



Subject Code: R16MBA201

MBA - II Semester Regular and Supplementary Examinations, April-2018.

FINANCIAL MANAGEMENT

Time: 3 hours

Max Marks: 60

Question Paper Consists of **Part-A** and **Part-B**.

Answering the question in **Part-A** is Compulsory & Four Questions should be answered from **Part-B**
All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12M

1. Fitwell Company is capitalised with Rs.50,00,000 consisting of 10,000 ordinary shares of Rs500 each. Additional finance of Rs.50,00,000 is required for an expansion programme launched by the company. The following four possible financing plans are under consideration:
- Plan A:** Entirely through share capital, issuing 10,000 shares at Rs500 each
- Plan B:** Entirely through debt capital at 13% per annum.
- Plan C:** Rs 25, 00,000 through ordinary share capital and Rs. 25, 00,000 through debt capital at 12 % per annum.
- Plan D:** Rs 25, 00,000 through ordinary share capital and Rs 25.00.000 through 10% preference Shares, by issuing 5,000 preference shares of Rs. 500 each.

The company's existing EBIT amounted to Rs.6,00,000. By virtue of the increase in capitalisation, the EBIT are expected to be double the present level. Examine the impact of financial leverage of these four plans and calculate the EPS for the shareholders. In each case, assume 50% tax rate.

PART-B

4X 12 = 48

2. (a) Describe the evolution of Financial Management. 6M
(b) Discuss briefly the functions of financial management. 6M
3. (a) Explain the investment decision process. 4M
(b) A company is considering a new project which requires a capital outlay of Rs.2,00,000. The tax rate is 50% and the forecasted annual income before depreciation and taxes are as follows:

Year	EBDIT(in RS)
1	1,00,000
2	1,00,000
3	80,000
4	80,000
5	40,000

Calculate a) Payback period b) Accounting Rate of Return c) Net present Value of the project at 10% . Depreciation calculated on straight line basis. 8M

4. (a) What do you mean by Break even analysis of financial leverage? How is it calculated? 6M
 (b) Explain importance and significance of operating leverage. 6M

5. (a) The following information is available from the balance sheet of a company:

Equity capital(20,000 shares @Rs10	Rs. 2,00,000
Reserves and Surplus	Rs 1,30,000
8% Debentures	Rs. 1,70,000

The tax rate for the company is 50%. Cost of equity is 12%. Calculate the weighted average cost of capital.

- (b) How can you determine cost of equity capital in a growth firm? 8M
 4M
6. (a) Explain the factors that determine the working capital requirements of a firm. 6M
 (b) What is the need for holding inventory? Why inventory management is important? 6M
7. (a) What are the essentials of Walter's dividend model? Explain its shortcomings. 8M
 (b) Define i) Bonus Share ii) Share split 4M



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HUMAN RESOURCE MANAGEMENT

Time: 3 hours

Max Marks: 60

Question Paper Consists of **Part-A** and **Part-B**.

Answering the question in **Part-A** is Compulsory & Four Questions should be answered from **Part-B**

All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

Mr. Krishna has been working as an Agricultural Officer in Syndicate Bank since 2006. He married in 2007 and he has on son (10 years old) and a daughter (8 years old). He has worked in various rural branches in Andhra Pradesh, Karnataka and Orissa. Mr. Krishna and his wife belong to Coimbatore city of Tamilnadu. He is a Graduate in Agricultural Science. Mr. Krishna is one of the most sincere and committed officers of the Bank. He leaves his house at 8am almost every day (including Sundays), visits the farmers, their fields, suggests them on various issues, and attends the bank to work between 12 Noon and 8 pm with one hour lunch break. He helps the Branch Manager in finalizing the daily accounts, in completing the work left incomplete by other staff. He returns home only after 8 pm. As such he generally does not attend to most of the domestic work. His wife manages all domestic chores and also the schooling of their children. She could not admit her son in a residential English Medium School in Madras. She asked her husband to try for his admission but in vain. Immediately she wrote to the Branch Manager, Regional Manager and Personnel Manager in the regional and head offices, requesting them to help her in getting admission for her son in any English Medium High School preferably in Madras/Coimbatore giving the facts that her husband serves the bank right from 8 am to 8 pm and he could not find time to successfully try for his son's admission. The Regional Manager, Personnel Manager and the Branch Manager enquired into the case and found that the information furnished by Mrs. Krishna was correct. The bank's policy at present is to redress the grievance of the employees and to deal with only those grievances relating to the terms and conditions of employment and work. Immediately the Regional Manager sought the advice of the Personnel Manager at the Head Office.

Questions

Being the Personnel Manager what would you suggest the Regional Manager and Branch Manager in solving the problem?

- 1) Does the issue raised by Mrs. Krishna come under the purview of Human Resource Management
- 2) If you were the Regional Manager, how would you redress this grievance?

PART-B

4X 12 = 48

2. (a) Discuss the scope and nature of HRM
- (b) HR manager is being paid by the Management. Is he therefore a representative of Management of Human resources of an organisation. Discuss
3. (a) Explain different sources of Recruitment
- (b) Recruitment is distinct from employment and selection. Discuss
4. (a) Define Job Analysis.

(b) Explain different steps involved in Job Analysis process

5. (a) What do you mean by Performance Appraisal.

(b) Describe in detail the process of the Performance Appraisal.

6. (a) what are statutory and non-statutory benefits to be given to the employees of an organisation

(b) "Fringe benefits have psychological and social base" explain.

7. (a) What is Grievance.

(b) Explain different steps involved in Grievance Procedure.



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Subject Code: R16MBA203

MBA - II Semester Regular and Supplementary Examinations, April-2018.

MARKETING MANAGEMENT

Time: 3 hours

Max Marks: 60

Question Paper Consists of Part-A and Part-B.

Answering the question in Part-A is Compulsory & Four Questions should be answered from Part-B

All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

1. *Indian Aluminium*, a reputed aluminium company, currently having a turnover of about Rs.900 crore, was set up in 1971 at Kolkatha. The company had set up the foil division in 1986 at Lonawala near Mumbai. The foil division commenced manufacturing of superwrap in 1987. The demand for aluminium foil by the pharmaceutical, cigarette and other industries was what the company initially had in mind when the foil division was setup.

The decision of manufacturing household foil for wrapping food stuff was basically an offshoot of its British partner. Since the British company was already marketing the product abroad, it was decided to do the same in India. The product was packaging in white paper and no advertising was done from 1987 to 1992 during which time it sold just 2,500 rolls per month. The company has always been catering to the needs of institutional buyers. The distributor for the aluminium foils was given the rolls superwrap which he would hand over to retailers or sub distributors to sell as part and parcel of a whole consignment, besides what the distributor's sales persons could sell. The company was the first to launch the product in India and the target audience at that time was housewives of an income group of Rs 3,000 per month and above. The product was launched in Mumbai alone and its availability extended beyond Mumbai Later.

In 1989, the foils division had requested for money to be allocated for market research but was turned down because the management didn't think it worth while. It was only in 1995 (after three proposals were turned down) that the division at last got to go ahead. However, in 1990, another company started manufacturing household foils and the Indian aluminium facing problems as the new company.

QUESTIONS

1. What is the problem in this case?
2. What strategy would you like to suggest to push up the sale of the product in view of the growing competition?

PART-B

4X 12 = 48

2. (a) Define Marketing. Discuss the importance of Marketing in an organisation
(b) What do you mean by Marketing Environment? How do you identify the major forces of Macro Environment?
3. (a) Explain the importance of segmentation and targeting in Marketing.
(b) Enumerate the factors influencing consumer behaviour.
4. (a) What do you mean by product? Explain the goals of Product mix
(b) Describe the different stages of Product life cycle with suitable examples.
5. (a) Describe the bases on which firms usually set their pricing.
(b) Discuss the different popular pricing strategies in vogue w.r.t. FMCG products.

6. (a) What is advertising? Discuss its objectives and utility.
(b) Discuss the steps in designing and managing Marketing communications.
7. (a) What is Marketing Control? Explain various types of Marketing Control.
(b) What is Marketing Audit? How can this be conducted for a large textile firm.



Subject Code: R16MBA204

MBA - II Semester Regular and Supplementary Examinations, April-2018.
PRODUCTION AND OPERATIONS MANAGEMENT

Time: 3 hours

Max Marks: 60

Question Paper Consists of **Part-A** and **Part-B**.

Answering the question in **Part-A** is Compulsory & Four Questions should be answered from **Part-B**
All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

1. Construct both \bar{X} and R chart from the following data.

Sub-group number	\bar{X}	R
1	6.36	0.10
2	6.38	0.18
3	6.35	0.17
4	6.39	0.20
5	6.32	0.15
6	6.34	0.16
7	6.40	0.13
8	6.33	0.18
9	6.37	0.16
10	6.33	0.13
11	6.32	0.18
12	6.30	0.10
13	6.34	0.11
14	6.39	0.14
15	6.37	0.17
16	6.36	0.15
17	6.35	0.18
18	6.35	0.13
19	6.34	0.18
20	6.34	0.16

Assume constant values $A_2 = 0.73$, $D_3 = 0$ and $D_4 = 2.28$

PART-B

4X 12 = 48

2. Explain the meaning and differences between mass production and batch production.
3. Identify the functions of production planning and control.
4. Describe different types of plant layouts.
5. (a) Importance of productivity (6 marks)
(b) Principles of TQM (6 marks)
6. How to go with ABC analysis method of inventory control and to which type of organizations it is more suitable.
7. (a) Importance of SQC (6 marks)
(b) Principles of ISO (6 marks)



Subject Code: R16MBA205

MBA - II Semester Regular and Supplementary Examinations, April-2018.

ORGANISATIONAL BEHAVIOUR

Time: 3 hours

Max Marks: 60

Question Paper Consists of Part-A and Part-B.

Answering the question in **Part-A** is Compulsory & Four Questions should be answered from **Part-B**
All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

Mr. Kumar is the managing director of a Soaps Manufacturing company. To increase sales, the board of directors wanted to start a full-fledged marketing department. Mr. Kumar is entrusted with the task of finding a suitable candidate to head the proposed marketing department. After considering a number of candidates, he has narrowed down his choice to two persons: Yaswanth and Subhash.

Mr. Yaswanth has an excellent track record in the company. During his fruitful association with the company, to be precise ten years, he has always shown a high degree of enthusiasm and initiative in his work. He is still young (55 years) dynamic and aggressive. He is result-oriented and is, naturally, more interested in ends rather than means. One of the workers, testifying his leadership qualities, remarked thus: "Though he is harsh at times, you will know where you stand when you work with him. When you have done a good job, he lets you know it." Mr. Yaswanth is willing to shoulder additional responsibilities. He decides things quickly and when action is required, he is always on his toes.

During his 15 years tenure in the company, Mr. Subhash has endeared himself to all his colleagues by his superior workmanship and pleasing manners. He always believes in the principle of employee participation in the decision making process. Unlike Mr. Yaswanth, he encourages his subordinates to come out with innovate ideas and useful suggestions. Before arriving at a decision he always makes it a point to consult his subordinates. Not surprisingly, all his subordinates are very pleased to work under him and praise his leadership qualities. They readily admit that the participative climate has encouraged them to use their talents fully in the service of the organization. Company records also bear evidence for the increase in the production soon after Subhash became the head of his department.

Questions

1. Analyze the leadership qualities and styles of Mr. Yaswanth and Mr. Subhash.
2. Between the two people, who would you recommend for the position of a marketing manager?

PART-B

4X 12 = 48

2. (a) What is Organisational Behaviour(OB)? Discuss its nature
(b) Discuss the general conclusions that you draw from the models of OB

3. (a) What do you understand by organisation structure?
(b) What principles are should keep in mind while developing organisation structure

4. (a) what is transactional analysis? Explain its utility
(b) Enumerate 'ego' states and various types of transactions between two persons with help of suitable examples and diagrams

5. (a) Discuss how does theories of motivation help in better understanding of the people in work place.
(b) Explain Herzberg two factor theory of motivation with suitable Indian example.

6. (a) Define the term group and explain its nature.
(b) Why are groups formed? Differentiate formal and informal groups.

7. (a) Define the term Conflict? How does it differ from competition?
(b) Discuss the major forms of Conflict in an organisation.



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Subject Code: R16MBA206

**MBA - II Semester Regular and Supplementary Examinations, April-2018.
E-BUSINESS (ERP & E-COMMERCE)**

Time: 3 hours

Max Marks: 60

Question Paper Consists of **Part-A** and **Part-B**.

Answering the question in **Part-A** is Compulsory & Four Questions should be answered from **Part-B**
All questions carry equal marks of 12.

PART-A(CASE STUDY)

1 X 12 = 12

1. Implementation Problems at Universities

ERP systems are attractive to universities for the same reasons that they are attractive to business organizations: control, accurate information, and centralized systems, all in real time. However, implementing ERP systems at universities has posed some unique problems. By nature, universities are not integrated organizations. Each department operates separately and autonomously, so trying to tie everyone together is difficult enough. Furthermore, university IT personnel are not as experienced as those in large companies, implementations are often rushed, and testing and training often have been inadequate.

Universities have been attracted to ERP systems since the mid-1990s, when their legacy systems were unable to keep up with increasing technology demands. There were too many legacy systems to maintain, and new systems couldn't be developed in-house because of a lack of staff and experience; ERP seemed like a good alternative. PeopleSoft aggressively marketed to universities and by the end of 2004 had 730 installations in colleges and universities.

Some universities have had a particularly difficult time with implementation. Stanford University began its PeopleSoft implementation in 2001. Stanford users complain that completing tasks takes longer than it did prior to the ERP system installation, while the university's IT department complains that the new system is more expensive to support than the prior system. Users at Stanford have been hesitant to adopt the new system, and many of those who are using it are requesting further customization. Lacking widespread use at this stage, the installation of this multimillion dollar system cannot be considered a complete success. Most of the problems related to the PeopleSoft installation are people problems; as with many corporate ERP implementations, the university and its IT department are coping with a tight budget and, consequently, providing little training. Although training was offered to the users, few participated.

The University of Massachusetts's PeopleSoft system was down for four days during the critical drop/add period in 2004, leaving 24,000 students in the lurch. The glitch was traced to a lack of testing. Cleveland State sued PeopleSoft because the college's software was "unusable" and the university had to install an alternative software package to process accounts receivables. In February 2005, Oracle, which now owns PeopleSoft, settled the suit for \$4.25 million.

The University of Delaware has taken a slow approach to its PeopleSoft implementation. The first department to use the software was HR, for payroll. The university chose HR because the department is small. The next phase for the implementation was the university-wide financials. The

last phase, and the largest phase, has been the student records. There have been a few hiccups, as in all implementations, but in general, it has gone smoothly.

Question:

1. Research the PeopleSoft corporation, and explain why its software is an attractive ERP package for higher education.

PART-B

4X 12 = 48

2. (a) What are the benefits of using ERP system and explain its need and importance?

(b) Explain the reasons for the growth of ERP market.

3. (a) What is SAP? Explain various modules in SAP with its advantages and disadvantages.

(b) Describe various types of consultants with their roles.

4. (a) Explain various functional areas in ERP system and its features.

(b) What are the benefits and functions of sales and distribution system in ERP.

5. (a) Write about evolution of e-commerce.

(b) Explain advantages and disadvantages of e-business in India.

6. (a) Explain various models of e-commerce.

(b) Write the difference between Business to Business, Business to Consumer, Consumer to Consumer with examples.

7. (a) Write about electronics payment system and explain its advantages and disadvantages.

(b) Explain credit card based payment system and risk associated with the payment.
