

Hall Ticket Number :

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**R-17**

**Code: 7P1A33**

M.B.A. III Semester Regular & Supplementary Examinations Nov/Dec 2019  
**Cost and Management Accounting**

Max. Marks: 60

Time: 3 Hours

Answer all five units by choosing one question from each unit ( 5 x 12 = 60 Marks )

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**UNIT-I**

1. Distinguish between apportionment and reapportionment of overheads. Explain various methods of Re-apportionment of overheads 12M

**OR**

2. What is cost accounting? How is it different from financial accounting and management accounting? 12M

**UNIT-II**

3. What are process losses and gains? Explain accounting treatment of process losses and gains 12M

**OR**

4. A product passes through three processes, process-A, B and C. 10,000 units were purchased at Rs.1.10 per unit and issued to process-A. The other expenses were as follows.

Particulars	Process-A (₹)	Process-B (₹)	Process-C (₹)
Sundry materials	1,500	1,500	1,500
Direct wages	4,500	8,000	6,500
Direct expenses	1,000	1,000	1,503

The wastage in process-A was 5% and in process-B 4%. The wastage was sold at 25 paise, 50 paise and ₹1 per unit in process-A, B and C respectively. The overhead charges were 160% of direct wages. The final product was sold at ₹10 per unit fetching a profit of 20% on sales, find out the percentage of wastage in process-C. 12M

**UNIT-III**

5. Discuss full-cost-plus and marginal cost plus methods of pricing. Which method can be useful to a firm? Give reasons. 12M

**OR**

6. ABC Ltd. has provided you the following data.

Selling price ₹50 per unit; variable manufacturing cost ₹20 per unit; variable selling cost ₹5 per unit; fixed factory overheads ₹6,25,000 p.a. and fixed selling cost ₹3,20,000 p.a.

You are required to compute:

- Breakeven point expressed in amount
- Number of units that must be sold to earn a profit of ₹1,00,000
- Number of units that must be sold to earn 15% profit on sales 12M

**UNIT-IV**

7. Define marginal costing. Discuss its assumptions, merits and demerits 12M

**OR**

8. M/s Chamundi Engineering Ltd manufactures four different components- component-'A', 'B', 'C' and 'D'.

Components	A	B	C	D
Proportion of variable cost in sales (%)	75	70	65	80
Sales mix in value (%)	25	40	15	20

Total sales of the company is '80,000 p.m. and fixed cost '25,000 p.m.

You are required to:

- Calculate overall break-even sales for the company
- Calculate break-even sales if sales mix is change as 20%, 25%, 15% and 40% for the product A, B, C and D respectively assuming total sales remaining same.

12M

**UNIT-V**

9. Prepare a material purchase budget of Lakshmi Minerals Ltd. from the following information.

**Estimated opening balances at the commencement of the next year:**

Finished product – 5,000 units

Material-A: 12,000 units and Material-B: 20,000 units

Material on order-Material-A: 7,000 units & Material-B: 11,000 units

**The desirable closing balances at the end of the next year:**

Finished product – 7,000 units

Material-A:15,000 units and Material-B:25,000 units

Material on order: Material-A:8,000 units & Material-B:10,000 units

The company estimates 40,000 units of final output to be sold in the next year. Each unit of the final output requires 3 units of material-A and 5 units of material-B.

12M

**OR**

10. M/s Mysore Chemical Industries Ltd., a manufacturer of chemical, has adopted standard costing and furnishes the following details of material cost for the month of June 2018.

The company actually used 320 kg of material 'A' costing '37 per kg, and 230 kg of material 'B' costing '40 per kg, to get 450 kg, of final output. However, the company estimated a standard chemical mixture of 65% for material 'A' at '35 per kg. and 35% for material 'B' at '42 per kg, with a standard loss of 10% of input in the production. Calculate variances in material price, usage, cost, mix and yield.

12M

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**R-17**

**Code: 7P1A34B**

M.B.A. III Semester Regular & Supplementary Examinations Nov/Dec 2019

**Corporate Finance**

Max. Marks: 60

Time: 3 Hours

Answer *all five* units by choosing one question from each unit ( 5 x 12 = 60 Marks )

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**UNIT-I**

1. Explain the advantages and disadvantages of various sources of Finance
- OR**
2. How to raise capital from International sources of Finance

**UNIT-II**

3. What methods do you suggest for estimating working capital needs? Illustrate your answer
- OR**
4. 'Merely increasing the level of current asset holding does not necessarily reduce the riskiness of the firm. Rather, the composition of current assets, whether highly liquid or highly illiquid, is the important factor to consider' Explain your position.

**UNIT-III**

5. How to appraise risky investments?
- OR**
6. KC company is considering two mutually exclusive projects. The initial cost of both projects is Rs.5,000 and each has an expected life of five years. Under three possible states of economy, their annual cash flows and associated probabilities are as follows:

Economic State	Probability	NCF (Rs.)	
		Project A	Project B
Good	0.3	6,000	5,000
Normal	0.4	4,000	4,000
Bad	0.3	2,000	3,000

If the discount rate is 7 per cent, Which project should the company accept?

**UNIT-IV**

7. What are the assumptions of the Black-Scholes model of option pricing? What are the attributes of the model?
- OR**
8. How to determine the probability of cash insolvency?

**UNIT-V**

9. Define corporate governance. Describe the attributes of a good corporate governance system.
- OR**
10. Explain the SEBI guidelines in effective corporate governance system.

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**R-17**

**Code: 7P1A32**

M.B.A. III Semester Regular & Supplementary Examinations Nov/Dec 2019

**Entrepreneurship Development**

Max. Marks: 60

Time: 3 Hours

Answer *all five* units by choosing one question from each unit ( 5 x 12 = 60 Marks )

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**UNIT-I**

1. Define the term entrepreneur? What are the functions of an entrepreneur – explain in brief? 12M

**OR**

2. What do you understand by the term entrepreneur? Give the chief characteristics of an 'entrepreneur'? 12M

**UNIT-II**

3. What is entrepreneurship? Explain in detail different types of ownership of entrepreneurship? 12M

**OR**

4. Explain the specific role of the government in promotion of entrepreneur? 12M

**UNIT-III**

5. Differentiate Debt Capital and Venture Capital? 12M

**OR**

6. Write a short note on:  
a. Government Grants and Subsidies  
b. Types of Investors 12M

**UNIT-IV**

7. Prepare an outline of the preliminary project report for setting up a concern? 12M

**OR**

8. Explain the factors that influence the Selection of Project Report? 12M

**UNIT-V**

9. What do you mean by Foreign Direct Investment? Explain the types and importance? 12M

**OR**

10. List out the major barriers of International Trade? 12M

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**R-17**

**Code: 7P1A37A**

M.B.A. III Semester Regular and Supplementary Examinations Nov/Dec 2019

**Employee Performance Management**

Max. Marks: 60

Time: 3 Hours

Answer *all five* units by choosing one question from each unit ( 5 x 12 = 60 Marks )

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**UNIT-I**

1. Define performance management and explain its benefits to managers and organization.

**OR**

2. Explain the characteristics and process of performance management.

**UNIT-II**

3. What are the different problems in conducting performance review meetings?

**OR**

4. State the objectives of performance review meetings.

**UNIT-III**

5. Discuss the tips for effective coaching counseling.

**OR**

6. What is counseling and explain the different steps in counseling process.

**UNIT-IV**

7. Briefly discuss the need and features of Balanced scorecard.

**OR**

8. Explain the appraisal system for assessing the performance.

**UNIT-V**

9. Discuss the equity in compensation systems.

**OR**

10. Explain the objectives and types of fringe benefits.

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**R-17**

**Code: 7P1A35B**

M.B.A. III Semester Regular & Supplementary Examinations Nov/Dec 2019

**Financial Markets and Services**

Max. Marks: 60

Time: 3 Hours

Answer *all five* units by choosing one question from each unit ( 5 x 12 = 60 Marks )

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**UNIT-I**

1. Explain the government securities market in India.

**OR**

2. Distinguish between capital market and money market.

**UNIT-II**

3. Discuss the origination and structure of stock exchange.

**OR**

4. Explain the regulations of primary market and secondary market.

**UNIT-III**

5. What is leasing? Narrate the pros and cons of leasing.

**OR**

6. Explain the nature and scope of hire purchase.

**UNIT-IV**

7. Explain the merits and demerits of venture capital.

**OR**

8. Discuss the various types of factoring.

**UNIT-V**

9. What are the advantages and disadvantages of credit rating agencies?

**OR**

10. What is stock broking? Explain the different types of stock brokers.

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**R-17**

**Code: 7P1A31**

M.B.A. III Semester Regular and Supplementary Examinations Nov/Dec 2019

**Logistics and Supply Chain Management**

Max. Marks: 60

Time: 3 Hours

Answer all five units by choosing one question from each unit ( 5 x 12 = 60 Marks )

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**UNIT-I**

1. a) "Logistics is a core strategic competency in 21st century" – Justify the statement. 6M
- b) Draw the life cycle framework and relate it with current logistics business 6M

**OR**

2. Describe the work of logistics in terms of 12M
- a. Network design      b. Information      c. Transportation
- d. Inventory      e. Warehousing

**UNIT-II**

- 3 a) Summarize the evolution of supply chain management. 6M
- b) Recall the three categories of supply chain decision phases with suitable example. 6M

**OR**

4. Elaborate the process view of supply chain through a neat flow chart and explain it in terms of 12M
- a. Cycle view
- b. Push/Pull view

**UNIT-III**

5. Summarize the trade-offs that must be considered and followed by managers when making transportation decisions 12M

**OR**

6. a) Outline the role of IT in transportation 6M
- b) What modes of transportation are best suited for large, low value shipments? Why? 6M

**UNIT-IV**

7. a) Write down the impact of globalization on supply chain networks. 6M
- b) Explain the evaluation of network design decisions using decision trees. 6M

**OR**

8. Suggest your valuable ideas to the SCM managers should consider to make better network design decisions under uncertainty. 12M

**UNIT-V**

9. What are some advantages of the software as a service (SaaS) model? Why has it been successful in the CRM space? 12M

**OR**

10. Discuss why the high-tech industry has been the leader in adopting supply chain IT systems? 12M

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**R-17**

**Code: 7P1A35A**

M.B.A. III Semester Regular & Supplementary Examinations Nov/Dec 2019

**Personal Administration, Policy and Procedure**

Max. Marks: 60

Time: 3 Hours

Answer *all five* units by choosing one question from each unit ( 5 x 12 = 60 Marks )

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**UNIT-I**

1. What are the objectives of personnel manager? and Explain various roles of personnel manager

**OR**

2. Discuss challenges of a modern personnel manager. Explain in detail

**UNIT-II**

3. What is the scope of personnel policy? and Describe objectives of personnel policy making

**OR**

4. Interpret department structure and Illustrate with examples.

**UNIT-III**

5. Outline a format of interview letters with an example

**OR**

6. What are the types of notices and circulars? Explain in detail

**UNIT-IV**

7. Explain objectives and principles of salary administration with examples

**OR**

8. Describe form 16 (A) and PF Importance in IT returns

**UNIT-V**

9. Write a short note on

- a) Memo
- b) Charge sheet

**OR**

10. What is the procedure for calculation of superannuation? Elaborate

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**R-17**

**Code: 7P1A34C**

M.B.A. III Semester Regular & Supplementary Examinations Nov/Dec 2019

### **Retail Marketing**

Max. Marks: 60

Time: 3 Hours

Answer all five units by choosing one question from each unit ( 5 x 12 = 60 Marks )

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#### **UNIT-I**

1. What is retailing? Explain the features and role of unorganized retailing in India. 12M

**OR**

2. Briefly explain any FOUR types of retailers and describe the functions of retailing. 12M

#### **UNIT-II**

3. What is retail strategy? Explain the Strategic Retail Planning Process with respect to M/S Amazon India ([www.amazon.in](http://www.amazon.in)) 12M

**OR**

4. What factors do you consider to locate retail outlet (such as a branch of Reliance Fresh) in your city/town? Why? Explain. 12M

#### **UNIT-III**

5. Explain the relevance of markup pricing and psychological pricing strategies for an electronic gadget retail outlet. 12M

**OR**

6. Explain the different methods of stimulating retail sales using pricing strategies and sales promotional methods. 12M

#### **UNIT-IV**

7. Explain the various methods of store design with suitable examples. 12M

**OR**

8. Define Merchandising. Explain the following:  
a) Vertical Merchandising  
b) Tonnage Merchandising  
c) Frontal Presentation  
d) Price-Lining 12M

#### **UNIT-V**

9. What is E-Retailing? Discuss the prospects and challenges for E-Retailing in India. 12M

**OR**

10. Describe the need of CRM best practices in a big retail mall with examples. 12M

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**R-17**

**Code: 7P1A36B**

M.B.A. III Semester Regular & Supplementary Examinations Nov/Dec 2019

**Security Analysis and Portfolio Management**

Max. Marks: 60

Time: 3 Hours

Answer all five units by choosing one question from each unit ( 5 x 12 = 60 Marks )

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**UNIT-I**

1. a) Define Investment. What are the characteristics of Investment? 6M  
 b) What are the motives for investment? 6M

**OR**

2. What do you mean by Portfolio Management? Explain the features of active portfolio management. 12M

**UNIT-II**

3. "Industry life cycle analysis exhibits the status of the industry and gives the clue to entry and exit for investors" – Explain. 12M

**OR**

4. a) State the objectives of company analysis. 6M  
 b) What is meant by P/E Ratio? Explain the logic of using this concept in investment decision. 6M

**UNIT-III**

5. Explain the concept of Dow Jones Theory. How far it is relevant in the current market situations? 12M

**OR**

6. Write short notes on the following:
- a. Support vs. Resistance 4M
  - b. Relative Strength Index 4M
  - c. Rate of Change 4M

**UNIT-IV**

7. "Risk is inherent part of the investment activity, systematic risk cannot be avoided; however non-systematic risk can be avoided." Explain. 12M

**OR**

8. Following data give the market return and Moon Company Scrip's return for a particular period.

Index Return ( $R_m$ )	0.50	0.60	0.50	0.60	0.80	0.50	0.80	0.40	0.70
Index Return ( $R_i$ )	0.30	0.60	0.40	0.50	0.60	0.30	0.70	0.50	0.60

- a. What is the Beta value of Moon Company Scrip?  
 b. If the market return is 2.5, what would be the scrip return? 12M

**UNIT-V**

9. "Investors are utility maximisers," - do you agree? Explain with the help of suitable examples. 12M

**OR**

10. Consider the characteristics of the following two portfolios:

	Observed Return	Beta	Residual Variance
Portfolio – X	0.16	1.8	0.03
Portfolio - Y	0.10	1.6	0.00

The risk-free rate is 0.07. The return on the market portfolio is 0.16. The standard deviation of the market is 0.08.

- a. Compute the Jensen Index for portfolio A and B.
- b. Compute the Sharpe Index for the market portfolio.
- c. Compute the Sharpe Index for portfolios A and B.
- d. Compute the Treynor Index for the portfolios A and B. 12M

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**R-17**

**Code: 7P1A35C**

M.B.A. III Semester Regular & Supplementary Examinations Nov/Dec 2019

## **Services Marketing**

Max. Marks: 60

Time: 3 Hours

Answer *all five* units by choosing one question from each unit ( 5 x 12 = 60 Marks )

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### **UNIT-I**

1. Discuss the reasons for the growth of service sector, giving suitable examples.

**OR**

2. List the four characteristics that distinguish services from goods and discuss how each would impact the marketing of a chain of fitness centers.

### **UNIT-II**

3. Explain service market segmentation, targeting and positioning with a suitable example.

**OR**

4. Describe various types of loyalty programmes. Discuss the lessons you can draw from the loyalty programmes.

### **UNIT-III**

5. Explain the new product development process in services with reference to Hospitality services.

**OR**

6. Write a short notes on branding service products.

### **UNIT-IV**

7. What are the determinants of service quality? Discuss giving suitable examples.

**OR**

8. How is pricing for health services different from pricing for goods? Explain.

### **UNIT-V**

9. Explain the importance of Word of mouth communication and Management of Moments of Truth with suitable examples.

**OR**

10. Describe various reasons for customer grievances.

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**R-17**

**Code: 7P1A37C**

M.B.A. III Semester Regular and Supplementary Examinations Nov/Dec 2019

**Brand Management**

Max. Marks: 60

Time: 3 Hours

Answer *all five* units by choosing one question from each unit ( 5 x 12 = 60 Marks )

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**UNIT-I**

1. Explain different functions of branding in detail. 12M

**OR**

2. a) What are the features of Co-branding? Explain. 6M  
b) Describe the key features of Store brands. 6M

**UNIT-II**

3. What do you understand by Brand Positioning? Explain the steps involved in brand positioning process? 12M

**OR**

4. Why are strategies applied for Branding position in Global Markets? Discuss. 12M

**UNIT-III**

5. List out the brand promotion methods of a product? Explain in detail. 12M

**OR**

6. What are the advantages and disadvantages of brand loyalty programmes? 12M

**UNIT-IV**

7. Explain in detail different types of brand extension. 12M

**OR**

8. Which factors are influencing the decision-making of brand extension? Describe. 12M

**UNIT-V**

9. What is the key role played by brand managers for promoting brands? Explain. 12M

**OR**

10. Discuss in detail various business opportunities and challenges of Branding. 12M

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