Supply Chain Management? Explain the objectives and importance of Supply Chain Management. 10 M

OR

Q.1(B) What is Supply Chain Performance? Elucidate on the supply chain drivers and metrics. 10 M

Q.2(A) What is e- Business? Elaborate on the role of distribution in supply chain management. 10 M

OR

Q.2(B) Explain the salient features of E-Business and Distribution Network? Elucidate distribution networks in practice. 10 M

Q.3(A) What is Demand Forecasting? Explain various techniques of Demand Forecasting. 10 M

OR

Q.3(B) What are the functions of forecasting? Elaborate on the role of forecasting in Supply Chain Management. 10 M

Q.4(A) What is Replenishment? Elucidate on impact of Replenishment policy on Safety Inventory. 10 M

OR

Q.4(B) What is Economies of Scale? Elaborate on how economies of scale can be managed. 10 M

Q.5(A) Elaborate on role of transportation in supply chain management and factors affecting transportation decisions. 10 M

OR

Q.5(B) Explain various design option available for development of transportation network. 10 M

Q.6 **Case Study** 10 M

Whirlpool

Whirlpool Corporation is a leader of the \$100 billion global home appliance industry. Ranked sixth in the electronics industry list of FORTUNE magazine's "World's Most Admired Companies", Whirlpool Corporation is a Fortune 500 company and the world's leading manufacturer and marketer of major home appliances. Annual sales are approximately \$19 billion, and there are 70,000 employees, with 69 manufacturing and technology research centres around the world. Founded in 1911, the company markets Whirlpool, Maytag, KitchenAid, Jenn-Air, Amana, Brastemp, Consul, Bauknecht and other major brand names to

consumers in most countries around the world. Whirlpool manufactures appliances across all major categories, including fabric care, cooking, refrigeration, dishwashers, countertop appliances, garage organization and water filtration.

Whirlpool is committed to a brand value-creation strategy—focusing on innovation, cost productivity, product quality and consumer value. The company continues to improve its global operating platform to ensure it is the best-cost and best-quality appliance manufacturer worldwide. its supply chain has been transformed to better deliver products to trade customers and consumers. The benefits of actions are evident through a stronger network, increased efficiencies and timely deliveries. Whirlpool Corporation is committed to building products which consumers around the world can depend upon to meet their daily needs. This commitment to quality begins in the concept stages and continues throughout the lifetime of the appliance. The result of these efforts is a sustainable and competitive advantage for the company.

Globally, Whirlpool Corporation manufactures products using principles of lean manufacturing and operational excellence to ensure continuous improvement of processes and to produce products that meet the company's high-quality standards. At Whirlpool, there is a constant focus on seeking out new and unique ways to improve the function, performance and sustainability of products.

After acquiring the Maytag Corporation on March 31, 2006, Whirlpool Corporation became the largest home appliance maker in the world.

Questions:

1. Discuss what is meant by international operations management and supply chain management
2. Describe key decisions associated with international operations management
3. Identify major operations management and supply chain management activities
4. Evaluate how international operations management contributes to international business success

*****END*****

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)
MBA II Year I Semester (R18) Regular End Semester Examinations – DEC 2019
INDUSTRIAL RELATION AND LABOUR LEGISLATION

Time: 3Hrs

Max Marks: 60

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

- Q.1(A) Explain in detail various approaches of Industrial Relations 10 M
- OR**
- Q.1(B) Elucidate the role of state in Industrial relations in India 10 M
-
- Q.2(A) "Collective Bargaining is an important instrument in preventing and settlement of Industrial Dispute" Discuss 10 M
- OR**
- Q.2(B) Explain the methods of settlement of dispute in India under Industrial Dispute Act 1947. 10 M
-
- Q.3(A) "Is it necessary for the principal employer to provide amenities on failure of the contractor to provide for the required amenities" Discuss as per Contract Labor (Regulation and Abolition Act 1970. 10 M
- OR**
- Q.3(B) Examine the Industrial Employment (Standing Orders) Act, 1940. 10 M
-
- Q.4(A) Explain the provisions as per the payment of wages act 1936? Does this Act create the legal right of workers to receive their earned wages? 10 M
- OR**
- Q.4(B) Explain the Eligibility for payment of gratuity under the Payment of Gratuity Act, 1972. 10 M
-
- Q.5(A) Discuss the importance of tripartite social dialogue in strengthening the industrial relations. 10 M
- OR**
- Q.5(B) What are the different forms of workers participation and explain its importance in strengthening industrial relations 10 M
-
- Q.6 **Case Study** 10 M
- "A" is the owner of a ginning factory. Certain men were engaged in putting the ginned cotton into what are called bojhas and they were engaged for that work not by "A" but the merchants who owned cotton. "A" did not show their names in the attendance register of the factory.
- Are the labour employed by the merchant workers within meaning of the Factories Act, 1948? Discuss as per the provisions of Factories Act 1948.

END

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)

MBA II Year I Semester (R18) Regular End Semester Examinations – January 2020

FINANCIAL INSTITUTION MARKETS AND SERVICES

Time: 3Hrs

Max Marks: 60

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

Q.1(A) Discuss various financial intermediaries functioning in the Indian financial system and Bring out their features. 10 M

OR

Q.1(B) Explain the role and functions of Reserve Bank of India. 10 M

Q.2(A) "Commercial banks are special among the intermediaries for the development of the economy." Justify 10 M

OR

Q.2(B) Define mutual fund and describe the various schemes that can be offered by it. 10 M

Q.3(A) Explain the advantages and drawbacks of call money and commercial bill markets. 10 M

OR

Q.3(B) Describe the role and importance of SEBI. 10 M

Q.4(A) Differentiate between hire purchase and leasing. 10 M

OR

Q.4(B) Define venture capital and explain the present scenario venture capital in India. 10 M

Q.5(A) Explain the working of various credit rating agencies in India. 10 M

OR

Q.5(B) What are the challenges faced by the investment bankers in India. 10 M

Q.6 Case Study 10 M

Yes Bank Subscribes to Non-convertible Debentures of SKS Microfinance

Yes Bank, one of India's leading private sector banks, announced in March 2009 that it has subscribed to 250 millions of rated Non-convertible Debentures (NCD) issued by SKS Microfinance, India's largest and the world's fastest growing Microfinance Institution (MFI). The bond has a tenor of one year from the date of allotment with a coupon rate of 10.50% per annum. Yes Bank thus became the lead manager to the issue a first of its kind issuance of rated paper by an Indian micro-finance institution.

Microfinance has been recognized as an efficient poverty alleviation tool, its expansion in India is significantly impeded by its relatively limited access to capital markets resulting in MFIs continuing to face challenges of high cost of funds. On successful completion of the transaction, Suresh Gurumani, MD and CEO of SKS Microfinance said, "SKS is the only MFI in the country to raise funds through non-convertible debenture. The funds will be utilised to provide financial services to a larger section of the poor." Somak Ghosh, group president, corporate finance and development banking, YES Bank, on fully subscribing to the issue said, "Yes Bank's microfinance initiatives/approach/focus is

centred on using structured capital market products to provide MFIs access to a broader base of investors and lenders thus reducing cost of funds and lowering transaction costs for the sector. The successful closure of SKS's rated bond issue is the fruition of such efforts at Yes Bank and SKS Microfinance and will help the MFI tap sophisticated capital market investors opening up additional, cost-effective sources of funds." Announcing this landmark transaction, S. Dilli Raj, CFO of SKS Microfinance said, "SKS becomes the first Indian MFI to issue a rated bond. This showcases SKS's structuring and financial innovation skills. The fact that the Bond is a stand-alone issuance with no credit enhancement in the form of any 3rd party guarantee or collateral speaks volumes of SKS's Balance Sheet strength".

Questions:

1. How do you think has the move helped Yes bank?
2. What other innovative tools do you think Yes Bank could have employed to yield similar results?

END

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)
MBA II Year I Semester (R18) Regular End Semester Examinations – January 2020
BRAND MANAGEMENT

Time: 3Hrs

Max Marks: 60

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

- | | | |
|--------|---|------|
| Q.1(A) | Classify brands and explain each type of brand. | 10 M |
| OR | | |
| Q.1(B) | Evaluate Global Branding Strategies | 10 M |
| <hr/> | | |
| Q.2(A) | Explain (i) Co- brands (ii) Store brands | 10 M |
| OR | | |
| Q.2(B) | What is Brand Identity? State its elements and benefits. | 10 M |
| <hr/> | | |
| Q.3(A) | Define Brand Equity. Explain different types of Brand Equity. | 10 M |
| OR | | |
| Q.3(B) | Examine the need for measuring brand equity. | 10 M |
| <hr/> | | |
| Q.4(A) | Discuss the role of Integrated Marketing communication in Brand building. | 10 M |
| OR | | |
| Q.4(B) | Comment on Re-branding and Re-launching | 10 M |
| <hr/> | | |
| Q.5(A) | Discuss the role and importance of brand ambassadors and celebrities in branding. | 10 M |
| OR | | |
| Q.5(B) | Explain the concept of Brand personality and its importance. | 10 M |
| <hr/> | | |
| Q.6 | Case Study
<p>Started in 1965, ChemCo is a leading manufacturer of car batteries in the U.K. market. Since then, it has been under the charge of Mr. Jones, the founder-owner of the firm. In 1999, the company decided to go for a diversification by expanding the product line. The new product was batteries for fork-lift trucks. At the same time, Mr. Marek was appointed the Senior Vice President of marketing in the company. However, soon after its successful diversification into fork-lift batteries, the sales in this segment began dropping steadily.</p> <p>Mr. Marek wanted to introduce some radical changes in the advertising and branding of the new business but the proposal was turned down by the old-fashioned Mr. Jones.</p> <p>At this juncture in 2002, the firm is losing heavily in the fork-lift batteries business and its market share in car batteries is also on a decline. Mr. Jones has asked Mr. Marek to show a turnaround in the company within a year.</p> <ul style="list-style-type: none">(i) What are the issues involved in the case?(ii) What steps should Mr. Marek take to bring the company out of its troubles?(iii) Comment on various branding and advertising strategies that can be useful to ChemCo in the current situation. | 10 M |

END

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE

(UGC-AUTONOMOUS)

MBA II Year I Semester (R18) Regular End Semester Examinations – January 2020**ORGANIZATIONAL CHANGE & DEVELOPMENT**

Time: 3Hrs

Max Marks: 60

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

Q.1(A) Explain why people resist change? What are the various sources of managing resistance to change 10 M

OR

Q.1(B) Analyze the 7s Framework in managing change 10 M

Q.2(A) Elucidate the role of change agents. How do external and internal change agents differ in their roles? 10 M

OR

Q.2(B) Discuss the need for Organizational restructuring. 10 M

Q.3(A) Discuss the ethical issues in organizational development. 10 M

OR

Q.3(B) Analyze organizational development as a means of change in the organization. 10 M

Q.4(A) Evaluate how action research orientation helps to overcome organizational change? 10 M

OR

Q.4(B) Discuss the implication of power practices in the process of organizational development 10 M

Q.5(A) Explain how OD interventions helps in bringing effectiveness of change in the organization 10 M

OR

Q.5(B) Discuss how behavior modelling simulation exercises helps in bringing change in organization 10 M

Q.6 Case Study

NESTLE CASE STUDY FOR CHANGING NESTLE

By 2000 Nestle was considered the world's biggest food company with 500 factories operating in 80 countries employing 224,000 people with annual sales of \$47 billion. A worldwide leader known for manufacturing products as diverse as chocolates and cosmetics, it is now a far cry from the company that was created by the underlying desire to help new mothers who could not breastfeed their newborn infants. With a commitment to long-term outcomes that "will never be sacrificed for short-term performance," Nestle has clearly been through many changes over the years.

CHANGING NESTLE

As a Swiss national organization, Nestle only sold through sales agents to countries outside of its home market. By the 1900s, it changed its approach to global expansion and began purchasing local subsidiaries in foreign markets. Its launch into the American market was initiated when the First World War increased demand for dairy products. Nestle took this opportunity to establish its presence in the United States by acquiring several existing factories. During the Second World War, a feeling of isolation in Switzerland led to the transfer of many executive offices offshore to the United States. These moves into offshore markets were part of Nestle's commitment to changing the company in order to increase efficiency and productivity.

In 1974 Nestle diversified for the first time outside the food industry in order to promote growth.

10 M

It became a major shareholder in the cosmetic giant L'Oreal. This diversification has had significant consequences for the organization that continue today with investor concern that Nestle may have overextended itself with its acquisition of debt-ridden L'Oreal. To offset the instability of the risk involved in investing in developing markets, Nestle later made a second foray outside the food industry with the purchase of Alcon Laboratories Inc., a U.S. manufacturer of pharmaceutical and ophthalmic products. The CEO during the 1980s, Helmut Maucher, focused on financial improvement through divestitures and a continuation of strategic acquisitions. This resulted in the sale of many nonstrategic and non-profitable businesses and more focused acquisitions such as the purchase of Carnation in 1984.

The restructuring that continued through this period into the 1990s created a company that was designed to be more flexible.

NESTLE TODAY

You can have slow and steady change, and that is nothing to be ashamed of [CEO Brabeck Letmathe].

Restructuring is a continual process at Nestle, with restructuring charges of up to \$300 million each year. When he first began as CEO of Nestle, Brabeck-Letmathe initiated a complete overhaul of the executive board, replacing it with 10 new executives. Nevertheless, Brabeck-Letmathe views his focus as developing the strengths of the organization and holds the view that radical change is ideal for a crisis, but if a company is doing well, then unnecessary change should be questioned: Why should we manufacture dramatic change? Just for change's sake? To follow some sort of fad without logical thinking behind it? We are very skeptical of any kind of fad.

The way in which change occurs at Nestle is focused and conscious. Brabeck-Letmathe admits that My actions may sound slow in Silicon Valley, but they are fast for a company with factories in more than 80 countries and products that are sold in every country in the world. Nestle relies on the commitment of its managers who have been "steeped in Nestle's corporate culture" and who would choose to maintain the longevity of the organization rather than improve its short-term operating profit. In this culture, Nestle has developed a list of "untouchables"-a number of the company's strengths such as how corporate growth should be handled and the role of technology. In relation to technology, for example, Nestle does not deny the importance of IT as a tool that can be used within the organization but rejects the implementation of new technology as being a central strategic direction in and of itself. For Brabeck-Letmathe, the focus is on how to reinforce and sustain strengths rather than changing them.

Questions:

1. Did Nestle undergo either first-order and/or second-order change according to the case?
2. Brabeck-Letmathe emphasizes the need for an incremental approach to change. Do you agree that this is what he has done? Discuss the differences and similarities between his view and your view of what has occurred at Nestle, both historically and in recent times.
3. What implications for change managers would apply specifically to Nestle? Outline how the Nestle management team may have reacted to each implication.
4. Find three examples of lessons from the front line that are evident in the Nestle case. How could these issues be overcome?

END

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MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE

(UGC-AUTONOMOUS)

MBA II Year I Semester (R16) Supplementary End Semester Examinations – JAN 2020

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Time: 3Hrs

Max Marks: 50

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

Q.1(A) Explain the features of speculation and differentiate it from investment 8 M

OR

Q.1(B) What are the functions of stock exchanges? How are they managed? 8 M

Q.2(A) What is economic analysis and state the economic factors considered for this analysis. 8 M

OR

Q.2(B) What is technical analysis? What are the various theories in technical analysis 8 M

Q.3(A) What is Primary and Secondary market? Describe the Market participants of the secondary market. 8 M

OR

Q.3(B) The James company had the following annual returns over the past seven years. Determine James's Average Return and Standard deviation of Returns over the past 8 M

Years	Return
2001	10 %
2002	-5 %
2003	14 %
2004	-6 %
2005	20 %
2006	18
2007	20

Q.4(A) What are the advantages of APT over CAPM? Explain in detail. 8 M

OR

Q.4(B) Explain the strong form of market efficiency with empirical evidences 8 M

Q.5(A) What is the difference between active equity management and passive equity management 8 M

OR

Q.5(B) How does the risk profile of an investor affect portfolio selection 8 M

Q.6

Case Study

10 M

An equity share is priced Rs.50. the price at the end of the year and the probabilities are given below. The company does not pay any dividend. What is

- a) The return that an investor can expect from the stock
- b) B) Analyse the standard deviation of the returns

End year price	Probability
60	0.1
65	0.2
70	0.4
75	0.2
80	0.1

END

Hall Ticket No:

Course Code: 18MBAP415

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)
MBA II Year I Semester (R18) Regular End Semester Examinations – JAN 2020
DIGITAL MARKETING

Time: 3Hrs

Max Marks: 60

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

Q.1(A)	Enumerate E-commerce Business Models and Concepts.	10 M
OR		
Q.1(B)	Differentiate B2C business models and B2B models.	10 M
Q.2(A)	What do you understand the internet? Identify various types of online advertising and illustrate with examples.	10 M
OR		
Q.2(B)	Describe internet and its impact on business strategy in present scenario.	10 M
Q.3(A)	Differentiate the Web Sites and Mobile Sites? Explain various characteristics of mobile sites.	10 M
OR		
Q.3(B)	Discuss E-commerce Marketing Communications process with examples.	10 M
Q.4(A)	Write about the importance of Online Retailing and Services in present scenario.	10 M
OR		
Q.4(B)	Analyze the procedure of creating a Youtube channel.	10 M
Q.5(A)	Discuss the e-markets and explain the best practices of E- payment system with examples.	10 M
OR		
Q.5(B)	Identify the best procedure of the purchasing process in e- business?	10 M
Q.6	Case Study Knorr has been making cooking easy since 1838. Its ready-made sauces and stockpots are available in nearly 90 countries worldwide and with annual sales over \$3 billion; it is parent company Unilever's biggest-selling brand. In Poland, Knorr's best-known product is Bulionetka; a stock used in soups and braised dishes. Even well-known brands can't stand still in the hyper-competitive FMCG category, especially when busy lifestyles mean that fewer and fewer Polish people take the time to cook at home. Knorr's new TV campaign was designed to raise awareness among women aged 25-49, but Knorr also wanted to reach a younger audience to drive sampling and sales. Questions: 1) Knorr approached you to prepare a suitable and multi-channel digital marketing plan to attract the younger audience to its products. 2) Prepare a digital add to promote Knorr products and services in social media of your choice. Justify.	10 M

END

Hall Ticket No:

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Course Code: 18MBAP408

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(UGC-AUTONOMOUS)

MBA II Year I Semester (R18) Regular End Semester Examinations – JAN 2020
HR ANALYTICS

Time: 3Hrs

Max Marks: 60

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

- | | | |
|-----------|--|------|
| Q.1(A) | What are the differences between Traditional HR and Data driven HR? | 10 M |
| OR | | |
| Q.1(B) | Evaluate the stages of HR Analytics. | 10 M |
| <hr/> | | |
| Q.2(A) | Analyze the steps involved in Questionnaire Development. | 10 M |
| OR | | |
| Q.2(B) | State different HR Delivery models. | 10 M |
| <hr/> | | |
| Q.3(A) | Explain (i)Time to Productivity (ii)Turnover Rate | 10 M |
| OR | | |
| Q.3(B) | Employee Retention is matter for organization. Why? How can we measure its rate? | 10 M |
| <hr/> | | |
| Q.4(A) | What is Competency rate? State different levels of Competency. | 10 M |
| OR | | |
| Q.4(B) | Interpret the Ethical considerations in performance data analysis. | 10 M |
| <hr/> | | |
| Q.5(A) | Give an account on Target bonus for executives and non- executives. | 10 M |
| OR | | |
| Q.5(B) | Explain in detail Employee Engagement Metrics | 10 M |
| <hr/> | | |
| Q.6 | Case Study | 10 M |

Satish was a Sales Manager for Industrial Products Company in City branch. A week ago, he was promoted and shifted to Head Office as Deputy Manager - Product Management for a division of products which he was not very familiar with. Three days ago, the company VP - Mr. George, convened a meeting of all Product Managers. Satish's new boss (Product Manager Ketan) was not able to attend due to some other preoccupation. Hence, the Marketing Director, Preet - asked Satish to attend the meeting as this would give him an exposure into his new role. At the beginning of the meeting, Preet introduced Satish very briefly to the VP. The meeting started with an address from the VP and soon it got into a series of questions from him to every Product Manager. George, of course, was pretty thorough with every single product of the company and he was known to be pushy and a blunt veteran in the field. Most of the Product Managers were very clear of George's ways of working and had thoroughly prepared for the meeting and were giving to the point answers. George then started with Satish. Satish being new to the product, was quite confused and fared miserably. Preet immediately understood that George had possibly failed to remember that Satish was new to

the job. He thought of interrupting George's questioning and giving a discrete reminder that Satish was new. But by that time, George who was pretty upset with the lack of preparation by Satish made a public statement "Gentlemen, you are witnessing here an example of sloppy work and this can't be excused".

Now Preet was in two minds - should he interrupt George and tell him that Satish is new in that position OR should he wait till the end of the meeting and tell George privately. Preet chose the second option. Satish was visibly angry at the treatment meted out by George but he also chose to keep mum. George quickly closed the meeting saying that he found in general, lack of planning in the department and asked Preet to stay back in the room for further discussions. Before Preet could give any explanation on Satish, George asked him "Tell me openly, Preet, was I too rough with that boy?" Preet said "Yes, you were. In fact, I was about to remind you that Satish is new to the job". George explained that the fact that Satish was new to the job didn't quite register with him during the meeting. George admitted that he had made a mistake and asked his secretary to get Satish report to the room immediately. A perplexed and uneasy Satish reported to George's room after few minutes. George looking Satish straight into his eyes said "I have done something which I should have never even thought of and I want to apologise to you. It is my mistake that I did not recollect that you were new to the job when I was questioning you". Satish was left speechless. George continued "I would like to state few things clearly to you. Your job is to make sure that people like me and your bosses do not make stupid decisions. We have good confidence in your abilities and that is why we have brought you to the Head Office. For everybody, time is required for learning. I will expect you to know all the nuances of your product in three months' time. Until then you have my complete confidence". George closed the conversation with a big reassuring handshake with Satish.

Questions:

1. Was it at all necessary for George to apologise to such a junior employee like Satish?
2. If you were in Satish's place, how would you to respond to George's apology?
3. Would you be happy to have George/Preet as your boss? Explain the reasons.

*****END*****