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VACHANA PITAMAHA DR.P.G.HALAKATTI
COLLEGE OF ENGINEERING AND TECHNOLOGY ,VIJAYPUR

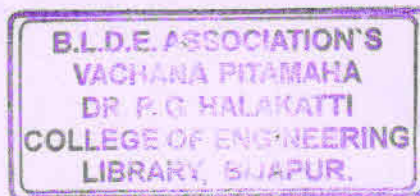
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QUESTION PAPERS

1st, 2nd, 3rd & 4th SEMESTER

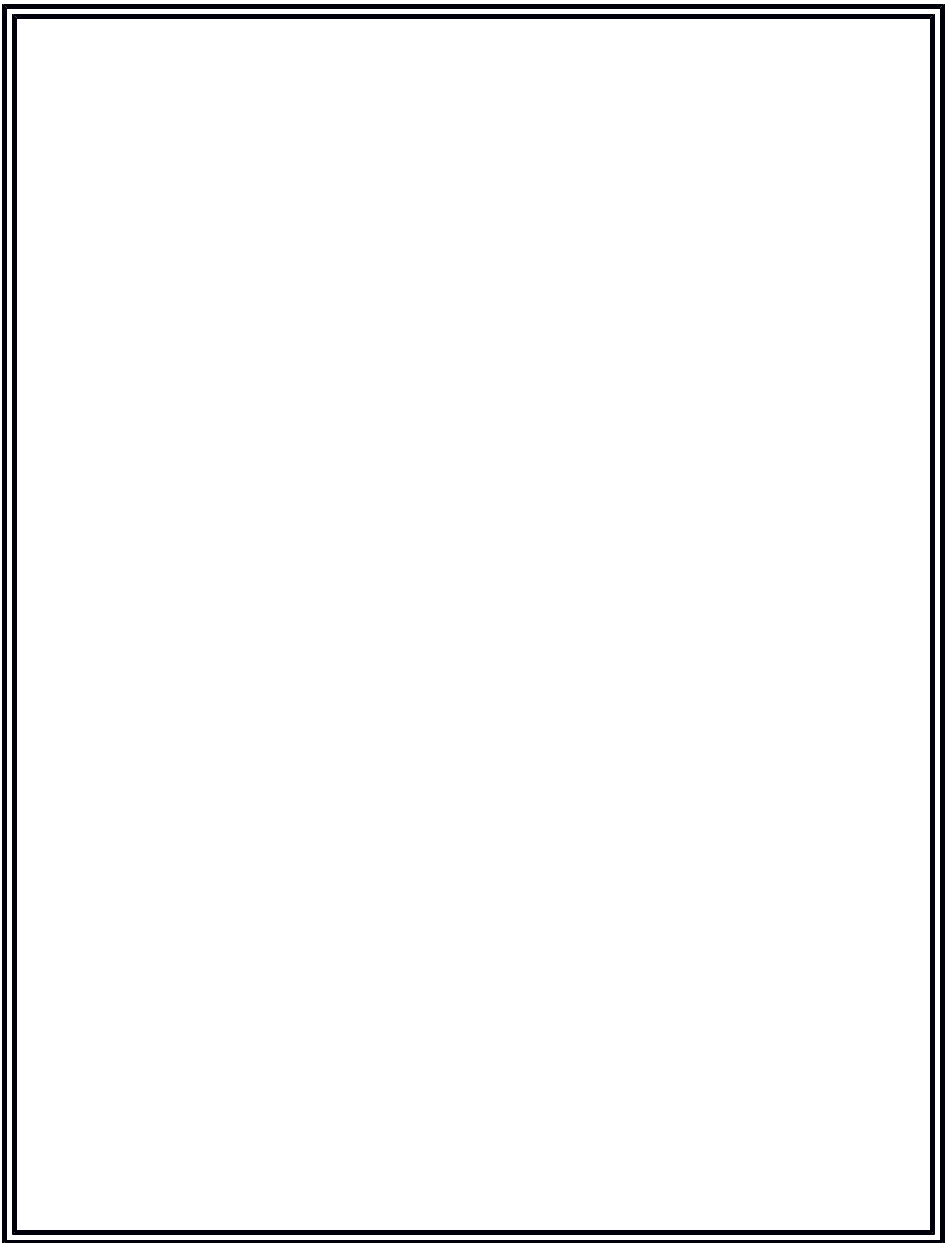
MBA

DEC. 2018/JAN. 2019



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16/17MBA11

First Semester MBA Degree Examination, Dec.2018/Jan.2019 Management and Organisational Behaviour

Time: 3 hrs.

Max. Marks:80

**Note: 1. Answer any Four questions from Q.No. 1 to Q.No. 7.
2. Question No. 8 is compulsory.**

1. a. Define Management as a profession. (02 Marks)
b. Explain the six steps in organizing process. (06 Marks)
c. Explain the steps involved in the rational decision making process. Describe the decision making styles of Individuals. (08 Marks)
2. a. What are the four fundamental elements of planning? (02 Marks)
b. What is Project Organization structures? Write its importance and characters. (06 Marks)
c. Explain the comparison of Herzberg's theory with Maslow's Hierarchy needs theory (with diagram). (08 Marks)
3. a. What is Perception? (02 Marks)
b. What are the Skills and Competencies do successful managers possess? (06 Marks)
c. What are the challenges and opportunities for organizational behaviour from Managerial perspective? (08 Marks)
4. a. What is MBO? (02 Marks)
b. Explain Douglas Mc Gregers Theory X and Theory Y. (06 Marks)
c. Discuss Fayol's principles of Management. (08 Marks)
5. a. Write the different concepts / elements in organizing. (02 Marks)
b. Write a brief note on different Leadership Traits. (06 Marks)
c. Explain Big five model of Personality traits and write a brief note on key variables that affects Individual behaviour. (08 Marks)
6. a. Write any three reasons why controlling is necessary. (02 Marks)
b. Explain Fiedler's contingency leadership theories. (06 Marks)
c. Discuss four basic leadership styles and five different powers they use. (08 Marks)
7. a. What is Emotional Intelligence? (02 Marks)
b. What are the determinants of Attitude? Explain briefly. (06 Marks)
c. Explain Managerial Grid theory of Blake and Mouton (with diagram). (08 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg, 42+8 = 50, will be treated as malpractice.

8 CASE STUDY : (Compulsory)

Bangalore Alloy Steels

Like most steel companies Bangalore Alloy steel suffered difficult times in the decade of 1990. Company's wide Attitude survey , in 1995 , it was found that a number of frustrated middle managers felt that the company's unattractive pay structure caused low employee morale. The CEO of the company Dinesh was not impressed by the survey report and didn't care for the opinion of middle – managers. As a result, the executives were disillusioned. Dinesh had been a financial specialist and the board of directors assigned him the top job because they thought his financial expertise could improve the financial situation of the company. At first the move seemed a good one. Dinesh used his financial know – how to arrange creative financing for the company's debt, but that did not solve other serious problems. Dinesh was a number man with few people skills and he proved to be a poor planner. He tried to diversify and re-organise the structure which was met with resistance from the rigid centralised structure. Dinesh was not comfortable with face to face communications and he issued periodic memo's exhorting employees to increase productivity. All employees including both blue collar and white collar employees blamed Dinesh for the heavy losses of the company. Top management kept middle management at a distance and became isolated and ineffective.

Questions :

- a. Which of the management function (Planning , organizing , Leadership , Controlling). Does Dinesh perform well? (04 Marks)
- b. Which of the management functions does he perform unsatisfactorily? (04 Marks)
- c. What do you think should be the role of middle management in this situation? (04 Marks)
- d. What do you think Dinesh would have done? (04 Marks)

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First Semester MBA Degree Examination, Dec.2018/Jan.2019 Economics for Managers

Time: 3 hrs.

Max. Marks: 80

**Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.**

1.
 - a. Mention any three features of managerial economics. (02 Marks)
 - b. Explain Baumol's model of sales maximization with the help of a diagram. (06 Marks)
 - c. Explain the objectives and alternate objectives of firm. (08 Marks)

2.
 - a. State three exceptions to "law of demand". (02 Marks)
 - b. Write a brief note on types of price elasticity of demand. (06 Marks)
 - c. Explain laws of variable Proportion. (08 Marks)

3.
 - a. What is opportunity cost? (02 Marks)
 - b. For the demand function, determine whether demand is elastic, inelastic at a given price.
 $Q = 1500 - 20P$ and given $P = \text{Rs. } 5$ (06 Marks)
 - c. What is the positive impact of WTO on Indian Foreign Trade? (08 Marks)

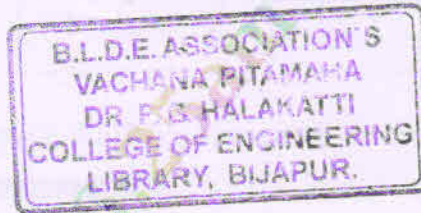
4.
 - a. What is peak load pricing? (02 Marks)
 - b. State the features of perfect competition. (06 Marks)
 - c. Explain the phases of Business cycle. (08 Marks)

5.
 - a. What is GDP? (02 Marks)
 - b. Elaborate the salient features of Indian economy. (06 Marks)
 - c. What factors affect FDI Decision? (08 Marks)

6.
 - a. What is Industrial policy? (02 Marks)
 - b. Enumerate the problems of SMES. (06 Marks)
 - c. State the positive implication of Globalization. (08 Marks)

7.
 - a. Define revenue. (02 Marks)
 - b. What are the tools for credit control? (06 Marks)
 - c. A firm sell its product at Rs 30 per unit variable cost per unit constitute Rs. 17 as manufacturing cost, Rs 3 as selling cost, fixed overheads comprise of factory overhead of Rs 150000 and selling overheads of Rs 30,000. Calculate :
 - i) Selling price if 1000 unit are sold
 - ii) Variable cost and fixed cost
 - iii) BEP in amounts and unit
 - iv) Contribution
 - v) Sells to earn a profit of Rs 60,000 in value and in units (08 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
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16/17MBA12

8 **Compulsory : Case Study**

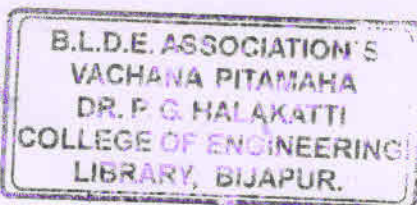
In India biscuits are produced by secular small and big manufactures, including Britannia, ITC, Parle etc. production of biscuits requires inputs of raw materials such as wheat, oil and sugar. The price of all these raw materials has gone up by 10 – 12 percent other associated cost have also gone up. Consequently, biscuit industry is passing through high input costs continuation of the cost pressure would imply increase in the price.

Questions :

- a. How do you analyze the cost prices relationship in Biscuit industry? (08 Marks)
- b. A low cost high volume product is to be released in the highly competition market. The manager is thinking adopt. One of the pricing strategies, suggests which one is best? (08 Marks)

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16/17MBA13

First Semester MBA Degree Examination, Dec.2018/Jan.2019

Accounting for Managers

Time: 3 hrs.

Max. Marks:80

Note: 1. Answer any Four questions from Q.No. 1 to Q.No. 7.
2. Question No. 8 is compulsory.

- 1 a. What is Depreciation? (02 Marks)
b. Briefly explain the users of Accounting. (06 Marks)
c. Explain Accounting concepts in detail. (08 Marks)
- 2 a. What is a Contra Entry? (02 Marks)
b. Journalize the following in the books of Dr. Mahesh

2017 Jan 01	Commenced business with cash Rs 5,000/- , goods Rs 2,000/- and furniture Rs 8,000/-
05	Purchased goods from Mr. Deepak Rs 1,000/- and took loan from him Rs 2,000/-
09	Sold goods to Mr. Sharma for cash Rs 2,000/- and on credit Rs 2,000/-
14	Paid salary Rs 500/- , Rent Rs 800/- and Postage Rs 10/-
19	The proprietor took cash of Rs 200/- and goods of Rs 300/- from business for his personal use.
28	Repaid Mr. Deepak's loan of Rs 2,000/- with interest of Rs 100/-

(06 Marks)

- c. Prepare three column cash book from the following transactions :

2017 Aug 1 st	Cash in hand Rs 12,500 and Bank balance Rs 20,000/-
2 nd	Purchased goods for cash Rs 2,500/-
4 th	Sold goods on account to Vikas Rs 4,000/-
8 th	Purchased office furniture and issued cheque Rs 5,000/-
12 th	Drawn from bank for office use Rs 2,000/- and for personal use Rs 1,000/-
18 th	Purchased goods for cash Rs 10,000/-
20 th	Purchased motor car on account from speed motors for Rs 15,000/-
24 th	Received from Vikas a cheque to settle his account and discount allowed to him Rs 50/-
28 th	Paid wages Rs 250/-
30 th	Sold goods for cash Rs 5,000/-

(08 Marks)

- 3 a. What is Accounting Standards? (02 Marks)
b. Give accounting equation for the following transaction :
i) Started business with cash Rs 18,000/-
ii) Paid rent in advance Rs 400/-

- iii) Purchased goods for cash Rs 5,000/- and on credit Rs 2,000/-
 - iv) Sold goods for cash Rs 4,000/- (costing Rs 2,400/-)
 - v) Rent paid Rs 1,000/- and rent outstanding Rs 200/-
 - vi) Bought Motor – cycle for personal use Rs 8,000/-
 - vii) Purchased equipments for cash Rs 500/-
 - viii) Paid to creditors Rs 600/-
 - ix) Depreciation on equipment Rs 25/-
 - x) Business expenses Rs 400/- (06 Marks)
- c. On 1st July 2005, Shri Ram purchased second hand machinery for Rs 40,000/- and spent Rs 8,000/- on reconditioning and installing it. On 1st January 2006, he purchased a new machinery worth Rs 30,000/-.
- On 30th June 2007, the machinery which was purchased on 1st January, 2006 was sold for Rs 24,000/- and on 1st July, 2007 fresh machinery was installed at a cost of Rs 32,000/-. Shri Ram writes off 10% on the original cost. The accounts are closed every year on 31st March. Show the machinery account up to the year ending 31st March, 2008. (08 Marks)

- 4 a. Define Ratio. (02 Marks)
- b. From the following, calculate cash from operations :

Particulars	Amount
Total sales	6,00,000
Total purchases	4,50,000
Debtors at the beginning of the year	80,000
Debtors at the end of the year	2,00,000
Creditors at the beginning of the year	50,000
Creditors at the end of the year	1,20,000
Operating expenses	80,000

(06 Marks)

- c. From the following details prepare a Balance sheet.
- Current ratio = 2.5 ; Gross profit ratio = 20% ; Liquidity ratio = 1.5
 Fixed asset turnover ratio = 2 ; Stock turnover ratio = 6 ;
 Average debt collection = 2 months ; Fixed assets to Networth = 1:1 ;
 Reserve to share capital = 0.5 : 1 ; Net working capital = Rs 3,00,000/-. (08 Marks)

- 5 a. What is Forensic Accounting? (02 Marks)
- b. Explain the need and significance of IFRS. (06 Marks)
- c. Following are the summarized Balance sheets of a Company as on 31/3/2016 and 31/3/2017.

Liabilities	31/3/2016	31/3/2017	Assets	31/3/2016	31/3/2017
Share capital	5,00,000	5,00,000	Premises	4,75,000	5,00,000
General Reserve	1,50,000	1,25,000	Machinery	4,22,500	3,75,000
P & L A/c	76,500	76,250	Equipments	40,500	45,000
Term loan	1,55,000	1,75,000	Stock	74,000	1,00,000
S. Creditors	2,31,250	2,75,000	Sundry Debtors	1,60,000	2,00,000
Provision for Tax	76,250	84,250	Cash	7,000	3,000
			Bank	10,000	-
			Good will	-	12,500
Total	11,89,000	12,35,500	Total	11,89,000	12,35,500

Additional Information :

- i) Interim dividend paid Rs 25,000/-
- ii) Depreciation on premises at 5%.
- iii) Machinery of Rs 75,000 was acquired during the year. (08 Marks)
- iv) Income tax provision for the year was Rs 75,000/-. Prepare cash flow statement.

- 6 a. What is Sustainability Reporting? (02 Marks)
b. From the following Trial Balance (containing some errors), prepare a correct Trial Balance.

Heads of Accounts	Dr	Cr
Purchases	60,000	-
Reserve fund	20,000	-
Sales	-	1,00,000
Purchases returns	1,000	-
Sales returns	-	2,000
Opening stock	30,000	-
Closing stock	-	40,000
Expenses	-	20,000
Outstanding expenses	2,000	-
Bank Balance	5,000	-
Assets	50,000	-
Debtors	-	80,000
Creditors	-	30,000
Capital	94,000	-
Suspense A/c	10,000	-
Total	2,72,000	2,72,000

- c. What is Human Resource Accounting? Explain the different methods of Human Resource Accounting. (06 Marks)
(08 Marks)

- 7 a. Distinguish between Gross total income and Taxable income. (02 Marks)
b. Explain the deduction available to individuals under section 80C. (06 Marks)
c. Explain various heads of Income. (08 Marks)

- 8 The following Trial Balance extracted from the books of a Merchant Mr. Santhosh on 31/3/2017 :

Particulars	Dr	Cr
Furniture & Fittings	640	-
Motor vehicles	6,250	-
Buildings	7,500	-
Capital	-	12,500
Bad Debts	125	-
Provision for Doubtful Debts	-	200
Sundry Debtors & Creditors	3,800	2,500
Stock as on 1/4/2016	3,460	-
Purchases & Sales	5,475	15,450
Bank overdraft	-	2,850
Sales & Purchases Returns	200	125
Advertising	450	-
Interest on Bank overdraft	118	-
Commission	-	375
Cash	650	-
Taxes and Insurance Premium	782	-
General expenses	1,250	-
Salaries	3,300	-
Total	34,000	34,000

Adjustments :

- i) Stock on hand on 31/3/17 Rs 3,250/-
 - ii) Depreciate Buildings @ 5% p.a. ; Furniture @ 10% p.a ; Motor vehicles @ 20% p.a.
 - iii) Rs 85/- is due for interest on Bank overdraft.
 - iv) Salaries Rs 300/- and Taxes Rs 200/- are outstanding.
 - v) Insurance Premium amounting Rs 100/- prepaid.
 - vi) One – third of the commission received is in respect of work to be done next year.
 - vii) Write off a further sum of Rs 100/- as bad debts from Debtors and create provision for Doubtful debts @ 5% on debtors.
- Prepare Final Accounts.

(16 Marks)

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16/17MBA14

First Semester MBA Degree Examination, Dec.2018/Jan.2019

Quantitative Methods

Time: 3 hrs.

Max. Marks:80

- Note: 1. Answer any Four questions from Q.No. 1 to Q.No. 7.**
2. Question No. 8 is compulsory.
3. Scientific Calculator allowed.

- 1 a. What is a Random Variable What are the types of it? (02 Marks)
 b. Following is the distribution of marks in Quantitative methods by 50 students : (06 Marks)

Marks (more than) :	0	10	20	30	40	50
No. of students :	50	46	40	20	10	3

- Calculate the median marks.
 c. From the following data obtain the two regression equations : (08 Marks)

Sales :	91	97	108	121	67	124	51	73	111	57
Purchases :	71	75	69	97	70	91	39	61	80	47

- 2 a. What is a Decision tree? (02 Marks)
 b. Ten unbiased coins are tossed simultaneously. Find the probability of obtaining : (06 Marks)
 i) Exactly 6 heads ii) No head iii) Not more than 3 heads.
 c. The table gives the frequency distribution of food expenditure per family per month among the working class families in two locations. Find the standard deviation and co-efficient of variance. The expenditure pattern in which locality is more consistent.

Range of Expenditure (in thousand rupees/week)	No. of Families	
	Place A	Place B
15 - 19	25	40
20 - 24	280	260
25 - 29	300	400
30 - 34	200	210
35 - 39	60	70
40 - 44	35	20

- 3 a. The mean age of combined group of men and women is 30 years. If mean age of group of men is 32 yrs and that of group of women is 27 yrs. Find the percentage of men and women. (02 Marks)
 b. Explain the different types of decision making environment. (06 Marks)
 c. Find the initial basic feasible solution for the given transportation problem using North west corner and Least cost method.

Distribution Centre

	D ₁	D ₂	D ₃	D ₄	Supply	
Plant	P ₁	2	3	11	7	6
	P ₂	1	0	6	1	1
	P ₃	5	8	15	9	10
Demand	7	5	3	2		

(08 Marks)

- 4 a. What is an unbalanced transportation problem? (02 Marks)
 b. What is Correlation Analysis? What are the different types of correlation? (06 Marks)
 c. The daily wages of 1000 workers are normally distributed around a mean of Rs 70 and with σ of Rs 5. Estimate the number of workers whose daily wages will be
 i) Between Rs 70 & 72 ii) Between Rs 69 & 72
 iii) More than Rs 75 iv) Less than Rs 63.
 Given $P(0 < Z < 0.2) = 0.0793$, $P(0 < Z < 0.4) = 0.1554$, $P(0 < Z < 1) = 0.3413$,
 $P(0 < Z < 1.4) = 0.4192$. (08 Marks)

- 5 a. What is a Scattered diagram? (02 Marks)
 b. Draw a network using the following information regarding activities and duration. Also find the critical path and total duration of the project.

Activity	A	B	C	D	E	F	G
Immediate predecessor activity	-	-	B	B	B	E	A, D, C
Duration (weeks)	12	10	6	5	8	4	13

- (06 Marks)
 c. What is Decision theory? Explain the steps of decision making process. (08 Marks)
- 6 a. What are Looping and dangling errors in network? (02 Marks)
 b. From the following table, calculate the co-efficient of correlation by Karl Pearson Method.

x :	6	2	10	4	8
y :	9	11	?	8	7

- Arithmetic mean of x & y series are 6 & 8 respectively. (06 Marks)
 c. A manufacturer produces two different models x & y of the same product. Model x makes a contribution of Rs 50 per unit and model y Rs 30 per unit, towards total profit. Raw materials r_1 and r_2 are required for production. At least 18 kgs of r_1 and 12 kgs of r_2 must be used daily. Also atmost 34 hours of labour are to be utilized. A quantity of 2kg of r_1 is needed for model x and 1 kg of r_1 for model y. For each of x and y ; 1 kg of r_2 is required. It takes 3 hours to manufacture model x and 2 hours to manufacture model y. How many units of each model should be produced in order to maximize the profit? Use graphical method to solve the problem. (08 Marks)

- 7 a. What is a Redundant constraint? (02 Marks)
 b. The data about the sales and advertisement expenses of a firm is given below :

	Sales (in crore Rs)	Advertisement Expenses (in crore Rs)
Mean	40	6
SD	10	1.5

Co-efficient of correlation is 0.9.

- i) Estimate the likely sales for a proposed advertisement. Expenses of Rs 10 crores.
 ii) What should be the advertisement? Expenses if the firm proposes a sales target of 60 crores of rupees? (06 Marks)
 c. Find the value of mean , median and mode from the data given below : (08 Marks)

Weights (in kgs) :	93-97	98-102	103-107	108-112	113-117	118-122	123-127	128-132
No. of students :	3	5	12	17	14	6	3	1

- 8 a. A firm owns facilities at seven places. It has manufacturing plants at places A, B and C with daily output of 500, 300 and 200 units of an item respectively. It has warehouses at places P, Q, R and S with daily requirements of 180, 150, 350 and 320 units respectively. Per unit shipping charges on different routes are given below :

To	P	Q	R	S
From A	12	10	12	13
From B	7	11	8	14
From C	6	16	11	7

The firm wants to send the output from various plants to warehouses involving minimum transportation cost. Use VAM to obtain total transportation cost. (08 Marks)

b. A project has the following activities and characteristics :

Activity i - j	Estimated Duration in weeks		
	Optimistic	Most likely	Pessimistic
1-2	1	1	7
1-3	1	4	7
1-4	2	2	8
2-5	1	1	1
3-5	2	5	14
4-6	2	5	8
5-6	3	6	15

- Draw the network diagram.
- Find expected time and variance.
- Determine the variance & standard deviation of critical path.
- Determine the probability that project will be completed atleast 3 weeks earlier than expected. Given $P(0 < Z < 1) = 0.3413$. (08 Marks)

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First Semester MBA Degree Examination, Dec.2018/Jan.2019 Marketing Management

Time: 3 hrs.

Max. Marks: 80

**Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.**

- 1
 - a. What is Marketing environment? (02 Marks)
 - b. Explain various marketing concepts. (06 Marks)
 - c. Explain factors influencing consumer behaviour in detail with examples. (08 Marks)

- 2
 - a. What are the different buying roles played by the customer? (02 Marks)
 - b. What are various consumer purchase decision process? (06 Marks)
 - c. Explain segmentation, targeting and positioning. (08 Marks)

- 3
 - a. Define positioning. (02 Marks)
 - b. What is a brand? What are the different types of brand? (06 Marks)
 - c. What is product hierarchy? Explain its different levels. (08 Marks)

- 4
 - a. What is product line, product width and product mix? (02 Marks)
 - b. Explain the role of label in packaging. (06 Marks)
 - c. What are the different methods of pricing? Explain in detail. (08 Marks)

- 5
 - a. What are the factors that influence pricing? (02 Marks)
 - b. What is channel conflict? Explain with illustration. (06 Marks)
 - c. Explain physical distribution system of a e-commerce company. (08 Marks)

- 6
 - a. Define IMC. (02 Marks)
 - b. What is sales promotion? Explain different techniques of sales promotion. (06 Marks)
 - c. Explain the steps in effective communication. (08 Marks)

- 7
 - a. Define marketing audit. (02 Marks)
 - b. Explain marketing strategy. (06 Marks)
 - c. Explain Advertising, its objectives and different media involved in the advertising. (08 Marks)

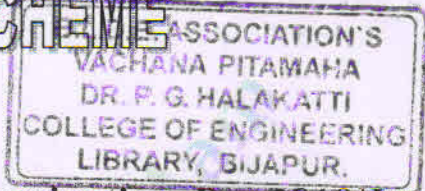
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Compulsory : Case Study

Design a Marketing mix for following products. Justify answer

 - a. Portable MP3 player (04 Marks)
 - b. Branded wheat flour (04 Marks)
 - c. Smartphone (04 Marks)
 - d. Restaurant (04 Marks)

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First Semester MBA Degree Examination, Dec.2018/Jan.2019
Managerial Communication

Time: 3 hrs.

Max. Marks: 80

Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.

- 1 a. State the characteristics of successful communication. (02 Marks)
 b. "Team work is not possible without communication". In the light discuss the importance of communication. (06 Marks)
 c. "Pattern of communication may be grouped into various types". Explain the types of communication in detail. (08 Marks)

- 2 a. Define seminar. (02 Marks)
 b. Explain different barriers to communication. (06 Marks)
 c. It is said that "oral communication assumes the form of group communication" explain those forms. (08 Marks)

- 3 a. What is the purpose of writing? (02 Marks)
 b. Explain principles of effective writing. (06 Marks)
 c. Explain the 3 × 3 writing process for business writing. (08 Marks)

- 4 a. What are persuasive letter? (02 Marks)
 b. Explain essentials of effective business letters. (06 Marks)
 c. Define Report. What are the kinds of reports? (08 Marks)

- 5 a. What is an "Icebergs" Case? (02 Marks)
 b. What are various steps requires to properly reading a case? (06 Marks)
 c. Explain the features of good presentation. (08 Marks)

- 6 a. Define C. V. (02 Marks)
 b. Elaborate the benefits of the intranet. (06 Marks)
 c. What qualities of candidate are keenly observed in a group discussion? (08 Marks)

- 7 a. What is Proxemics? (02 Marks)
 b. Draft a Resumes of yours. (06 Marks)
 c. Explain the factors that can influence a negotiation process. (08 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg, 42+8 = 50, will be treated as malpractice.

8 **Compulsory : Case Study**

Len worked in a research department for a year as a researcher and he was laid off due to recession. He decided to meet the CEO to accommodate him. However the secretary, Kim did not permit Len by saying that CEO was busy. He got better employment elsewhere and joined. Being an Researcher he wrote an article for an International Journal. Len wanted to share the successful publication with his former CEO and went to meet him to gift the book as a complimentary copy. The secretary did not appreciate his visit and still claimed the CEO was busy. Hence Len handed over the complimentary copy to her and departed the office. He sent an email to his Ex- CEO about his coming and he could not meet as the Latter was busy with his schedule. After 5 hours the secretary telephoned Len and said firmly, "CEO told to return the book to you. You come and take the books back". Len replied. Its a complimentary copy. She was impatient. So Len responded politely. Right now, I am far away when I come to that area, I would take back the book". The very next day, Len received email from his Ex-CEO congratulations Len for the publication and thanked for coming all the way gift the book. Len felt excited that his Ex-CEO was pleased with publication.

- a. What were the communication challenges in the above case study? (06 Marks)
- b. Was the secretary right in avoiding the Len who came all the way from long distance to gift the complementary copy? (06 Marks)
- c. Was secretary a good listener? (04 Marks)

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Second Semester MBA Degree Examination, Dec.2018/Jan.2019 Human Resource Management

Time: 3 hrs.

Max. Marks:80

**Note: 1. Answer any FOUR full questions from Q1 to Q7.
2. Question No. 8 is compulsory.**

- 1**
- a. Define Human Resource Management. (02 Marks)
 - b. Explain methods for collecting job data. (06 Marks)
 - c. Discuss the selection process of modern organization. (08 Marks)
- 2**
- a. What is job analysis? (02 Marks)
 - b. Explain the nature and scope of HRM. (06 Marks)
 - c. Discuss various methods of training. (08 Marks)
- 3**
- a. What is the difference between placement and induction? (02 Marks)
 - b. "Training plays an important role in organization". Comment. (06 Marks)
 - c. Discuss the major functions of HRM. (08 Marks)
- 4**
- a. Differentiate between training and development. (02 Marks)
 - b. What is employee separation? What are the reasons of separation? (06 Marks)
 - c. What you understand by performance appraisal? Explain the methods of performance appraisal. (08 Marks)
- 5**
- a. What is compensation? (02 Marks)
 - b. Explain the grievance procedure. (06 Marks)
 - c. Discuss statutory and non-statutory welfare programmes of an Indian industry. (08 Marks)
- 6**
- a. What should be main points of good disciplinary process? (02 Marks)
 - b. Explain the compensation pay structure in India. (06 Marks)
 - c. Discuss the process of human resource planning. (08 Marks)
- 7**
- a. What do you mean by role analysis? (02 Marks)
 - b. "Promotion in an organization only on the basis of merit". Comment. (06 Marks)
 - c. Discuss the sources of recruitment. (08 Marks)

8 CASE STUDY [Compulsory]

Watson Ltd. is well known for its welfare activities and employee oriented schemes in manufacturing industry from more than ten decade. The company employs more than 800 workers and 150 administrative staff and 80 management level employees. The top level management views all the employees at same level. This can be clearly understood by seeing the uniform of the company which is same for all starting from MD to floor level workers. The company have 2 different cafeterias at different places one near the plant for workers and other near the administration building. Though the place is different the amenities, infrastructure and the food provided are of same varieties. In short the company stands by the rule employee equality.

The company has one registered trade union and the relationship between the union and the management is very cordial. The company has not lost a single man day due to strike. The company is not a pay master in that industry. The compensation policy of that company, when compared to other similar companies, is very less still the employees do not have many grievances due to the other benefits provided by the company. But the company is facing countable number of problems in supplying the materials in recent past days. Problems like quality issues, mismatch in packing materials (packing material 'A' in box of material 'B') incorrect labeling of material, not dispatching the material on time etc.

The management views the case as there are loop holes in the system of various departments and hand over the responsibility to the department to solve the issue. When the HR manager goes through the issues he realized that the issues are not relating to system but it relates to the employees. When investigated he come to know that the reason behind the casual approaches by employees in work is :

- i) The company hired new employees for higher level post without considering the potential internal candidates.
- ii) The newly hired employees are placed with higher packages than that of existing employees in the same cadre.

Questions :

- a. Narrate the case with suitable title for the case. Justify your title. (04 Marks)
- b. The point rose by the HR manager as reason for the latest issues in the organization is justifiable or not. Support your answer with human resource related concepts. (04 Marks)
- c. How would you help the organization to come out from this critical issues if you are in the role of HR manager what will be your immediate step to solve this case? (04 Marks)
- d. "Do you think" employee recognition is very important to resolve the issues". Discuss. (04 Marks)

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Second Semester MBA Degree Examination, Dec.2018/Jan.2019

Financial Management

Time: 3 hrs.

Max. Marks:80

- Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.
3. P.V table may be used.**

- 1 a. What do you mean by Capital Rationing? (02 Marks)
b. Amit equipment has a capital structure target of 60% equity, 15% of preference and 25% of long-term debt. Amit's financial analysts have estimated the after-tax cost of debt, preference cost and cost to equity to be 9%, 15% and 18% respectively. What is the weighted average cost of capital of Amit Equipment? (06 Marks)
c. Briefly explain the various sources of financing. (08 Marks)
- 2 a. Differentiate between explicit cost and implicit cost. (02 Marks)
b. Briefly explain different factors affecting dividend policy. (06 Marks)
c. The Moon company's most recent balance sheet is as follows:

Liabilities	Amount	Assets	Amount
Equity capital (Rs. 10 per share)	60,000	Net fixed assets	1,50,000
10% long-term debt	80,000	Current assets	50,000
Retained earnings	20,000		
Current liabilities	40,000		
	2,00,000		2,00,000

The company's total assets turnover ratio is 3 times, its fixed operating costs are Rs.1,00,000 and the variable operating costs ratio is 40%. The income tax is 35%.

- i) Calculate all the three types of leverages.
ii) Determine the likely level of EBIT if EPS is Re.1 and Rs.3. (08 Marks)
- 3 a. Compute operating leverage of a firm.
Sales 1,50,000 units @ Rs.1.20 per unit.
Variable cost 40%.
Fixed cost Rs.36,000. (02 Marks)
- b. A company issues a new 10% debentures of Rs.1000 face value to be redeemed after 10 years. The debenture is expected to be sold at 5% discount. It will also involve floatation costs of 5% of face value. The company's tax rate is 35%.What would be the after tax cost of debt? (06 Marks)
- c. A proforma cost sheet of a company provides the following particulars:

	Amount per unit
Raw material cost	100
Direct labour	37.50
Overheads cost	75
Total cost	212.50
Profit	37.50
Selling price	250

The company keeps raw material in stock, on an average for one month; work in progress on an average for one week; and finished goods in stock on an average for two weeks.

The credit allowed by suppliers is three weeks and company allows four weeks credit to its customers. The lag in payment of wages is one week and lag in payment of overheads expenses is two weeks.

The company sells one-fifth of the output against cash and maintains cash-in-hand and bank put together at Rs.37,500.

Required: Prepare a statement showing estimate of working capital needed to finance an activity level of 1,30,000 units of production. Work-in-progress is 80% complete in all respects. Time period of 4 weeks is equivalent to a month. Assume 52 weeks in a year.

(08 Marks)

- 4 a. What do you mean by a Warrant? (02 Marks)
 b. What is meant by CAPM? Outline its different assumptions. (06 Marks)
 c. i) Mr. Raman needs Rs.1,00,000 for his daughter marriage in 10 years. How much must be deposited at the end of each year in the bank at 10% compound interest in order to have marriage money ready?
 ii) If Rs. 30000 is put in a saving account yielding 6% compounded annually and other Rs.10,000 is added each year, how much it will have accrued in ten years?
 iii) What is the present value of cash flows of Rs.750 per year forever at an interest rate of 8% and at an interest rate of 10%? (08 Marks)
- 5 a. What is meant by the term financial risk? (02 Marks)
 b. Compute the operating cycle of Alpha Ltd. from the following:

Particulars	Amount (Rs.)
Stocks	
* Raw materials	38,000
* Work in progress	25,000
* Finished goods	18,000
Purchase of raw materials	1,50,000
Cost of goods sold	2,20,000
Sales	3,50,000
Debtors	50,000
Creditors	25,000

Assume 360 days in a year. (06 Marks)

- c. What are the objectives of financial management? (08 Marks)
- 6 a. What is the hedging approach of financing working capital funds requirements? (02 Marks)
 b. What do you mean by payback period? Enumerate its limitations. (06 Marks)
 c. A project costing Rs.6,50,000 is expected to generate the following cash flows over its useful life. Depreciation is to be provided using straight line method. Calculate Accounting Rate of Return (ARR).

Year		Cash out flow	Cash in flow
0	Initial Investment	(6,50,000)	0
1			1,50,000
2			2,20,000
3			3,00,000
4			2,50,000
5			1,80,000
6			1,12,000
6	Salvage value		20,000

(08 Marks)

- 7 a. What is meant by cash cycle? (02 Marks)
 b. A project involve initial investment of Rs.5,20,000, cost of capital is 8%. What is the Modified Internal Rate of Return (MIRR) if yearly cash inflows are reinvested at the rate of 14%?

Year	Cash in Flow
1	95,000
2	1,10,000
3	1,48,000
4	2,50,000
5	2,00,000
6	1,50,000

- c. Determine the EPS (Earning Per Share) of a company which has operating profit (EBIT) of Rs.1,60,000. Its capital structure consists of the following securities.
 10% Debentures of Rs.5,00,000.
 12% Preference share capital of Rs.1,00,000,
 Equity shares of Rs.100 each of Rs.4,00,000.
 The company is in the 55% tax bracket.
 i) Determine the company's EPS.
 ii) Determine the percentage change in EPS, associated with 30% increase and 30% decrease in EBIT. (08 Marks)

8 **CASE STUDY (compulsory):**

A company is manufacturing a consumer product, the demand for which at current price is in excess of its ability to produce. The capacity of a particular machine, now due for replacement, is the limiting factor on production. The possibilities exist either of acquiring a similar machine (Project X) or of purchasing a more expensive machine with greater capacity (Project Y). The cash flows under each alternative have been estimated and given below. The company's opportunity cost of capital is 10% after tax. In deciding between the two alternatives the Managing Director (MD) favors the 'Pay Back Period'. The Chief Accountant, however, thinks that a more specific method should be used and he has calculated for each project:

- i) The Net Present Value
 ii) The Profitability Index
 iii) The discounted Pay Back Period

Having made these calculations, however he finds himself still uncertain about which project to recommend. You are required to make these calculations and to discuss their relevance to the decision to be taken. The relevant cash flows are:

Year	Project X	Project Y
0	(27,000)	(40,000)
1	-	10,000
2	5000	14,000
3	22,000	16,000
4	14,000	17,000
5	14,000	15,000

(16 Marks)

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16/17MBA23

Second Semester MBA Degree Examination, Dec.2018/Jan.2019
Research Methods

Time: 3 hrs.

Max. Marks:80

Note: 1. Answer any FOUR full questions from Q1 to Q7.
2. Question No. 8 is compulsory.

- | | | |
|----------|---|--|
| 1 | a. What is the purpose of research in business?
b. Explain the process of research in detail?
c. Distinguish between the exploratory and conclusive research design. | (02 Marks)
(06 Marks)
(08 Marks) |
| 2 | a. What is Research Design?
b. Explain the features of good research.
c. Describe the various important types of experimental designs. | (02 Marks)
(06 Marks)
(08 Marks) |
| 3 | a. What is sampling?
b. Explain the errors in sampling.
c. Discuss the various sampling techniques. | (02 Marks)
(06 Marks)
(08 Marks) |
| 4 | a. What is the importance of secondary data?
b. Explain the various methods of primary data collection.
c. What is hypothesis? Explain the different types of hypothesis. | (02 Marks)
(06 Marks)
(08 Marks) |
| 5 | a. What is editing?
b. Describe the guidelines for developing and designing the questionnaire.
c. Explain the procedure of carrying out ANOVA in research analysis. | (02 Marks)
(06 Marks)
(08 Marks) |
| 6 | a. What is chi-square test?
b. Explain the various measurement and scaling techniques.
c. Explain the circumstances where the following tests are relevant :
i) T-Test ii) U-test iii) F-Test iv) Z-Test. | (02 Marks)
(06 Marks)
(08 Marks) |
| 7 | a. What is report writing?
b. Explain the essentials of good research report.
c. Discuss various tools for processing of data in research analysis. | (02 Marks)
(06 Marks)
(08 Marks) |

8 CASE STUDY [Compulsory]

Asta Garments Pvt. Ltd. is a readymade garment manufacturing unit with 1200 employees in the levels of managers, supervisors and workers. The Mumbai based unit has seen a spurt in employee attrition. Mr. Sundar, the HR manager of Asta Garments wants to conduct a survey to ascertain the reasons for attrition and thus wants to take suitable measures to retain the good employees.

Questions :

- | | |
|--|------------|
| a. Frame the research objectives appropriate for the study. | (04 Marks) |
| b. Design a suitable sampling design indicating the method of sampling and sampling frame. | (04 Marks) |
| c. What would be the right scale of measurement for the study and why? | (04 Marks) |
| d. What type of research design do you adopt? | (04 Marks) |

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
 2. Any revealing of identification, appeal to evaluator and /or equations written eg. 42+8 = 50, will be treated as malpractice.

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16/17MBA24

Second Semester MBA Degree Examination, Dec.2018/Jan.2019

Business Law and Policy

Time: 3 hrs.

Max. Marks:80

Note: 1. Answer any FOUR full questions from Q.No.1 to 7.
2. Q.No. 8 is compulsory.

- 1 a. State the essential conditions which constitute the contract. (02 Marks)
b. Explain the different mode of termination of agency. (06 Marks)
c. Write in detail the essentials of valid contract and elaborate. (08 Marks)
- 2 a. Define Bailment. Give an example. (02 Marks)
b. Explain the rights and duties of Pawnee. (06 Marks)
c. Define company. What are the different kinds of companies? (08 Marks)
- 3 a. What do you mean by patents and copyrights? (02 Marks)
b. What is winding up of company? What are the different modes of winding up? (06 Marks)
c. What are the provision regarding retirement of a partner and liability of estate of deceased partner? (08 Marks)
- 4 a. What do you mean by intellectual property rights? (02 Marks)
b. Define consumer under Consumer Protection Act. Who can file a complaint under this act? (06 Marks)
c. Write a note on the need and objectives of the Environment Protection Act, 1986. (08 Marks)
- 5 a. Define partnership. Can a minor be admitted to a partnership? (02 Marks)
b. What are the modes by which a partnership can be reconstructed? (06 Marks)
c. What is memorandum of association? How does it differ from article of association? (08 Marks)
- 6 a. Define corporate governance. (02 Marks)
b. Briefly discuss the need and importance of corporate governance. (06 Marks)
c. Discuss the obligations of corporate towards society, investors, employees and customers. (08 Marks)
- 7 a. What do you mean by corporate social responsibility? (02 Marks)
b. Discuss the relevance of corporate governance in current scenario. (06 Marks)
c. Briefly explain the arguments for and against the corporate social responsibility. (08 Marks)

CASE STUDY

- 8 A Soap company advertised that it would give a reward of Rs.2000/- who contracted skin disease after using the 'soap' of the company for a certain period according to printed instructions. Mrs. Nita purchased the advertised 'soap' and contracted skin disease in spite of using this soap according to the printed instructions. She claimed the reward of Rs.2000/-. The claim is resisted by the company on the ground that offer was not made to her and that in any case she had not communicated her acceptance to the offer.

Questions:

- a. Decide whether Mrs. Nita can claim the reward or not. Give reasons. (08 Marks)
- b. State and explain the valid elements on which the case is based on. (08 Marks)

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16/17MBA25

Second Semester MBA Degree Examination, Dec.2018/Jan.2019

Strategic Management

Time: 3 hrs.

Max. Marks:80

**Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.**

- 1 a. Write any two characteristics of strategic management. (02 Marks)
b. What is business model? Highlight the components of business model. (06 Marks)
c. How to analyze the company's external environment? What are the strategically relevant components of external environment of a company? (08 Marks)
- 2 a. Write few sources of key success factors of an organization. (02 Marks)
b. Briefly narrate about hierarchy of strategic intent. Define strategic intent. (06 Marks)
c. Explain 'strategic management process'. (08 Marks)
- 3 a. Write three issues in strategy formulation. (02 Marks)
b. Explain briefly the dominant economic features of an industry. (06 Marks)
c. Explain the perspectives which are integrated to form the balance scorecard framework. (08 Marks)
- 4 a. What do you mean by Bench Marking? (02 Marks)
b. Explain BCG matrix with the diagram. (06 Marks)
c. Discuss Generic Competitive Strategies. (08 Marks)
- 5 a. What is differentiation strategy? (02 Marks)
b. Explain value-chain analysis. (06 Marks)
c. Discuss with a diagram G.E Nine cell matrix. (08 Marks)
- 6 a. What are the strategic alternatives for entrepreneurial level firm? (02 Marks)
b. Write a brief note on the strategic alternatives for large and diversified companies. (06 Marks)
c. What are the Barriers to strategy implementation? Explain. (08 Marks)
- 7 a. What is functional strategies? (02 Marks)
b. Explain the different elements of institutionalizing strategy. (06 Marks)
c. Discuss key-strategic leadership actions. (08 Marks)

8 **CASE STUDY** : (Compulsory)

Balance score card perspective on Philips

Balance scorecard model developed by Dr. Kaplan in 1990, proposed that organization should be mission driven rather than finance driven. During the late 1990's rapid changes in the external environment necessitated Philips to make its operations flexible, innovative and value adding. This led the company to introduce a program called business excellence through speed and team work in July 1998. Several tools were used in BEST, and one such tool was the balance scorecard. There were four perspectives in Philip's balance scorecard competence, processes, customers and finance. Philips identified critical success factors which were important to create value and grouped them under these four perspectives. Each of the business units has their own CSF's which were established with the help of the guidelines provided by corporate quality department at Philips. The success of the CSF's was measured through performance indicators. To measure the performance of the key indicators, a traffic light system was used.

Questions:

- a. Write how the implementation of balance scorecard model can help in improving the performance of the organization. (04 Marks)
- b. Examine the use of balance scorecard as a tool of communicate corporate strategy. (04 Marks)
- c. What are the roles of senior management to be appreciated in initiating and implementing business transformation? (04 Marks)
- d. Write the importance of goals and strategies in guiding an organization. (04 Marks)

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16/17MBAMM301

Third Semester MBA Degree Examination, Dec.2018/Jan.2019 Consumer Behaviour

Time: 3 hrs.

Max. Marks:80

**Note: 1. Answer any Four questions from Q.No. 1 to Q.No. 7.
 2. Question No. 8 is compulsory.**

1.
 - a. Differentiate between Surrogate buyers and purchase pals. (02 Marks)
 - b. State the views of consumer decision making. (06 Marks)
 - c. Describe the functions of family and express the roles of family in purchase decisions. (08 Marks)

2.
 - a. Outline the significance of studying consumer behaviour for marketers. (02 Marks)
 - b. Examine the rights of the consumers. (06 Marks)
 - c. Explain the steps in consumer research process. (08 Marks)

3.
 - a. Write the application of e – CRM in today’s marketing context. (02 Marks)
 - b. Explain Tri – component – Attitude model, with example. (06 Marks)
 - c. Describe message structure and presentation to be taken care of by the marketers in designing the message. (08 Marks)

4.
 - a. Evaluate the significance of market mavens. (02 Marks)
 - b. Describe unique characteristics of Indian consumers. (06 Marks)
 - c. Elaborate Nicosia model of consumer behaviour by highlighting four fields. (08 Marks)

5.
 - a. List the various elements of learning. (02 Marks)
 - b. Explain diffusion of innovation by identifying the four basic elements of diffusion process. (06 Marks)
 - c. Discuss the role of ‘Opinion leaders’ in influencing the purchase behaviour. (08 Marks)

6.
 - a. What is ‘Brand personification’? (02 Marks)
 - b. Discuss the application of Maslow’s hierarchy of needs from the point of view of consumer behaviour. (06 Marks)
 - c. Illustrate the social class categories in India by identifying the ways to measure social class. (08 Marks)

7.
 - a. What are the types of perceived risks for the consumer? (02 Marks)
 - b. Discuss the strategies marketing applications of classical conditioning. (06 Marks)
 - c. Explain Freudian theory of personality in influencing consumer’s attitude and behaviour. (08 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
 2. Any revealing of identification, appeal to evaluator and /or equations written eg, 42+8 = 50, will be treated as malpractice.

8 CASE STUDY :

'Amazon car showroom deals with both automatic and manual brands of cars. The showroom also deals with refurbished cars such as Maruti 800 , Maruti Omni , Santro and many other cars. The automatic models of cars were bought by usually the software engineers and businessmen. The refurbished cars were usually bought by the first time car buyers.

It was observed that, when the customers come to buy the car, they would usually come with their family, which would include Father , Mother , Wife, Children and sometimes friends and relatives. It was noticed that, most of them were interested in purchasing vehicles through finance. Most of the sales would usually take 3-4 weeks to close. The sales were observed to be highest during the year end and festival season. Since showroom is interested in sales to materialize, rather than pushing any brand, the salesman are directed to satisfy the customers and also their family members.

Questions :

- a. What is the role of family in influencing the consumer to buy cars? (04 Marks)
- b. What is the role of the marketer in case of advertisement? (04 Marks)
- c. What is the role of the salesmen in promoting the cars? (04 Marks)
- d. What is the role of persuasion in convincing the consumers to make a purchase decision? (04 Marks)

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16/17MBAFM301

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Third Semester MBA Degree Examination, Dec.2018/Jan.2019 Principles and Practices of Banking

Time: 3 hrs.

Max. Marks:80

Note: 1. Answer any FOUR full questions from Q.No.1 to 7.
2. Q.No. 8 is compulsory.

- 1 a. Define Universal Banking. (02 Marks)
b. Explain the features of Home Banking. (06 Marks)
c. Discuss in detail the various relationships that exists between the banker and the customer. (08 Marks)
- 2 a. What is "Bankers right to lien"? (02 Marks)
b. Write short note on Debit card and Credit card. (06 Marks)
c. What is Mobile Banking? Discuss the advantages and disadvantages of Mobile Banking. (08 Marks)
- 3 a. Who is a Paying Banker? (02 Marks)
b. Explain the role of commercial banks in socio economic development. (06 Marks)
c. Explain in detail the structure of Banking in India. (08 Marks)
- 4 a. What is "Exchange rate"? (02 Marks)
b. Explain in detail the various types of loans. (06 Marks)
c. What is EXIM Bank? Explain the Role of EXIM Bank in promotion of International Trade? (08 Marks)
- 5 a. What is a overdraft facility? (02 Marks)
b. Explain in detail the working of letter of credit. (06 Marks)
c. Discuss the circumstances under which a banker is justified in disclosing customers account. (08 Marks)
- 6 a. What is Asset Liability Management? (02 Marks)
b. Explain the objectives of ALM. (06 Marks)
c. What is ALM Committee? Explain its functions. (08 Marks)
- 7 a. What is a negotiable Instrument? (02 Marks)
b. Differentiate between Assignment and Endorsement. (06 Marks)
c. Explain in detail the functions of RBI. (08 Marks)

8

CASE STUDY

Banking sector frauds have been in existence for centuries. The Indian Banking sector too is experiencing the pain due to increase in frauds. A majority of survey indicated that more than 50 fraud incidents in the retail segment amount to around 100 crores and around 10 frauds amounting to Rs.20 crore on an average in non retail segment.

As the retail banking is more process as well as volume driven, increased fraud incidents in this area should trigger a wider review of the process and control to identify the root cause of these incidents.

- a. In the light of the above case. Explain the factors that play a key role in Identifying the (Fraud) customers before providing loans. (08 Marks)
- b. Explain the various types of frauds in retail banking. (08 Marks)

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16/17MBAMM302

Third Semester MBA Degree Examination, Dec.2018/Jan.2019
Retail Management

Time: 3 hrs.

Max. Marks:80

Note: 1. Answer any FOUR full questions from Q.No.1 to 7.
2. Q.No. 8 is compulsory.

- | | | |
|---|--|------------|
| 1 | a. Define Retailing. | (02 Marks) |
| | b. Briefly describe Retail Pricing strategies. | (06 Marks) |
| | c. Explain the theory of Retailing of Accordion theory. | (08 Marks) |
| 2 | a. What is Retail Strategy? | (02 Marks) |
| | b. Discuss the Retail Communication Mix. | (06 Marks) |
| | c. What is a store layout? Explain the types of store layouts. | (08 Marks) |
| 3 | a. What is merchandise management? | (02 Marks) |
| | b. Describe the aspects of Ethical issues in retailing. | (06 Marks) |
| | c. Explain the types of retail formats. | (08 Marks) |
| 4 | a. What is CRM? | (02 Marks) |
| | b. Briefly discuss the various criteria while selecting a supplier. | (06 Marks) |
| | c. Explain the types of Retail locations available. | (08 Marks) |
| 5 | a. What are 'Private Label' brands? | (02 Marks) |
| | b. Briefly explain the components of Retail mix. | (06 Marks) |
| | c. Brief out the differences between relationship and transactional marketing. | (08 Marks) |
| 6 | a. What are the characteristics of retailing? | (02 Marks) |
| | b. What are the Retail Trends in India? | (06 Marks) |
| | c. What is Retail Audit? Explain the steps in retail audit. | (08 Marks) |
| 7 | a. List the Visual Merchandising Techniques/Elements. | (02 Marks) |
| | b. Discuss the need for consumerism in retailing. | (06 Marks) |
| | c. Briefly explain the reason for the growth of organized retail in India. | (08 Marks) |

8

CASE STUDY

KFC restaurants are doing an about-face abroad. The KFC global design team has been working to overhaul and modernize the brand's visual appearance to the public. All new and remodeled stores there are begin based on a sleek design concept that encourages patrons to linger. KFC certainly hopes their customers spend longer. KFC certainly hopes their customers spend longer hours in their restaurants, and that is reflected in sales growth. As a result, KFC tries to keep renewing their concepts in this direction, satisfying customers preference for spending time at places where they feel relaxed, where they perceive the place as part of their daily lives with materials, colors and lighting.

- | | | |
|----|--|------------|
| a. | Identify the key elements that have contributed in enhancing the visual appeal of KFC. What visual merchandizing techniques does KFC follow? | (08 Marks) |
| b. | Discuss some of the factors affecting the exterior and interior layout of a store. | (08 Marks) |

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Third Semester MBA Degree Examination, Dec.2018/Jan.2019 Investment Management

Time: 3 hrs.

Max. Marks:80

Note: 1. Answer any Four questions from Q.No. 1 to Q.No. 7.
2. Question No. 8 is compulsory.

- 1 a. What is NAV? (02 Marks)
b. Unsystematic risk can be minimized, systematic risk can be managed. Discuss. (06 Marks)
c. For the data given below prepare price weighted, equally weighted and value weighted indices. (08 Marks)

Strip	Price at the end of base year	Price at the end of year t	No. of outstanding shares
A	54	60	1,00,000
B	60	64	1,50,000
C	65	72	2,00,000

- 2 a. What is RSI? (02 Marks)
b. Distinguish Investment and Speculation. (06 Marks)
c. The probability distribution of the rate of return on Bharath stock is given below :

State of the Economy	Probability	Rate of Return (%)
Boom	0.30	16
Normal	0.50	11
Recession	0.20	6

What is the Standard deviation of return? (08 Marks)

- 3 a. What is YTM? (02 Marks)
b. Explain the ways in which a company may raise equity capital in the primary market. (06 Marks)
c. The following information is available on a bond : Face value : Rs 100 ;
Coupon rate : 12% p.a. ; Years to maturity : 6 yrs ; Current market price : Rs 110.
What is the duration of the bond? Use the approximate YTM. (08 Marks)

- 4 a. Write any two assumptions of CAPM theory. (02 Marks)
b. Discuss the factors to be considered in Industrial analysis. (06 Marks)
c. The closing value of sensx is given below :

Day	Closing sensx value
1	2795.30
2	2754.95
3	2788.97
4	2812.90
5	2765.37

Calculate Relative strength index of the sensx at the end of day 5.

(08 Marks)

- 5 a. Brief the market trends according to DOW theory. (02 Marks)
 b. What are the three forms of market efficiency and how they are tested? (06 Marks)
 c. Consider the following information for three mutual funds : A, B and C and the market.

	Mean return (%)	Standard deviation (%)	Beta
A	12	18	1.1
B	10	15	0.9
C	13	20	1.2
Market Index	11	17	1.00

The mean risk – free rate was 6 percent. Calculate the Treynor measure, Sharpe measure and Jensen measure for the three mutual funds and the market index. (08 Marks)

- 6 a. What is duration of the bond? (02 Marks)
 b. A portfolio consists of 3 securities 1, 2, and 3. The proportions of these securities are : $W_1 = 0.3$, $W_2 = 0.5$ and $W_3 = 0.2$. The standard deviations of return of these securities (in percentage terms) are : $\sigma_1 = 6$, $\sigma_2 = 9$ and $\sigma_3 = 10$. The correlation co-efficient among security returns are $\rho_{12} = 0.4$, $\rho_{13} = 0.6$, $\rho_{23} = 0.7$. What is standard deviation of portfolio return? (06 Marks)
 c. The rates of return on stock A and market portfolio for 15 periods are given below :

Period	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Return on stock (%) A	10	15	18	14	16	16	18	4	-9	14	15	14	6	7	-8
Return on market portfolio (%)	12	14	13	10	9	13	14	7	1	12	-11	16	8	7	10

What is Beta of stock A? (08 Marks)

- 7 a. X companies next year dividend per share is expected to be 3.50 Rs with a subsequent growth rate of 10% per year. If the required rate of return is 15% per year. What should be its price? (02 Marks)
 b. The current dividend on an equity share of ABC Limited is Rs 3.00. The present growth rate is 50 percent. What is the intrinsic value per share of ABC Limited. If investors require a return of 16 percent? (06 Marks)
 c. Explain the role of SEBI in regulating Indian Capital Market. (08 Marks)

- 8 The returns of two assets under four possible states of nature are given below :

State of Nature	Probability	Return on asset 1	Return on asset 2
1	0.10	5%	0%
2	0.30	10%	8%
3	0.50	15%	18%
4	0.10	20%	26%

- a. What is the Standard deviation of the return on asset 1 and asset 2?
 b. What is Covariance between the return on assets 1 and asset 2?
 c. What is the co-efficient of correlation between the returns on assets 1 and 2? (16 Marks)

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Third Semester MBA Degree Examination, Dec.2018/Jan.2019 Services Marketing

Time: 3 hrs.

Max. Marks:80

**Note: 1. Answer any FOUR full questions from Q1 to Q7.
2. Question No. 8 is compulsory.**

1. a. What is meant by the listening GAP? (02 Marks)
b. Discuss the characteristics of services compared to goods. (06 Marks)
c. Explain the factors that influence customer expectations of service. (08 Marks)
2. a. What is meant by remote encounter? (02 Marks)
b. Discuss the evolution of relationship marketing. (06 Marks)
c. Explain the bases of market segmentation. (08 Marks)
3. a. What is offensive marketing of services? (02 Marks)
b. Explain the optimal versus maximum use of capacity. (06 Marks)
c. Discuss the criteria for an effective service research program. (08 Marks)
4. a. What are hard standards in services? (02 Marks)
b. Explain the challenges and risks in yield management. (06 Marks)
c. Discuss the strategies for shifting demand to match capacity. (08 Marks)
5. a. What is quality/ productivity trade off? (02 Marks)
b. Discuss the critical role of service employees. (06 Marks)
c. Explain the strategies for enhancing customer participation. (08 Marks)
6. a. What is meant by non monetary costs? (02 Marks)
b. Explain the pricing strategies when the customer means value is low price. (06 Marks)
c. Discuss the categories of strategies to match service promises with delivery. (08 Marks)
7. a. What is role of franchisers in services distribution? (02 Marks)
b. Explain the strategic role of services cape. (06 Marks)
c. Discuss the guidelines for physical evidence strategies. (08 Marks)

8 CASE STUDY [Compulsory]

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SKYWALK AIRLINES

Skywalk Airlines is a new domestic airline floated by a group of NRIs with an Indian businessman as a equal partner. It wants to enter the Indian skies in competition with the current domestic air lines.

Mr. Wadhwa, the general manager (HR) appointed by Skywalk, has a daunting task ahead of him. He has to find Pilots cabin crew and ground handling staff for the airlines in four months flat.

The dilemma before him are many. Skywalk has a low brand equaity, therefore it would be tough to attract the best talent. Its capacity to pay high wages is not questionable, but whether business will be bright enough to sustain the high wages in future, is a question that is unanswered as of non secondly if new recruits are hired for cabin crew and ground handling positions then have to be trained adequately. And given the time constants that looks like a tough task. May be training can be out sourced or temporary help can be summoned form some foreign country hiring.

But most of all Mr. Wadwa is wondering what kinds of criteria he should look for in selecting the frontline staff who will interact with customers on a regular basis, and may determine the success or failure of the airline, should he focus on good looks and personality or a good school and college and communication skill or was it high IQ that was needed? His past stint in the hotel industry had given him some ideas, but he was not sure if any different skill sets were needed in the airlines industry.

Can you help Mr. Wadhwa with his immediate dilemma and enumerate the skill sets needed by :

Questions :

- The cabin crew. (04 Marks)
- The ground staff handling check in and customer interactions. (04 Marks)
- The baggage handlers. (04 Marks)
- In what way would they officer from the skill sets needed in the hotel industry. (04 Marks)

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Third Semester MBA Degree Examination, Dec.2018/Jan.2019 Investment Banking and Financial Services

Time: 3 hrs.

Max. Marks:80

- Note:** 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.
3. Use of Time Value Table is permitted.

- 1 a. Name any two credit rating agencies in India. (02 Marks)
b. Explain the types of housing loan. (06 Marks)
c. Explain the services of merchant banks. (08 Marks)
- 2 a. What is venture capital? (02 Marks)
b. Explain the objectives of depository system. (06 Marks)
c. Explain various functions of NBFC's. (08 Marks)
- 3 a. What is special purpose vehicle? (02 Marks)
b. Discuss the different stages in venture capital financing. (06 Marks)
c. Write a note on NSDL and CDSL. (08 Marks)
- 4 a. What is under writing? (02 Marks)
b. Compare and contrast factoring and forfeiting. (06 Marks)
c. Explain the process of credit rating of financial instruments. (08 Marks)
- 5 a. Expand NGO and SHG. (02 Marks)
b. Explain various functions of investment banks. (06 Marks)
c. Explain the types of factoring. (08 Marks)
- 6 a. What is Reverse Mortgage? (02 Marks)
b. Compare lease financing with Hire purchase financing. (06 Marks)
c. What is securitization of debt? Explain the types of securitisable assets. (08 Marks)
- 7 a. Name any two Factoring Agencies in India. (02 Marks)
b. Explain the Housing Loan Procedure in India. (06 Marks)
c. Explain the various steps involved in pre-issue and post-issue management. (08 Marks)

8 **CASE STUDY:** (Compulsory)

Vishwas Ltd. is in the business of manufacturing steel utensils. The firm is planning to diversify and add a new product line. The firm either can buy the required machinery or get it on lease.

The machine can be purchased for Rs.15,00,000. It is expected to have a useful life of 5 years with salvage value of Rs.1,00,000 after the expiry of 5 years. The purchase can be financed by 20 percent loan repayable in 5 equal annual installments (inclusive of interest) becoming due at the end of each year. Alternatively, the machine can be taken on year end lease rentals of Rs.4,50,000 for 5 years. Advise the company, which option it should choose. For your exercise, you may assume the following:

- i) The machine will constitute a separate block for depreciation purposes. The company follows WDV method of depreciation, the rate of depreciation being 25 percent.
- ii) Tax rate is 35 percent and cost of capital is 18 percent.
- iii) Lease rents are to be paid at the end of the year.
- iv) Maintenance expenses estimated at Rs.30,000 per year are to be borne by the lessee.

(16 Marks)

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Fourth Semester MBA Degree Examination, Dec.2018/Jan.2019

Sales Management

Time: 3 hrs.

Max. Marks:80

**Note: 1. Answer any Four questions from Q.No. 1 to Q.No. 7.
2. Question No. 8 is compulsory.**

- 1 a. What is Personal Selling? (02 Marks)
b. What are the roles and responsibilities of Sales Manager? (06 Marks)
c. Briefly explain emerging trends in Sales Management. (08 Marks)
- 2 a. What is Theory of Diffusion? (02 Marks)
b. Briefly explain the Selling Situation. (06 Marks)
c. Briefly explain the Selling Skills. (08 Marks)
- 3 a. What is Sales Territory? (02 Marks)
b. Briefly explain the types of Sales Quota. (06 Marks)
c. Briefly explain the Selection procedure. (08 Marks)
- 4 a. What is Motivation? (02 Marks)
b. Briefly explain performance Appraisal process. (06 Marks)
c. Briefly explain the types of Compensation plan. (08 Marks)
- 5 a. What is Compensation? (02 Marks)
b. Briefly explain the functions of a Sales Manager. (06 Marks)
c. Briefly explain the types of Sales Manager. (08 Marks)
- 6 a. What are the disadvantages of Debit card? (02 Marks)
b. Briefly explain Biometric method and legal or Regulatory environment. (06 Marks)
c. Briefly explain the advantages of Online Trading with examples. (08 Marks)
- 7 a. What is Sales Quota? (02 Marks)
b. What are the methods of setting Sales Quota? Explain. (06 Marks)
c. Briefly explain Standard Sales Management Process. (08 Marks)

8 **CASE STUDY :**

Patanjali Set to Explore International Markets

Yoga Guru Ramdev – owned Patanjali group is all set to explore International markets with its FMCG products and may also enter Pakistan and Afganistan in future. They have already set up their units in Nepal and Bangladesh. Their products reached the middle cost, Soudi Arabia etc. In his interview Sri Ramdev Baba said that they should concentrate on poor countries as the profits from those countries will be utilized for development work there itself. He also added that the entry to Pakistan and Afganistan will mostly depend on the prevailing political situation and if the situation is politically conducive, units will be set up there. He said that their company products are reaching right up to Canada.

Patanjali has already entered Azarbaijan which has 90% Muslim population, he said claiming that a top industrialist there has shown interest in his products.

There is a great demand from youths, and therefore Patanjali has decided to launch the Indianised jeans to compete with foreign brands, he said.

Questions :

- a. Is it right time to enter into International markets? (04 Marks)
- b. Is Patanjali surveyed the markets of Pakistan & Afganistan? (04 Marks)
- c. How the political factors influence the entry into the International markets especially like Pakistan? (04 Marks)
- d. What is your opinion on Indianized jeans to compete with foreign brands? (04 Marks)

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Fourth Semester MBA Degree Examination, Dec.2018/Jan.2019
Mergers, Acquisitions and Corporate Restructuring

Time: 3 hrs.

Max. Marks: 80

Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.

- 1
 - a. What is meant by synergy of merger? (02 Marks)
 - b. Discuss the different types of mergers. (06 Marks)
 - c. Explain the theories of mergers. (08 Marks)
- 2
 - a. What are the motives behind merger and Acquisition? (02 Marks)
 - b. Explain the BCG Matrix. (06 Marks)
 - c. Briefly explain the provision of companies Act 1956 relating to mergers and Acquisition. (08 Marks)
- 3
 - a. What is LBO and MBO? (02 Marks)
 - b. What is joint venture? What are the different reasons behind a joint venture and what are the common reasons for failure of joint venture? (06 Marks)
 - c. Explain various forms of corporate restructuring. (08 Marks)
- 4
 - a. What is due diligence? (02 Marks)
 - b. Discuss the human resonance management challenges during merger integration. (06 Marks)
 - c. Briefly explain the five stage model of merger process. (08 Marks)
- 5
 - a. What is purchase consideration? (02 Marks)
 - b. What is amalgamation? What are the methods of accounting for amalgamation? (06 Marks)
 - c. Discuss the different methods of calculation of purchase consideration. (08 Marks)
- 6
 - a. What is a poison pill? (02 Marks)
 - b. Explain SEBI takeover code. (06 Marks)
 - c. Explain various takeover defenses available to target company. (08 Marks)
- 7
 - a. What is Divestiture? (02 Marks)
 - b. Discuss the stages of LBO operation. (06 Marks)
 - c. What is MLP? Discuss the different types of MLPs. (08 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg, 42+8 = 50, will be treated as malpractice.

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Compulsory : Case Study

On 31st March 2018 the Balance Sheet of X Ltd stood as follows :

Liabilities	Rs	Assets	Rs
Share capital 1,50,000, equity shares Rs 10/- per each	15,00,000	Plant and Machinery	16,10,000
		Furniture	1,94,400
Securities premium	1,50,000	Stock	7,05,500
General Reserve	6,25,500	Debtors	1,98,440
P and L account	1,85,300	Cash	1,13,200
Creditors	3,60,740		
	28,21,540		28,21,540

On this date X Ltd took over the business of Y Ltd for Rs 6,60,000 payable in the form of its fully paid equity shares of Rs 10/- each at par share holder. If Y Ltd getting 110 shares of X Ltd for every 100 shares held in Y Ltd. One scheme of amalgamation also provided that 3000 11% debenture of Y Ltd would be converted into equal number of 12% debenture of X Ltd of Rs 100 each. The balance sheet of Y Ltd on the date of the amalgamation was as follows:

Liabilities	Rs	Assets	Rs
Share capital 60,000 equity shares Rs 10/- per each	6,00,000	Machinery	5,50,000
Capital Reserve	13,000	Furniture	1,35,200
Foreign project Reserve (Statutory Reserve)	9,700	Stock	3,15,800
General Reserve	75,350	Debtors	1,29,300
P and L account	24,130	Cash	68,260
3000, 11% debentures of Rs. 100/- each	3,00,000	Preliminary expenses	6100
Creditors	1,82,480		
	12,04,660		12,04,660

You are required to pass Journal entries in the books of X Ltd and draw X Ltd's balance sheet immediately after the takeover assuming the amalgamation is the nature of merger.

(16 Marks)

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Fourth Semester MBA Degree Examination, June/July 2018 Integrated Marketing Communication

Time: 3 hrs.

Max. Marks: 80

**Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.**

- 1 a. What is classified advertising? (02 Marks)
b. Discuss the functions of various participants in the IMC process. (06 Marks)
c. What are various types of headlines? When will each be useful give example? (08 Marks)
- 2 a. What do you mean by advertising clutter? (02 Marks)
b. Briefly explain the elements of promotional mix. (06 Marks)
c. What are the advantages and problems in global advertising discuss? (08 Marks)
- 3 a. What is a "Push and Pull" strategy in advertising? (02 Marks)
b. Explain the communication process with the model. (06 Marks)
c. Discuss the present and post test methods of measuring the effectiveness of the promotional program. (08 Marks)
- 4 a. What is a spot advertising? (02 Marks)
b. What is media planning? Discuss the problems in media planning. (06 Marks)
c. Bring out the importance of global advertising and also explain when is global advertising appropriate. (08 Marks)
- 5 a. Write a short note on "Copy platform". (02 Marks)
b. Explain various types of Internet advertising. (06 Marks)
c. Describe "The steps involved in the development of media plan". (08 Marks)
- 6 a. Define PR and Publicity. (02 Marks)
b. What are the categories of advertising appeals? (06 Marks)
c. Explain the types of advertising budget methods. (08 Marks)
- 7 a. What is transit advertising? (02 Marks)
b. Discuss the advantages and disadvantages of corporate advertising. (06 Marks)
c. Briefly explain the special Issues in Industrial Selling. (08 Marks)

8 **Compulsory : Case Study**

An advertising agency prepared a number of print advertisements for a new product introduction. The agency agreement called for compensation on a commission basis. At the request of the client, it was agreed to include special effects in the advertisement. The final advertisement was to the satisfaction of the client but the product manager of the company criticized the advertisement executive for its high cost. Further the product manager explained that he misunderstand what aspect of advertisement campaign was covered under the commissioned agreement.

Important Note: 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and/or equations written eg, 4+8 = 50, will be treated as malpractice.

The company requested agency to send a team so that they could spend two days with product manager brain storming the ideas and developing the new frame work for their brochure. An accounts executive, public relation person, art incharge, copy writer was sent by the agency to the clients premises. According to the product manger it was a great success. Later after about the week. The client received a bill for the above exercise in which the agency had billed on hourly basis. The product manager thought that it would be on project basis. Generally due to reasons as cited above. Client/agency relationship gets raddled with problems. Some time problem never gets sorted out and termination of relationship is the only answer. Since getting in to a new agency is a time consuming process, most client put up with their agencies.

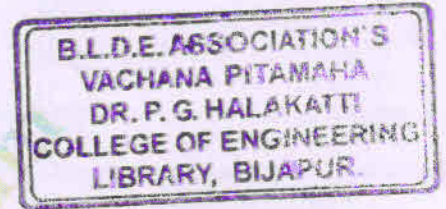
Some companies evaluate the performance of their agencies on a regular basis. Client and agency must do evaluation. In performance appraisal there must be a ranking system exceptional to unacceptable. Agency must be given a change to correct its mistake and termination should be based purely on evaluation basis.

Questions :

- a. Who do you think is responsible for billing procedure? (04 Marks)
- b. What steps should have been taken to avoid this situation? (04 Marks)
- c. Beside payment what other factors can cause misunderstanding and fallout of relationship between client and agency. (04 Marks)
- d. What criteria should be used to evaluate the agency? Be specific. (04 Marks)

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CBCS SCHEME



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Fourth Semester MBA Degree Examination, Dec.2018/Jan.2019

Tax Management

Time: 3 hrs.

Max. Marks:80

**Note: 1. Answer any Four questions from Q.No. 1 to Q.No. 7.
2. Question No. 8 is compulsory.**

1. a. Define the 'Previous year' as per I.T. Act. (02 Marks)
 b. What do you mean by assessee? Explain the different types of assesses. (06 Marks)
 c. The following are the incomes of Mr. James, a foreign national for the previous year ended 31.3.2018.
 i) Profit from business in India and controlled from U.S.A, Rs 2,00,000.
 ii) Profit from sale of furniture in Bangalore but received in Pakistan, Rs 1,00,000.
 iii) Profit from business in U.K. controlled from there but half amount received in India, Rs 4,50,000 is the total amount.
 iv) Agricultural income from Nepal, received there but later brought to India Rs 1,60,000.
 v) Income from house property in Switzerland, Rs 2,40,000.
 vi) Past untaxed foreign income brought into India Rs 2,00,000 in the P.Y.
 Compute his total income for the A.Y. 2017 - 18, if he is a) Resident b) Not ordinary Resident c) Non - resident. (08 Marks)

2. a. What is Standard Rent of Property? (02 Marks)
 b. Calculate the exemption of & taxable House Rent Allowance from the following particulars for the P.Y. 2017 - 18. (06 Marks)

Name of Employee	Mr. Arun	Mr. Yogesh
City of Employment	Dharwad	Mumbai
Salary for the year (for calculation of H.R.A)	3,00,000	5,00,000
H.R.A received during P.Y.	30,000	55,000
Rent paid during P.Y.	36,000	60,000

- c. Briefly explain various types of provident funds and its tax treatment. (08 Marks)
3. a. What do you understand by illegal business? (02 Marks)
 b. Explain briefly the tax provisions of 80DD, 80DDB and 80E. (06 Marks)
 c. Dr. Shashi is a renowned medical practioner, gives the following Receipts and Payments A/c for the year ending 31/3/2018. Calculate his income from profession for A.Y. 2018-19.

Receipts	Amt	Payments	Amt
To Balance b/d	75,000	By rent to clinic	15,000
To Consulting fees	45,000	By Purchase of Professional books	20,000
To Visiting fees	20,000	By Purchase of Medicines	15,000
To Sale of medicine	90,000	By Purchase of Motor car	75,000
To Gifts & presents from clients	10,000	By Income tax	3,000
To Interest from Post office savings	12,000	By Purchase of Equipments	15,000
To Winning from lottery	1,50,000	By Gift to wife	5,000
To Dividends	10,000	By Balance C/d	2,64,000
Total	4,12,000	Total	4,12,000

- i) For official purpose $\frac{2}{3}$ rd portion of car used.
 ii) Depreciation is to be charged as follows : On Books – 100% , On Car – 15% ,
 On surgical equipments 15%.
 iii) Closing stock of medicine is Rs 4,000. (08 Marks)

- 4 a. What do you understand by the term 'short term capital asset'? (02 Marks)
 b. Explain deduction under section 54F of Income Tax Act while computing income from capital gain. (06 Marks)
 c. Mrs. Rakhi acquired a residential house in January 2001 for Rs 10,00,000 and made some improvements by way of additional construction to the house incurring an expenditure of Rs 2,00,000 in October 2004. She sold the property in October 2017 for Rs 90,00,000. She acquired a residential house in December 2017 for Rs 17,98,500 in December 2017. Compute the capital gain chargeable to tax for the A.y. 2018-19. (08 Marks)
 [CII for 2000-2001 : 100, 2004 – 05 : 113, 2017-18 : 272].

- 5 a. What is MAT? (02 Marks)
 b. Explain clearly the meaning of i) Bond washing transactions ii) Tax – free securities. (06 Marks)
 c. Work out the amount of depreciation allowance for the A.Y. 2018-19 of a steel factory.

Assets	W.D.V on 1/4/17	Depreciation
i) Buildings	15,47,380	10 %
ii) Godowns	2,15,740	10 %
iii) Machinery	35,00,000	15 %
iv) Motor bus	1,50,000	30 %
v) Furniture	25,170	10 %

The factory purchased and installed one new machinery on 31st October, 2017 @ cost of Rs 5,00,000. (08 Marks)

- 6 a. What is 'Book Profit' of a firm? (02 Marks)
 b. Explain the provisions regarding set off of losses. (06 Marks)
 c. Income and Expenditure Account of a firm of A, B and C for the P.Y. 2017-18 is as under :

Particulars	Rs	Particulars	Rs
To Expenses	82,000	By Audit fees	1,50,000
To Depreciation	22,000	By Consultation fees	30,000
To Remuneration to		By Miscellaneous	10,000
A →	20,000	Income	
B →	40,000		
C →	15,000		
To Interest capital A/c @ 20% p.a.		By Lotteries (gross)	10,000
A →	10,000		
B →	15,000		
C →	20,000		
To Donation	6,000	By Net loss	30,000
	2,30,000		2,30,000

Adjustments :

- i) Out of Expenses Rs 15,000 is not deductible.
 ii) Allowable depreciation is Rs 20,000.
 iii) It is a firm of Chartered Accountants, where all A, B and C are working partners and donation given is to orphanage (local). (08 Marks)

- 7 a. What is G.S.T? (02 Marks)
b. What are the benefits of G.S.T? (06 Marks)
c. How would a particular transaction of goods and services be taxed simultaneously under CGST and SGST? Explain with example. (08 Marks)

8 **CASE STUDY :**

- a. Mr. Rakesh employed as a manager in a company furnishes the following information for the year ended 31/3/18.
- i) Basic salary upto 31/10/17 → Rs 1,00,000 p.m
from 1/11/17 → Rs 1,20,000 p.m.
 - ii) 40% Basic salary is received as D.A. i.e. not forming part of retirement benefits.
 - iii) Bonus Rs 1,00,000.
 - iv) Contribution of employer to RPF @ 16% of Basic pay.
 - v) Professional tax paid by Rakesh Rs 6,000.
 - vi) 1.9 Ltr car is provided by employer from 1/11/17. All expenses are met by employer. Mr. Rakesh is using the car for both official and private purpose. Compute taxable salary of Mr. Rakesh. (10 Marks)
- b. State and explain the provision for any six incomes which are taxable under the head "Income from other sources". (06 Marks)

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Fourth Semester MBA Degree Examination, Dec.2018/Jan.2019
Tax Management

Time: 3 hrs.

Max. Marks: 100

SECTION - A

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Who is a i) Deemed Assessee ii) Assessee in default? (03 Marks)
- 2 What conditions are laid under sec 54 EC for investment in specified assets? (03 Marks)
- 3 State any six 'profits chargeable to tax' under the head Business Income. (03 Marks)
- 4 Define the terms Municipal Rental Value and Fair Rent under Income from House property? (03 Marks)
- 5 State the provisions relating to deduction in respect of repayment of loan taken for higher education U/S 80E of Income Tax Act. (03 Marks)
- 6 What do you understand by Set off and Carry forward of losses? (03 Marks)
- 7 Define Excisable goods under Central Excise Act 1944. (03 Marks)

SECTION - B

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Mr. Madhu is an Indian citizen went out of India on 28th August, 2014 for a service in a Company in Japan and came back to India on 1st April, 2015 to meet his family. During the financial year 2015-16, he received the following incomes.
 - i) Incomes from salary in Japan Rs 1,70,000.
 - ii) Interest on bonds of Central Government of India Rs 28,000.
 - iii) Taxable Income from shares from foreign company Rs 7,500 , received in Japan.
 - iv) Income from agricultural land situated in Punjab Rs 10,000.
 - v) Interest received from a firm in U.K, remitted to India Rs 9,200.
 - vi) Payment from Public Provident Fund Rs 20,000.
 - vii) Commission received in India for the services given in Nepal Rs 10,000.Calculate the Gross Total Income of Mr. Madhu after ascertaining his Residential status for the Assessment Year 2016-17. (07 Marks)
- 2 Sri Pramod an employee of PQR Ltd., draws Rs 2,00,000 as Basic salary, Dearness allowance Rs 15,000 , Bonus Rs 20,000 , Education allowance to a son Rs 300 per month. Besides company provides a Rent free unfurnished house in Chennai. Determine the taxable value of Rent – free accommodation for the assessment year 2016-17 if the house is :
 - a) Owned by the company.
 - b) Leased by the company on lease amount Rs 20,000 per annum (as Rent). (07 Marks)

- 3 X Ltd., is engaged in the business of Manufacture of hardware since 1999. During the previous year 2015-16, the following assets are acquired and put to use.

Rate of Depreciation	Block 1 (15%)	Block 2 (30%)	Block 3 (60%)
Number of assets in the block	9,000	18,000	14,000
Depreciated value of the block on 01-04-2015	45,00,000	62,50,000	12,50,000
Additions of plants (new) during the previous year 2015-2016 :			
Plant A	1,42,50,000	-	-
Plant B	-	10,00,000	-
Plant C	-	-	42,50,000
Sale of old plants (one plant in each block)	20,000	71,75,000	1,05,00,000

Plants A and C are acquired during May 2015 and put to use during September 2015. However, Plant B which is also acquired during May 2015 is put to use during the last week of March 2016. Find out the following : i) Additional and Normal depreciation for the Assessment year 2016-17 ii) Depreciated value of the blocks on April 1, 2016. (07 Marks)

- 4 Dr. Bhagawan is a Renowned Medical practitioner, who gives the following Receipts and payments account for the year ending 31st March 2016. Calculate his Income from the professions from the details given :
- For official purpose 2/3rd portion of the car is used.
 - Depreciation is to be charged as follows :
On Books 100% , On Car 15% and On Surgical Equipments 15%.
 - Closing stock of Medicine is Rs 4,000. (07 Marks)

Receipts	Rs	Payments	Rs
To Balance	75,000	By Rent to clinic : 2016 - 17 8,000 2015 - 16 7,000	15,000
Consulting fees : 2016-17 25,000 2015-16 20,000	45,000	Purchase of professional Books	20,000
Visiting fees	20,000	Purchase of Medicine	15,000
Sale of Medicine	90,000	Purchase of Motor car	75,000
Gifts and Presents from clients	10,000	Income Tax	3,000
Interest from post office savings	12,000	Purchase of surgical equipment	15,000
Winnings from Lottery	1,50,000	Gift to wife	5,000
Dividends	10,000	By Balance	2,64,000
	4,12,000		4,12,000

- How do you classify a capital gain as short term and long term capital gain? (07 Marks)
- What is VAT? What are its advantages and disadvantages? (07 Marks)
- Explain Section 80D , 80DD and 80DDB of the Income Tax Act 1961. (07 Marks)

SECTION - C

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- Sri Chowdhry is purchasing officer in a Company in Kota (population exceeding 25 lakh). He furnished the following particulars regarding his income for the previous year 2015-16 :

- a) Net basic salary Rs 1,20,000 which is after deducting Rs 2,000 for Income Tax. Rs 10,000 as contribution to recognized provident fund and rent of the bungalow Rs 3,600.
- b) Bonus Rs 1,800 c) Travelling allowance for official duty travelling Rs 25,000.
- d) Reimbursement of medical bills Rs 15,000 (treatment was done in a government hospital in India).
- e) He lived in a bungalow belonging to the company. The company has provided on this bungalow the facility of a gardener and a cook each of whom is being paid a salary of Rs 250 per month and Rs 800 per month respectively. The company paid in respect to this bungalow Rs 4,800 for electricity bill and Rs 1,200 for water bill.
- f) He has been provided with a large car for official and personal use. The Maintenance and running expenses of the car (including driver) are borne by the company.
- g) The following amounts were deposited in his provident fund account :
- i) Own contribution Rs 10,000 ii) Company's contribution Rs 10,000 iii) Interest @ 9.5% p.a. Rs 9,075. Compute his taxable Income from Salary for the Assessment year 2016-17. (10 Marks)
- 2 Mr. Mohan (Resident) had two houses. The first house was occupied by himself for his residence. He got this house from his uncle as a gift on 15th July 1988. His uncle purchased this house in 1979 for Rs 56,000. Its fair market value as on 1st April 1981 was Rs 70,000. Mohan spent Rs 5,000 on its improvement on 10.09.2004 and sold it on 30th November 2015, for Rs 10,00,000. He purchased another house for his residence on 25th February 2016 for Rs 2,00,000. He had purchased the second house for Rs 60,000 in 1987 – 88 and had letout for Residential purpose. He sold this house on 15th June 2015 for Rs 5,20,000. He had purchased some Jewellery in 1987-88 for Rs 75,000. On 22nd February, 2016 he sold this Jewellery for Rs 5,50,000 and purchased on 15th March 2016 new Jewellery for Rs 75,000. CII for 1981-82 : 100 , 1987-88 : 150 , 1988 – 89 : 161 , 2004 – 05 : 463 and 2015 – 16 : 1,081. Compute the taxable capital gain of Mr. Mohan for the Assessment year 2016-17. (10 Marks)
- 3 ABC is a partnership firm carrying on business in which A, B and C are partners sharing profits and losses equally. In respect of Assessment year 2016-17, it furnishes the following particulars :
- a) Loss as per Profit and Loss Account after debiting remuneration to partners and interest on their capital Rs 2,50,000.
- b) Remuneration to Partners : A : Rs 90,000 ; B : Rs 60,000 ; C : Rs 30,000.
- c) Interest on Capital : A : Rs 20,000 ; B : Rs 20,000 ; C : Rs 20,000.
- d) As on 01-04-2015 the capital of each partner is Rs 1,00,000. You are required to work out the income of the firm and of the partners A, B and C assuming that the partners have no other income. (10 Marks)
- 4 The following is the Profit and Loss Account of Mr. X for the year ended on 31st March 2016. Compute his taxable income from business for that year :

Opening stock	15,000	Sales	1,80,000
Purchases	40,000	Closing stock	20,000
Wages	20,000	Gift from father	10,000
Rent	46,000	Sale of car	17,000
Repairs of car	3,000	Income tax refund	3,000
Medical expenses	3,000		
General expenses	10,000		
Depreciation of car	4,000		
Profit for the year	89,000		
	2,30,000		2,30,000

Following further information is given :

- i) Mr. X carries in his business from a rented premises half of which is used as his residence.
- ii) Mr. X bought a car during the year for Rs 20,000. He charged 20% depreciation on the value of the car. The car was sold during the year for Rs 17,000. The use of the car was $\frac{3}{4}$ th for the business and $\frac{1}{4}$ th for personal use.
- iii) Medical expenses were incurred during the sickness of Mr. X for his treatment.
- iv) Wages include Rs 250 per month on account of Mr. X's driver for 10 months.

(10 Marks)

- 5 Discuss the various types of customs duties levied in India. (10 Marks)
- 6 Explain the provisions for payment of Tax by companies under section 115 JB. (10 Marks)
- 7 Write a note on Tax planning and Tax evasion. (10 Marks)

SECTION - D

CASE STUDY – [Compulsory]

Rao Ltd., a domestic Ltd, Company, provides you following Profit and Loss A/c for computation of Tax liability for Assessment year 2016-17.

To Purchases	18,75,000	By Sales	75,25,000
To Direct wages	8,45,000	By Closing stock	1,10,000
To Freight	12,500		
To Gross profit C/d	49,02,500		
	76,35,000		76,35,000
To Salaries	8,50,000	By Gross profit B/d	49,02,500
To General expenses	4,35,000	By Dividends from Indian Company	17,500
To Sales expenses	2,15,000		
To Directors remuneration	8,22,000		
To Income Tax	1,80,000		
To Penalty (excise)	10,000		
To proposed Dividend	3,20,000		
To provision for losses of subsidiary company	2,00,000		
To Net profit	18,88,000		
	49,20,000		49,20,000

Additional Information :

- i) Purchases include one bill of Rs 60,000 against which payment was made in cash.
- ii) General expenses include Rs 15,000 as interest on loan taken from Scheduled Bank. This interest has not been paid so far.
- iii)

	As per I.T.Act	As per Books of Accounts
Brought forward losses	Rs 2,80,000	Rs 1,40,000
Unabsorbed Depreciation	Rs 1,70,000	Rs 50,000

- Calculate :
- i) Total Income and Tax Liability as per provisions of I.T. Act.
 - ii) Book profits and Tax liability as per section 115 J.B.
 - iii) Ultimate Tax liability of the company. (20 Marks)
