

BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Business Analytics
Course Code: 16MBA1CBAS

Duration: 3 hrs
Max Marks: 100
Date:09.01.2018

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

1. a) Define Business Analytics 03
 b) Explain in detail the concept of MDS 07
 c) In a certain exam, the average marks of 1000 students was 42 with a Standard Deviation of 24. Find: 10
- i. The number of students who have scored more than 50.
 - ii. The number of students who have scored between 30 and 54.
 - iii. The number of students who have scored less than 40.

2. a) What is unbounded solution? 03
 b) Explain the various decision models of Business Analytics with examples. 07
 c) From the following data calculate Arithmetic Mean and Mode: 10

Marks	No. of students	Marks	No. of students
Less than 5	29	Less than 30	644
Less than 10	224	Less than 35	650
Less than 15	465	Less than 40	653
Less than 20	582	Less than 45	655
Less than 25	634		

3. a) What is data warehousing? 03
 b) What is Multivariate Analysis? Discuss in detail. 07
 c) From the following table construct 2 regression equations and estimate the demand when supply=26. 10

Demand	10	12	13	17	18	20	24	30
Supply	5	6	7	9	13	15	20	21

4. a) What is Delphi technique? 03
 b) "Business Analytics can be applied in all the areas of an organization." Discuss 07

c) Calculate : i) Range ii) Standard Deviation iii) CV 10

X	12.5	17.5	22.5	27.5	32.5	37.5	42.5	47.5
F	28	42	54	108	129	61	45	33

5. a) What is Logistic Regression? 03

b) A bakery keeps stock of a popular brand of cake .Previous experience shows the daily demand pattern for the item with associated probabilities, as given below: 07

Daily Demand	0	10	20	30	40	50
Probability	0.01	0.20	0.15	0.50	0.12	0.02

Use the following sequence of random numbers to simulate the demand for next 10 days: 40,19,87,83,73,84,29,09,02,20. Also estimate the daily average demand for cakes on the basis of simulated data.

c) Solve Graphically 10

Minimize $Z = 3x_1 + 5x_2$

STC,

$$-3x_1 + 4x_2 \leq 12$$

$$2x_1 - x_2 \geq -2$$

$$2x_1 + 3x_2 \geq 12$$

$$x_1 \leq 4$$

$$x_2 \geq 2$$

Where x_1 and x_2 are ≥ 0

6. a) Define Equally likely events. 03

b) Explain the two types of errors in testing of hypothesis with example 07

c) You are given the following estimates concerning a research project. 10

Decision	Probability of decision	Outcome No.	Probability Of outcome	Pay off
Develop	0.5	1	0.6	600
		2	0.3	-100
		3	0.1	0
Do not develop	0.5	1	0	600
		2	0	100
		3	1.0	0

Construct & evaluate the decision tree diagram for the above data.

PART- B

7. In a survey to find out tendency of cultivation of fields using fertilizers. 1000 fields were randomly selected. 20

	Owned	Rented	Leased	Total
Using Fertilizers	284	136	230	650
Not using Fertilizers	76	184	90	350
Total	360	320	320	1000

Use Appropriate test to check if the researcher can conclude if ownership of fields have inclination in use of Fertilizers.

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

February 2018 Semester End Make Up Examinations

Course: Business Analytics
Course Code: 16MBA1CBAS

Duration: 3 hrs
Max Marks: 100
Date: 07.02.2018

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

1. a) What do you mean by Business Analytics? 03
- b) In a manufacturing organization with 5,000 employees the wages are distributed normally with a mean of Rs. 800 and a standard deviation of Rs. 200. On the basis of this information estimate: 07
 - i. The number of workers getting salary between Rs. 700 and Rs. 900
 - ii. Percentage of workers getting salary above Rs. 1000
 - iii. Percentage of workers getting salary below Rs. 600.
- c) A businessman has two independent investments A and B available to him, but he lacks the capital to undertake both of them together. He can choose to take A first and then stop, or if A is successful then take B and vice versa. The probability of success for A is 0.9, while that for B is 0.5. Both the investments require an initial capital outlay of Rs. 50,000 and both return nothing, if the venture is unsuccessful. Successful completion of A will return Rs. 30,000 (over cost), successful completion of B will return Rs. 75,000 (over cost). Show the evaluation of decision points and decide the optimal decision strategy. Using decision tree diagram. 10
2. a) Explain the application of Spearman's Rank correlation. 03
- b) Explain in detail the techniques of data visualization. 07
- c) Solve the following graphically: 10

Maximize: $Z = 25x_1 + 10x_2$
Subject To:

$$x_1 + x_2 \leq 3,75,000$$

$$x_1 \leq 1,25,000$$

$$-2x_1 + 3x_2 \leq 0$$

$$-2x_1 + 8x_2 \geq 0$$

$$x_1, x_2 \geq 0$$
3. a) What is Kurtosis? Explain with its types. 03
- b) The number of defects per unit in a sample of 330 units of manufactured product was 07

given below. Fit a Poisson distribution to the data:

No. of defects	0	1	2	3	4
No. of units	214	92	20	3	1

c) What are Decision models? Explain different types of decision models with examples. **10**

4. a) What is Discriminant Analysis? **03**

b) Explain with example the structure of a Linear Programming model. **07**

c) For the following calculate Mean, Median and mode. **10**

Age under (in years):	10	20	30	40	50	60	70	80
No. of persons:	150	325	530	675	700	775	875	1000

5. a) Explain Type I and Type II errors. **03**

b) The coefficient of correlation between x and y for 20 items is 0.3; mean of x is 15 and that of y is 20. Standard Deviation of x and y are 4 and 5 respectively. At the time of calculations, one pair (27, 30) was wrongly taken as (17, 35). Find the correct coefficient of correlation. **07**

c) Explain MDS in detail. **10**

6. a) Explain any 3 applications of analytics in business. **03**

b) Calculate the missing information from the following data: **07**

	Variable A	Variable B	Variable C	Combined
Total Number	175	?	225	500
Mean	220	240	?	235
Standard Deviation	?	6.3	5.9	5.4

c) Consider the two regression lines: **10**

$$3X + 2Y = 26 \quad \text{and} \quad 6X + Y = 31$$

- Find the mean of X and Y.
- Find the correlation coefficient between X and Y.
- Find the regression coefficient of x on y
- Find the regression coefficient of y on x

PART- B

7. An automobile manufacturing firm is bringing out a new model. In order to map out its advertisement campaign, it wanted to determine whether the model will appeal most to a particular age group or equally to all age-groups. The firm takes a random sample from persons attending a pre-view of the new model and obtained the following result : **20**

Persons	Under 20	20-39	40-59	Above 60	Total
Liked the car	146	78	48	28	300
Disliked car	54	52	32	62	200
	200	130	80	90	500

What conclusion would you draw from the above data?

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Business Communication

Course Code: 16MBA1CBCO

Duration: 3 hrs

Max Marks: 100

Date:06.01.2018

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

- | | | | |
|----|----|--|----|
| 1. | a) | How is communication classified? | 03 |
| | b) | Elucidate the 3X3 process of writing. | 07 |
| | c) | Draft a single page resume to apply for the position of Management Trainee at Bosch Ltd. Assume the required information. | 10 |
| 2. | a) | What is conversational Control? | 03 |
| | b) | 'Effective Listening is an important skill managers.' substantiate the statement with suitable arguments. | 07 |
| | c) | You are a project manager at a construction company. A design aspect of your project has been overlooked during implementation. The client has written to you demanding to make changes and incorporate the original design. Write an email replying to the client that these aspect cannot be accommodated. | 10 |
| 3. | a) | Explain the concept of Coherence in writing. | 03 |
| | b) | Negotiation is affected by different factors. Explain the factors with an example for each. | 07 |
| | c) | Write a note on the impact of ICT advancement on Business Communication. | 10 |
| 4. | a) | What is a press conference? Give an example. | 03 |
| | b) | What are the Etiquettes of exchanging a business card? | 07 |
| | c) | Explain the different approaches to reading a case. | 10 |
| 5. | a) | Discuss the purpose of Group Discussion in a hiring process. | 03 |
| | b) | What are the components of a long form of report? | 07 |
| | c) | You are required to present your research work to examiner. How would you prepare for the Viva Examination? | 10 |
| 6. | a) | Describe the method of analyzing a case. | 03 |
| | b) | Explain the process of communication with an example. | 07 |
| | c) | As a Head of Marketing Division of 3M, write a letter to Mr. Raghavendra, your sales executive informing that he has been promoted to the position of Area Sales Manager. | 10 |

7.

Case study:

Daryl Thomas, senior manager, FedEx Office Sales Development and Education, knows that meetings are most successful if they start with a purpose. Piling on too many goals for one meeting dilutes discussion and lengthens the gathering. Most important for successful meetings, says Thomas, is having a purpose and agenda that are in sync. If the topic is preparing customer training manuals that will help customers understand all the FedEx Office options, then don't also ask for an update from team members on their current projects. It's easy to wander off the meeting topic with digressions. Setting time frames on the agenda helps to structure meetings and ensure that the necessary topics are covered efficiently. Thomas cautions that each meeting should have its own goal and enough time set aside to reach that goal. If Thomas has a project with a tight deadline and he needs an update, he pulls his team together for a 15-minute stand-up gathering. "Everyone stands and gives highlights in a round-robin approach: Here's where I am, here's what is happening, and here's what I need. It takes 15 minutes-done! We don't stop to explore specifics. "One way to reduce conflict at meetings is to be sure everyone agrees on ground rules, such as how to reach decisions. Are they made by the team leader, by majority, or when everyone agrees (consensus)? Most of us would rather not attend meetings. But they can be less tedious and more productive if they are treated professionally with an agenda and ground rules.

Questions:

- a. Why do you think workplace meetings are so disliked? 10
- b. Do you think 15-minute stand-up meetings could be effective? 10
Why or why not?

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February 2018 Semester End Make Up Examinations

Course: Business Communication
Course Code: 16MBA1CBCO

Duration: 3 hrs
Max Marks: 100
Date:06.02.2018

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

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|----|----|---|----|
| 1. | a) | What is the purpose of communication? Give examples | 03 |
| | b) | What are the characteristics of successful communication? | 07 |
| | c) | “Communication is not all about words. Nonverbal communication serves as the single most powerful form of communication”. - Justify | 10 |
| 2. | a) | What is Press release? | 03 |
| | b) | Negotiation is frequently viewed as a competition over a fixed resource. In reality, the best way to get more of what you want is to focus on what the other party needs. Explain negotiation process | 07 |
| | c) | How do you equip yourself for attending an interview? | 10 |
| 3. | a) | What is Coherence in Writing? | 03 |
| | b) | Workplace communication demands both speaking and listening skills. Two-way communication is critical in the way it can impact efficiency and effectiveness. Explain Two way communication model. | 07 |
| | c) | In an organization, the communication channel acts as the link in disseminating information. Justify how these channels are Important in development of organizational structure. | 10 |
| 4. | a) | What are the steps involved in case analysis? | 03 |
| | b) | Explain the impact of technological advancement on business communication. | 07 |
| | c) | KPMG has shortlisted you to the second round of interview after the Aptitude test for management trainee post. The second qualifying round would be the GD. What are the measures that you would adopt to be successful in your GD? | 10 |
| 5. | a) | What Are Memos? | 03 |
| | b) | The better your writing skills are, better would be the impression you create around people you communicate. Discuss the structured process of writing for business communication. | 07 |
| | c) | Write a e-mail to the bank manager of HDFC bank introducing your friend as the prospective account holder at their branch. | 10 |
| 6. | a) | What is CV, how is it different from Resume or bio data? | 03 |

- b) Discuss the different approaches to case analysis. 07
- c) Think of Dale Carnegie and his book, How to Win Friends and Influence People. Write a press release for release of new edition of this book on Dec 2nd. 10

PART- B

7. Bosch Pvt Ltd has called in for student internship for their corporate Communication team. They are looking for MBA students with excellent Communication and interpersonal Skills.
- a) Write a cover letter addressing to the H R Manager. 10
 - b) Write a one page resume to apply for the position. 10

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Accounting For Managers
Course Code: 16MBA1CAFM

Duration: 3 hrs
Max Marks: 100
Date: 02.01.2018

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

1. a) What are the objectives of Financial Statement Analysis? 03
 b) Give accounting equation for the transactions of Hitesh for the year 2015. 07
- i. Started business with cash Rs. 18,000.
 - ii. Purchased goods for cash Rs. 5000 and on credit Rs. 2,000.
 - iii. Sold goods for cash Rs. 4,000 (costing Rs. 2,400).
 - iv. Rent paid Rs. 1,000 and rent outstanding Rs. 200.
 - v. Bought motor-cycle for personal use Rs. 500.
 - vi. Purchased equipments for cash Rs. 500.
 - vii. Paid to creditors Rs. 600.
- c) From the following Trial balance of Shri. Ajay Kumar prepare Trading and profit and loss account for the year 31st march 2009 and balance as on that date after taking into account the adjustments given. 10

Debit balance	Rs.	Credit Balance	Rs.
Drawings	4,500	Capital	24,000
Purchases	20,000	Sales	30,500
Returns inwards	1,500	Discount	1,900
Stock (1/4/2008)	8,000	Sundry creditors	10,000
Salary	4,200	Bills payable	2,500
Wages	1,200		
Rent	350		
Bad debts	400		
Discount	700		
Sundry Debtors	14,000		
Cash in Hand	260		
Cash at Bank	5,940		
Insurance	400		
Trade expenses	300		
Printing	150		
Furniture	2,000		
Machinery	5,000		
	68,900		68,900

Adjustments: Closing stock was valued at Rs. 7,000; Insurance was prepaid to the extent of Rs. 60; Outstanding salary Rs. 200, Outstanding wages Rs. 200; Depreciate Machinery at 5% and furniture at 10%.

2. a) What are the major causes of Depreciation?
 b) Explain CARO in detail.
 c) From the information given below, calculate:
- Working capital
 - Current Ratio
 - Acid test Ratio
 - Debt Equity Ratio
 - Shareholders' funds to Total Assets

03
07
10

'X' COMPANY LTD.,
BALANCE SHEET OF
as on 31st December 2006

Liabilities	Amount	Assets	Amount
Shareholders' fund:		Fixed assets	1,80,000
Equity share capital: 1,50,000		Current assets:	
12% Pref. share capital: 30,000		Cash in Hand: 2,000	
Reserves and surplus: <u>24,000</u>	2,04,000	Cash at bank : 4,000	
15% Debentures	48,000	Sundry Debtors: 10,000	
Bank overdraft: 12,000		Stores: 12,000	
Sundry creditors: 16,000		Stock-in-Trade: <u>32,000</u>	60,000
Proposed dividend: 2,000		Preliminary expenses	48,000
Provision for taxation: <u>10,000</u>	40,000	Discount on issue of Debenture	4,000
	2,92,000		2,92,000

3. a) What is HRA?
 b) Correct the following trial balance.

03
07

Name of accounts	Debit balance	Credit balance
Cash in hand	-----	2,000
Purchases returns	4,000	-----
Wages	8,000	-----
Establishment expenses	12,000	-----
Capital	22,000	-----
Carriage outward	---	2,000
Discount received	1,200	---
Commission earned	800	-----
Machinery	-----	20,000
Stock	-----	10,000
Creditors	-----	12,000
Sales	-----	28,000
Purchases	28,000	-----
Bank overdraft	14,000	-----
Grand total	58,000	58,000

- c) Explain the treatment for the following closing entries:
- Closing Stock
 - Depreciation
 - Bad Debt
 - Outstanding Expenses
 - Expenses Paid in advance

10

4. a) How Directors' Report is beneficial to the shareholders? 03
 b) A firm maintains its stores ledger on the basis of FIFO method. Following is the summary of the receipts and issues of raw materials during the month of April 2015: 07

April 01	Opening balance 300 units @ Rs.22 per unit
03	Issue vide Material requisition No. 14, 150 units.
08	Purchase order No.07, 200 units @ 25 per unit.
12	Purchase order No.09, 400 units @ 23 per unit
17	Issue vide Material requisition No. 16, 500 units.
20	Issue vide Material requisition No. 18, 100 units
23	Purchase order No. 11, 600 units @ 20 per unit.
25	Issue vide Material requisition No.26, 600 units.
28	Purchase order No.12, 200 units @ 26 per unit.
29	Issue vide Material requisition No.32, 300 units.
30	Shortage 10 units

- c) From the following Balance Sheets of Wipro Ltd, as on 31-03-2014 and 31-03-2015 prepare a Comparative Balance Sheet. 10

Particulars	31.03.2014	31.03.2015
I. Equity and Liabilities:-		
1. Shareholders' Funds:		
a) Share Capital	5,70,000	5,00,000
b) Reserve and Surplus	1,20,000	1,00,000
2. Non-Current Liabilities:		
a) Long Term Borrowings	3,10,000	3,00,000
3. Current Liabilities:		
a) Short-Term Borrowings	2,30,000	2,00,000
b) Other Current liabilities	1,10,000	1,00,000
Total	1340000	1200000
II. Assets:-		
1. Non-Current Assets:		
a) Fixed Assets	6,00,000	5,65,000
• Tangible Assets	2,80,000	2,35,000
• Intangible Assets	2,40,000	2,20,000
b) Non-Current Investments		
2. Current Assets:		
a) Current Investments	1,00,000	90,000
b) Inventories	80,000	65,000
c) Trade Receivables	40,000	25,000
Total	1340000	1200000

5. a) Distinguish between common size income statement and common size Balance sheet. 03
 b) Who are the users of Financial Statements? Explain any seven. 07
 c) Record the following transaction in three column cash book of Ms. Radha: 10

1/3/2008	Opened a Bank account with capital Rs. 1, 00,000 & cash in hand Rs. 40,000.
3/3/2008	Paid into Bank Rs. 10,000.
5/3/2008	Bought Goods for Rs. 3,800 and paid by cheque.

6/3/2008	Sold goods for cash Rs. 2,600 & deposited the same into the Bank.
7/3/2008	Sold goods to Mr. X an account Rs. 10,000.
10/3/2008	Paid Mr. A by cheque Rs. 240 receiving a discount of Rs.10.
15/3/2008	Received a cheque from Mr. Vikas Rs. 1080 and allowed him Discount Rs. 20.
16/3/2008	Received a cheque from Mr. Santhosh Rs. 4000

6. a) What is Contra entry? Mention any two transaction showing contra entry. **03**
b) What is Window Dressing? How financial statements are window dressed? **07**
c) On 1st January 2011, Hindustan Ltd. purchased machinery for Rs. 12,00,000 and on 30th June 2012, one more machine of worth Rs. 2,00,000. On 31st March 2013, one of the original machinery which had cost Rs. 50,000 was found to have become obsolete and was sold as scrap for Rs. 7,000. It was replaced on that date by a new machine costing Rs. 80,000. Depreciation is to be provided @ 15% p.a. on written down value (WDV) Method. Accounts are closed on 31st December every year. Show machinery account for 3 years. **10**

PART- B

7. From the following information prepare Balance Sheet of Mr. Ramesh as on 31st March 2012: **20**

Fixed Assets	Rs. 6,00,000
Working Capital	Rs.4,00,000
Current Ratio	2
Fixed Asset to turnover	4
Gross profit Ratio	25%
Debtors Velocity	1.5 Months
Creditors Velocity	2 Months
Stock Velocity	2 Months
Net Profit	5 % of turn over
Reserve	2/3 of Net profit
Capital Gearing	1:1

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

February 2018 Semester End Make Up Examinations

Course: Accounting For Managers
Course Code: 16MBA1CAF

Duration: 3 hrs
Max Marks: 100
Date:03.02.2018

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

1. a) Explain the rationale of preparing a balance sheet. 03
b) Show the accounting equation for the following transactions of Mr. Yadav 07

Sl.No	Details	Amount in Rupees
1	Mr. Yadav started business with cash	90,000
2	Purchased goods on credit	50,000
3	Purchased furniture for cash	10,000
4	Sold goods costing Rs.20,000 for	40,000
5	Bought goods worth Rs.20,000 (Rs.15,000 paid in cash & balance in credit)	
6	Cash withdrawn for personal use	5,000
7	Paid for rent	1,000

- c) From the following information, prepare a comparative balance sheet & draw inference. 10

Particulars	2015	2016
Equity share capital	4,00,000	6,00,000
Debentures	2,00,000	3,25,000
Creditors	2,55,000	1,17,000
Bank Overdraft	7,000	10,000
Total liabilities & capital	8,62,000	10,52,000
Plant & machinery	1,00,000	2,00,000
Building	3,60,000	5,40,000
Investments	2,70,000	1,70,000
Debtors	1,00,000	88,000
Cash in Hand	32,000	54,000
Total Assets	8,62,000	10,52,000

2. a) What do you mean by depreciation? What are its causes? 03
b) Explain different techniques of Financial Statement Analysis. 07

- c) From the following transaction of M/s. Choudary, prepare three-columnar cash book as on May 31st 2016. 10

Date	Particulars	Amount in Rupees
May 1	Balance @ Bank	1,50,000
May 2	Drew from bank for office use	50,000
May 3	Bought office furniture for cash	32,000
May 8	Pad wages	15,000
May 14	Drew from bank for office use	25,000
May 16	Sold goods for cash	22,000
May 19	Received cheque from Batliwala in settlement of their account Rs.75,000 less 5% discount	
May 23	Bought goods for cash	45,000
May 25	Drew cash for self	40,000
May 31	Paid Agarwal by cheque in settlement of their account of Rs.40,000 less 2.5% discount	

3. a) Define the term "Asset" and explain the types of assets. 03
 b) Explain the merits and demerits of straight line method and written down value method of depreciation. 07

- c) Journalize the following transactions in the books of Mr. Gupta

Date	Transactions	Amount in Rupees
2008, Jan 1	Commenced business with	50,000
Jan 2	Goods purchased for cash	30,000
Jan 3	Paid freight	2,000
Jan 7	Goods sold to Rajani on credit	13,000
Jan 8	Paid for stationery	1,000
Jan 9	Paid for Rent	5,000
Jan 10	Cash received from Mohan & allowed him discount of Rs.600	15,400
Jan 17	Paid Insurance Premium	4,000
Jan 19	Rakesh was declared insolvent, fifty paise in a rupee was recovered from him, total debt being	10,000
Jan 29	Paid for salaries	8,000

4. a) What are Accounting standards? 03
 b) A Co Ltd., whose accounting year is calendar year, purchased on 1st April, 2015 a machinery costing Rs.27,500 and spent Rs.2,500 on its installation. They purchased further Machinery on 1st October 2015 for Rs.20,000. The Company purchased on 1st July 2016 another machine costing Rs.10,000. On 1st January, 2007, one-third of machinery which was installed on 1st April 2015, became obsolete & was sold for Rs.3,000. Show how the machinery account would appear in the company's ledger up to 31-12-2017. It was given that the machinery was depreciated at SLM method at 10% p.a. 07
 c) Explain the advantages and limitations of financial statements. 10
5. a) Bring out the need for Human Resource accounting. 03
 b) "Window dressing is an unethical practice". Explain this statement along with various techniques used to window dress the financial statements. 07

- c) From the following trial balance of Shri. Om as on 31st March 2016, you are requested to prepare final accounts. 10

Particulars	Debit	Credit
Debtors	5,00,000	
Creditors		2,00,000
Outstanding expenses	55,000	
Wages	1,00,000	
Carriage outwards	1,10,000	
Carriage inwards	50,000	
General expenses	70,000	
Cash discount	20,000	
Bad debts	10,000	
Motor car	2,40,000	
Printing & stationery	15,000	
Furniture	1,10,000	
Advertisements	85,000	
Insurance	45,000	
Salesmen commission	87,500	
Postage & telephone	57,500	
Salaries	1,60,000	
Rates & taxes	25,000	
Capital		14,43,000
Drawings	20,000	
Purchases & sales	15,50,000	19,87,500
Stock as on 01/04/2015	2,50,000	
Cash at bank	70,500	
Total	36,30,500	36,30,500

The following adjustments are to be made:

- Stock on 31/Mar/2016 was valued at Rs.7,25,000
- Depreciation on furniture by 10% & motor car by 20%.
- Debtors include Rs.25,000 Bad debts.
- Purchases include purchase of Furniture worth Rs.50,000

6. a) "Journal is a book of first entry". Substantiate. 03
 b) Explain the various contents of the director's report. 07
 c) From the following data, calculate the value of the closing inventory according to FIFO method as on 31-Mar-2016 using perpetual inventory system. 10

Mar 1	Stock in hand 400 units @ Rs.7.50 each
Purchases :	
Mar 5	600 units @ Rs.8 each
Mar 15	500 units @ Rs.9 each
Mar 25	400 units @ Rs.8.50 each
Mar 30	300 units @ Rs.9.50 each
Issues :	
Mar 3	300 units
Mar 10	500 units
Mar 17	400 units
Mar 26	500 units
Mar 31	200 units

PART- B

7. From the following particulars prepare Balance sheet of Shri Mohan Ram:

20

Current Ratio	2
Working Capital	Rs.4,00,000
Capital Block (employed) to current assets	3:2
Fixed assets to turn over	1:3
Sales cash/ credit	1:2
Loan to Capital	1:2
Stock Velocity	2 Months
Creditors Velocity	2 Months
Debtors Velocity	3 Months
Gross profit ratio	25 % (to sales)
Net profit	10 % turn over
Reserve	2 ½ % turn over

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Management Process and Organizational Behaviour
Course Code: 16MBA1CMOB

Duration: 3 hrs
Max Marks: 100
Date:28.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
 PART- B Compulsory

PART - A

1.
 - a) Define the term management? What are the functions of management? **03**
 - b) With the help of a suitable diagram, explain the systems approach to management **07**
 - c) Apply your understanding on any 3 conventional and any 3 contemporary organisation structures and explain with example how it is structured. **10**
2.
 - a) List three reasons that makes planning a very important function in management **03**
 - b) What are the Mintzberg's Managerial Roles? Apply your understanding of the roles and cite an example each for the kind of role played in each setting. **07**
 - c) Elucidate the principles of scientific management by Henry Fayol **10**
3.
 - a) What is emotional labour? Cite an example **03**
 - b) What are the steps followed by a manager in making decisions ? Explain **07**
 - c) What strategies will you use to handle conflicts in an organisation ? Cite an example each for situations where each strategy is most appropriate **10**
4.
 - a) What is conflict ? What are some reasons for conflict in organisations ? **03**
 - b) What is perception ? What are the factors influencing perception ? Briefly explain. **07**
 - c) As a manager of a mid size firm , what are the opportunities that you gain for betterment of your organisation ? What are the challenges / issues of being a manager? **10**
5.
 - a) What do you mean by Transactional analysis ? **03**
 - b) What are the challenges and opportunities of OB **07**
 - c) What are the determinants of personality ? Briefly explain an instrument used to measure personality **10**
6.
 - a) What do you mean by Hawthorne studies ? **03**
 - b) What is power ? Explain the bases of power? Which base of power is used to discipline employees ? **07**
 - c) What do you mean by learning ? As a manager ,what are the ways you will use in shaping the behaviour of employees **10**

7. a) A Difficult Task Force

José has been appointed chair of a steering task force to design the primary product line for a new joint venture between companies from Japan, the United States, and South America. The new joint venture company will make, sell, and service pet caskets (coffins) for the burial of beloved pets, mostly dogs and cats. One month earlier, each company had assigned personnel to the task force:

- From the Japanese company, Furuay Masahiko from Yokohama, assistant to the president of the Japanese company; Hamada Isao from Tokyo, director of marketing from its technology group; and Noto Takeshi from Tokyo, assistant director of its financial management department.
- From the United States company, Thomas Boone from Chicago, the top purchasing manager from its lumber and forest lands group; Richard Maret from Buffalo, the codirector of the company's information systems group; and Billy Bob "Tex" Johnson from Arizona, the former CEO, now retired and a consultant for the company.
- From the South American company, Mariana Preus from Argentina, the head of product design for that company's specialty animal products group; Hector Bonilla from their Mexico City division, an expert in automated systems design for wood products; and Mauricio Gomes, in charge of design and construction for the plant, which will be located in southern Chile to take advantage of the vast forest there.

These members were chosen for their expertise in various areas and were taking valuable time away from their normal assignments to participate in the joint venture.

As chair of the task force, José had scheduled an initial meeting for 10:00 A.M. José started the meeting by reviewing the history of the development of the joint venture and how the three company presidents had decided to create it. Then, José reviewed the market for the new high-end, designer pet coffins, stressing that this task force was to develop the initial design parameters for the new product to meet increasing demand around the world. He then opened the meeting for comments and suggestions.

Mariana Preus spoke first: "In my opinion, the current designs that we have in production in our Argentina plant are just fine. They are topnotch designs, using the latest technology for processing. They use the best woods available and they should sell great. I don't see why we have to design a whole new product line." Noto Takeshi agreed and urged the committee to recommend that the current designs were good enough and should be immediately incorporated into the plans for the new manufacturing plant. José interrupted the discussion: "Look, the council of presidents put this joint venture together to completely revolutionize the product and its manufacture based on solid evidence and industry data. We are to redesign the product and its manufacturing systems. That is our job, so let's get started." José knew that the presidents had considered using existing designs but had rejected the idea because the designs were too old and not easily manufacturable at costs low enough to make a significant impact on the market. He told the group this and reminded them that the purpose of the committee was to design a new

product.

The members then began discussing possible new design elements, but the discussion always returned to the benefits of using the existing designs. Finally, Tex spoke up: "I think we ought to do what Mariana suggested earlier. It makes no sense to me to design new caskets when the existing designs are good enough to do the job." The others nodded their heads in agreement. José again reminded them of the task force's purpose and said such a recommendation would not be well received by the council of presidents. Nevertheless, the group insisted that José write a memo to the council of presidents with the recommendation to use existing designs and to begin immediately to design the plant and the manufacturing system. The meeting adjourned and the members headed to the golf course at 10:45 A.M.

José returned to his computer and started to write the memo, but he knew it would anger the presidents. He hoped he would not be held responsible for the actions of the task force, even though he was its chair. He wondered what had gone wrong and what he could have done to prevent it.

Questions (5 marks Each)

- i) Summarise the case, highlighting the key underlying concept of the case
- ii) Which characteristics of group behavior discussed in the chapter can you identify in this case?
- iii) How did the diverse nature of the group affect the committee's actions?
- iv) If you were in Jose's position, what would you have done differently? What would you do now?

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

February 2018 Semester End Make Up Examinations

Course: Management Process and Organizational Behaviour
Course Code: 16MBA1CMOB

Duration: 3 hrs
Max Marks: 100
Date:01.02.2018

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

1. a) What are the goals of Organizational Behaviour? 03
b) Can the HR professionals use Big Five Personality traits to place the employees in their Organization in order to maximize productivity? Explain. 07
c) Describe ten managerial roles as identified by Mintzberg. 10
2. a) What do you mean by standing plan? Give example. 03
b) "Emotions play an important part in how employees function during the work day" Explain. 07
c) Give a brief account of Herzberg's theory of Motivation. Evaluate it critically and compare it with Maslow's model. 10
3. a) What do you understand by self-fulfilling prophecy? 03
b) Explain five components listed by Mintzberg that determines Organization Designs. Design Organization structure that is appropriate for a matrix Organization. 07
c) Discuss the Management challenges of twenty-first century. 10
4. a) State the principle of span of Management. 03
b) Explain the stages of development in a temporary group. How is it different from that of the permanent group? 07
c) "Planning is meaningless without control and control is aimless without planning." Examine critically. 10
5. a) What is emotional labour? What is its relevance in Organization? 03
b) What is Transactional Analysis and how can it be used to improve human relations in business situations? Discuss. 07
c) "Situational leadership is the most effective leadership style to attain success in the complex and dynamic work environment" Discuss. 10
6. a) What do you mean by feed forward control? 03
b) Explain the process of Managing by Objectives. What are its benefits and Weaknesses? 07
c) "Collaboration and embracing diversity is the only way that organizations can survive in the new global environment". Do you agree with this statement? 10

Explain your views with the help of examples.

PART- B

7. a)

Alexander was the Area Manager for the Quick Stop a chain of convenience stores for Hyderabad area. There were seven Quick-Stop stores in Hyderabad and Alexander had full responsibility for managing them. Each store operated with only one person on duty at a time. Although several of the stores were kept open all night, Monday through Thursday, they were kept open only from 6 A.M. to 10 P.M. Friday through Sunday. Because the store was open fewer hours during the week end, money from sales was kept in the store safe until Monday. Therefore, the time it took to count the money on Monday was greater than normal.

The company had the policy that when the safe was being emptied, the manager had to be present with the employee on duty and the employee had to place Rs.1000 in a brown bag, mark the bag and leave the bag on the floor next to the safe until the manager verified the amount in each bag.

Balaram worked on Sunday night shift at the central street store and was trying to save the manager's time by counting the money before its arrival. The store got very busy and while putting a customer's groceries in a bag, he mistook one for money bags for a bag containing three sandwiches and put the money back with groceries. Twenty minutes later, the manager arrived, and both men began to search the missing money bag. While they were searching, the customer came back with the money bag to return the same. The company had a policy that any employee violating the money counting procedure must be fixed immediately.

Balaram was upset, "I really need this job", he told Alexander.

"Did you open the safe and count the money before I arrived"? asked Alexander.

"Yes, I did, Alexander" said Balaram, "and I really don't have any excuse. If you don't fire me, I promise you that I will be the best store employee you have got."

While Balaram waited on a customer, Alexander called the boss at the head office in Delhi. With the approval of the boss, Alexander decided not to fire Balaram.

Questions:

- i) Discuss Alexander's leadership style in terms of the managerial grid. **05**
- ii) Evaluate the action Alexander took. Take particular note of how the events in the case might affect other store Managers **05**

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Managerial Economics
Course Code: 16MBA1CMEC

Duration: 3 hrs
Max Marks: 100
Date: 30.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

- | | | | |
|----|----|--|----|
| 1. | a) | Define managerial economics. | 03 |
| | b) | What are the role and responsibility of managerial economist? | 07 |
| | c) | Explain the fundamental principles/concepts of managerial economics. | 10 |
| 2. | a) | What is elasticity of demand? | 03 |
| | b) | Brief on scope of managerial economics. | 07 |
| | c) | Explain Baumol's model of sales maximisation with the help of diagram. | 10 |
| 3. | a) | State the features of perfect completion. | 03 |
| | b) | Explain the types of price elasticity of demand with help of diagram. | 07 |
| | c) | With neat diagram explain in detail law of return to scale. | 10 |
| 4. | a) | What is production function? | 03 |
| | b) | What are ISOQUANTS? Discuss the properties of ISOQUANT. | 07 |
| | c) | Explain diagrammatically price and output determination under perfect competition. | 10 |
| 5. | a) | What is price skimming and penetration pricing? | 03 |
| | b) | There are few exceptions to law of demand. What are they? Explain. | 07 |
| | c) | What is price discrimination? Explain different types of price discrimination. | 10 |
| 6. | a) | State the uses and limitations of break even analysis. | 03 |
| | b) | Explain with the help of diagram kinked demand curve. | 07 |
| | c) | Briefly explain economies and diseconomies of scale. | 10 |

PART- B

7. a) Starting as one product, from a room in backyard in 1969 and made a detergent name "NIRMA" after his daughter name Nirupama. In 1969 Dr. Karsanbhai Patel, at Gujarat government department of mining and geology manufactured phosphate free detergent powder, started selling it locally. NIRMA is a group of companies based in city of Ahmadabad in western India that manufacture product ranging from cosmetics, soaps, detergents, salt, and many more. Today nirma has over 15000 employees and turnover of Rs. 3550 crores. In 2004 nirma detergent approach 800,000 tonnes one of the largest volumes sold in the world under single brand name.

STRATEGIES BY NIRMA

Nirma started their market with price- led marketing strategy. They started with price of Rs. 3/kg, when the available cheapest brand in the market was Rs. 13/kg. Mr.Patel bet India masses will buy if it's affordable. They firstly focus on rural area. This describes the LAW OF DEMAND i.e. When the price of the product decrease, demand for that product increase. Every pack of nirma came with money back guarantee. Cost reduction strategy of nirma helps them to entre in market withes. 3/kg. Nirma powder did not contain any ingredient to improve the whiteness of fabric. it does not contain ant perfuming agent or active agent in ingredients this is the reason they able to keep the price low. Nirma relied on low cost technology, process and raw material.

Availability of nirma washing powder in different pack sizes. 30gms, 200gms, 500gms and 1kg for different segment of population. Nirma expand its portfolio by including fabric care product, personal product.

Countered by HLL (Hindustan Lever Limited) →

HLL led differerentiation led strategy, highlights the merits of surf as detergents and market it as "premium product" → The Company decide to enter the low price segment by positioning

WHEEL against nirma at Rs. 11 → To counter In personal care product HLL introduce "breeze" → Sale promotion campaign by offering bucket with 1kg surf → HLL do head on attack on nirma that 1kg of surf can wash more clothes than the low priced yellow washing powder hence economical to buy surf.

Nirma road to success:

But by the 1970s, Nirma dominated the detergent powder market, simply by making the product available at an affordable price. In 1990, Nirma entered the Indian toilet soaps market with its Nirma Beauty soap. By 1999, Nirma became India's second largest manufacturer of toilet soaps by acquiring a 15% share of the 5, 30,000 tonnes⁴ per annum toilet soap market. Though way behind HLL's share of 65%, Nirma's performance was remarkable as compared to Godrej, which had a share of 8%. By 1999-2000, Nirma had also garnered a 38% share of India's 2.4 million tonnes detergents market. HLL's share was 31% for the same period

Nirma ranked as largest detergent selling product in the world, and second largest seller in toilets soaps by 1999, Nirma had more than 35% market share in detergent segment and around 20% market share in the toilet soap segment. The company got listed on the stock exchange in the year 1994.

The road ahead

Though Nirma was better known as a producer of low-cost economy range of products, it was successful in the middle- and up-market segments. But at the same time, competition was also increasing. While HLL continued to be a major competition, P&G and Henkel SPIC also adopted aggressive measures¹⁰. Players from unorganized sector were also adding to the competition in the detergents and washing powder industry. However, Patel was confident of tackling the competition. He said, "We hold the price line and the satisfied consumer naturally reverts to us."

- a) Would you regard detergents as an industry or a product group? 05
- b) Which feature of monopolistic competition is exhibited in the above case? 05
- c) As a managerial economist can you visualize the long term sustenance of a company that sells a product that has lower quality but also lower price in comparison to its rival companies? 05
- d) Can success of nirma be extended to other product groups? 05

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

February 2018 Semester End Make Up Examinations

Course: Managerial Economics

Course Code: 16MBA1CMEC

Duration: 3 hrs

Max Marks: 100

Date: 02.02.2018

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

- | | | | |
|----|----|--|----|
| 1. | a) | Define Managerial Economics. | 03 |
| | b) | Differentiate between micro and macroeconomics. Is managerial economics micro or macro? Substantiate your answer with valid arguments. | 07 |
| | c) | Illustrate the Law of Demand with exceptions. | 10 |
| 2. | a) | What do you mean by opportunity cost? | 03 |
| | b) | If the cross elasticity of 2 commodities are negative what is the relationship? Illustrate with an example. | 07 |
| | c) | Discuss the modern classification of price elasticity with examples. | 10 |
| 3. | a) | What is price skimming? | 03 |
| | b) | Illustrate the use of time series for demand forecasting with examples. | 07 |
| | c) | Explain how LAC curve helps in determining the cost output relationship. | 10 |
| 4. | a) | Differentiate between Explicit and Implicit cost. | 03 |
| | b) | Tourism destinations charge higher tariffs for hotels during seasons – What is the strategy behind this pricing? Explain. | 07 |
| | c) | Illustrate the Law of diminishing marginal returns with a suitable example. | 10 |
| 5. | a) | What is Delphi technique? | 03 |
| | b) | The Tomato growers overestimated the demand for tomatoes and cultivated double the quantity of tomatoes which resulted in a drastic decline in price. The tomato farmers were not able to cover up even the cost of cultivation and they requested the Government to intervene and fix a higher procurement price. Illustrate how this can happen in a perfect competitive market. | 07 |
| | c) | Briefly explain Baumol's theory for sales revenue maximisation | 10 |
| 6. | a) | Define an Isoquant? | 03 |
| | b) | Companies like ITC and Britannia do not make profits in the long run. They only break even. Why? Identify the market competition. State reasons? | 07 |
| | c) | Illustrate Break Even Analysis with a graph. | 10 |

PART- B

- | | | | |
|----|----|---|----|
| 7. | a) | In 1983, Government of India and Suzuki motors from Japan, formed a joint venture and launched Maruti 800 popularly known as 'Peoples Car', which | 20 |
|----|----|---|----|

went on to become one of the highest sold car, and created a new segment in the automobile market. Next launch was the Omni followed by other hatch back cars and sedans. Their affordable pricing and comfortable rides helped them emerge as the most preferred brands in the Indian car market.

In 1998, the South Korean car makers – Hyundai with its Santro line up and Daewoo with its Matiz – ushered in variety and vigour to the Indian small car market segment. Later on, Honda and Toyota cars entered the market followed by the global brands. However, year 2009 proved to be the year of small cars in India, apart from the historical launch of world's cheapest car – Tata's Nano – the year also saw the launch of 40 new models of small cars. The year 2009, as many industry pundits argue, has been a watershed year for global automobile industry forcing many changes and thrusting quite a few strategic redirections amongst many global auto majors the prime strategic reorientation; the focus being small cars. Added to that, almost all the companies stated the intent of making India as their production base for small cars.

The iconic Maruti 800 – the small city car – was manufactured at an initial price of Rs.53,000 from 1983 was phased out from Jan 2014. This car taught India how to drive and made Maruti what it is today. The company has replaced this car with the Alto 800 which has been game changer for the Indian car industry.

The latest news is Maruti's Alto 800 has taken back its crown from its stable-mate, the Dzire compact sedan, as the top-selling car in October 2017. The Baleno follows in third places with Hyundai's Grand i10 and Maruti's WagonR taking the next two spots. At present, Maruti commands 50.12 percent of the market share with second place Hyundai having 16.44 percent. The rest of the manufacturers with single digit markets shares make up the remainder. Maruti has also consecutively had several models in the best-selling vehicles list, dominating the chart.

The Alto sold 19,447 units to post a growth of 3.14 percent (October 2016: 18,854), while 17,447 Dzires (Diesel: 8,579 and Petrol: 8,868) were sold during October 2017. Wholesale numbers were on a corrective trend during October 2017 and the company is expecting similar sales performance in November. They are also expecting sales in November 2017 to be better than last year, which saw demonetisation hindering passenger vehicle sales. With such a performance by Alto 800 which is currently priced at Rs.2.46 to Rs.3.72 lakhs, the company is currently thinking of increasing the price. The company feels the price increase will not have a major impact on sales and the car will continue to be the crown for the company.

Questions:

- i) Identify the market competition in car market. Discuss the features in detail. 08
- ii) Maruti is considering increasing the price of Alto 800. Will the other companies follow the strategy for their small cars? Explain the demand curve after the price increase of Alto 800 with a graph. 12

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Marketing Management
Course Code: 16MBA1CMMG

Duration: 3 hrs
Max Marks: 100
Date:04.01.2018

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
 PART- B Compulsory

PART - A

- | | | | |
|----|----|---|----|
| 1. | a) | What is Value Proposition? | 03 |
| | b) | Highlight the four strategies for reaching Target Markets. | 07 |
| | c) | Explain the elements of Model of Consumer Behavior using a diagram. | 10 |
| 2. | a) | List the elements of Marketing Communications Mix. | 03 |
| | b) | Describe the types of Key Customer Markets. | 07 |
| | c) | Explain the strategies to Position a product/service in the market place. | 10 |
| 3. | a) | What is Marketing Management? | 03 |
| | b) | Explain the elements of Product Hierarchy using an example. | 07 |
| | c) | Discuss the factors affecting Choice of Distribution Channel. | 10 |
| 4. | a) | What is Marketing Plan? | 03 |
| | b) | Explain the three kinds of Sales Promotions. | 07 |
| | c) | Discuss the Internal & External Factors Influencing Pricing Decisions. | 10 |
| 5. | a) | What is Segmentation? | 03 |
| | b) | Highlight the strategies for Managing Distribution Channel conflict. | 07 |
| | c) | Discuss the Components of Marketing Audit. | 10 |
| 6. | a) | What is Marketing Channel system? | 03 |
| | b) | Discuss the Importance of Marketing Organization. | 07 |
| | c) | Describe the steps in developing Effective Marketing Communications. | 10 |

PART- B

7. Case Study:
 Amazon.com likes to describe itself as Earth's Biggest Bookstore, yet it has no physical bookshops. Instead it's a virtual bookshop doing business on the Web and accessible 24 hours a day to anyone in the world who has a computer capable of connecting to the Internet. It opened its 'virtual doors' in the US in July 1995 and grew at an extraordinary rate. By mid-1998 it had made sales to more than 3 million customers in 160 countries, claiming it was by then the leading online shopping site.

In addition to books, the company offered 125000 music titles, ten times the

number offered by the average music store. Ten years later Amazon.com had 88 million customers, sales of \$25 billion and a net income of \$9.2 million. In addition to books, the company offers a wide range of music, electronics and other goods and it operates retail websites for other major retailers.

In 2007, Amazon launched a cheap electronic reading device, the Kindle, on which owners can buy and download electronic books. Through its website, Amazon customers could search for books by author, title, subject or keyword or browse for books in 28 subject areas. The software at its user-friendly website simulates a knowledgeable bookshop assistant. By indicating your mood, your preferences and other authors or artists you like, you can get recommendations for new books or music that you might enjoy.

Customers are invited to send in their own reviews of books or music, which visitors to the website can then compare with reviews by professional reviewers. When a customer places an order through the website, the company arranges for physical items such as books, CDs or other products to be shipped directly from a warehouse. Customers selecting MP3 music or e-books can download the material onto the relevant e-product.

Questions:

1. How has Amazon focused on marketing principles to achieve good results? **06**
2. Explain Amazon's key marketing innovations. **07**
3. Describe Amazon's value proposition for customers. **07**

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

February 2018 Semester End Make Up Examinations

Course: Marketing Management

Duration: 3 hrs

Course Code: 16MBA1CMMG

Max Marks: 100

Date:05.02.2018

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

1.
 - a) Explain Marketing Management. 03
 - b) You bought a chips packet from a kirana shop, after opening and eating you were not happy with the way it tasted. On further inspection you found a small sheet of paper written – “Srinivasa Condiments, 50 Feet Road, Hanumanthnagar” on it and no other details. Examine the situation and explain the marketing concept applicable. 07
 - c) Distinguish the steps in Personal Selling Process with an example? 10

2.
 - a) Describe Reach, Frequency and Impact. 03
 - b) You are purchasing a new Honda bike, before you actually purchased the bike the showroom salesperson used to call you and follow up regarding your purchase. After the sale is over there is no call or contact from the sales person. Elaborate the theory applicable and explain if you will be satisfied with Honda. 07
 - c) Elaborate the factors affecting Consumer Behaviour. 10

3.
 - a) What is positioning? 03
 - b) Energizer is introducing a new line of batteries that provide a longer life than its existing models. The brand manager for the new line believes most of the promotion budget should be spent on consumer and trade promotions, but the assistant brand manager thinks that the promotion mix should emphasize TV advertising. Debate on the opposing views of advertising and promotion. 07
 - c) Explain Segmentation in detail. 10

4.
 - a) Explain Multi-Level Marketing with example. 03
 - b) You are the Marketing Coordinator responsible for recommending the sales promotion plan for the market launch of a new brand of energy drink sold in supermarkets. Examine the promotional tools you would consider for this task and what decisions must be made? 07
 - c) Illustrate and describe the Product Life Cycle and examine the strategies to be adopted in various stages? 10

5.
 - a) What is Marketing Audit? 03
 - b) A consumer has paid Rs. 44000/- to an online portal for buying a mobile phone. The phone was not delivered even after the due date. There is no 07

communication from the online portal to the customer regarding the status of the delivery. What could the customer do legally and what are the possible outcomes. Explain the theory applicable.

- c) Explain the New Product Development Process in detail? **10**
6. a) Define brand. **03**
b) Manoj has setup a factory near Erode, Tamil Nadu to manufacture frozen food products. His product mix includes A to Z of Cooking Dishes. Since his product and brand is new, examine how he will decide the distribution model for his product mix? **07**
c) Examine the factors influencing the marketing organization structure along with the types of marketing organization structures (Any 3Types) **10**

PART- B

7. **Selecting the Message Source**

- The firm's CEO (e.g. Richard Branson)
- A celebrity
- An expert (such as a dentist, accountant, scientist)
- A spokesperson (a person who becomes the 'face' of the firm by regularly doing all of the firm's promotions)
- A real customer (highlighting their use of the product)
- An actor/model (in an entertaining or product use ad only)
- The firm's employees
- A character (e.g. Ronald McDonald)
- Just the product/logo (no people in the ad)

Promotional Challenge

- a. Your firm wants to increase the sales of their fruit juices. Sales have been flat for a number of years. Your range of juices comes in a wider selection of unusual flavors, as compared to your competitors. **20**
- b. Your firm has managed to produce the world's first truly effective 'toothpaste chewing gum'. As the name suggests, this chewing gum cleans teeth and eliminates the need to use toothpaste.
- c. You are involved in a campaign to help promote independent butcher (fresh meat) shops. They have lost a lot of business to the major supermarket chains. Your campaign needs to highlight the friendliness and the convenience of a local butcher.
- d. Your firm is trying to increase its share of the of kitchen appliance market (e.g. toasters, kettles, blenders). The plan is to build brand awareness and to highlight the reliability of the firm's products.

Question:

- i) For each promotional challenge above (a,b,c & d) identify a suitable message source from the above list. Justify why the message source you selected would be a suitable and credible approach along with appropriate promotional strategies you will adopt.

U.S.N.

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BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

July / August 2017 Supplementary Semester Examinations

Course: Accounting For Managers
Course Code: 16MBA1CAFM

Duration: 3 Hours
Max Marks: 100

Date: 26.07.2017

Instructions: Answer any **FOUR** questions each **PART**.
Part D is compulsory.
Show all working notes clearly.

PART – A

4x3 = 12

1. a. What is personal account? List the types of personal account.
- b. What is trading account?
- c. What are liquidity ratios?
- d. Mention three reasons for depreciation.
- e. What are audit reports?
- f. What is HRA?

PART – B

4x7=28

2. a. How the accounting concepts are applied in business? Discuss.
- b. From the following particulars, prepare Profit and Loss Appropriation Account, for the year ended 31st March, 2015

Profit / Loss account balance brought forward	1,00,000
Net profit before tax (Provision for taxation 40%)	8,75,000
Transfer to reserve fund	1,25,000

The share capital consists of the following:

10,000 12% preference shares of Rs. 100 each fully paid

10,000 Equity shares of Rs. 100 each Rs. 80 paid

The Directors proposed a dividend of 20% on equity shares.

- c. Prepare Comparative Balance Sheet from the following:

Liabilities	2003	2004	Assets	2003	2004
Share capital	2,00,000	2,50,000	Goodwill	7,500	5,000
Reserves	10,000	25,000	Buildings	1,42,500	1,57,500
P&L A/c	15,000	50,000	Plant & machinery	93,000	75,000
12% Debenture	2,00,000	2,35,000	Investments (LT)	75,000	75,000
Sundry Creditor	1,25,000	60,000	Stock	2,00,000	1,80,000
Bills Payable	75,000	40,000	Sundry Debtors	1,50,000	1,65,000

Proposed Dividends	40,000	40,000	Cash in hand	6,250	12,500
Provision for tax	60,000	50,000	Cash at bank	50,750	80,000
	7,25,000	7,50,000		7,25,000	7,50,000

- d. Can you assess the value of machinery from the following information? On July 1, 2010 A Co. Ltd. Purchases second hand machinery for Rs. 60,000 and spends Rs. 9,000 on installing it. On Jan 1, 2011, the firm purchases new machinery worth Rs. 36,000. On June 30, 2012, the machinery purchased on January 1, 2011 was sold for Rs. 24,000 and on July 1, 2012, new plant was installed for Rs. 45,000. Provide depreciation 10% p.a. on the original cost. The accounts are closed every year on 31st March. Show Machinery and Depreciation Accounts up to 31st March 2014.
- e. Different organizations may have different ways of recording the business transactions. How do we ensure standardizing this process? Substantiate our answer along with its benefits.
- f. How do organizations make their Financial statements look better? Explain the methods adopted.

PART - C

4x10=40

3. a. How would you use the following transactions in a three column cash book of Mr. Yadu.

1/5/16	Cash in hand Rs. 2,500 and at bank Rs.8,500
2/5/16	Cash received from Mr. Ranjan Rs.1,450 in full settlement of Rs.1,500
7/5/16	Purchased goods and paid by cheque Rs. 1,200
10/5/16	Received a cheque from Ravi Rs.1,000
12/5/16	Deposited the cheque in the bank. (which was received on 10/05/16)
15/5/16	Paid rent in cash Rs.900
19/5/16	Paid Nagaraj Rs.980 by a cheque and he allowed discount Rs.20
20/5/16	Cash withdrawn from bank for office use Rs.500
25/5/16	Stationery purchased Rs. 200
29/5/16	Drew from bank for personal use Rs. 700

- b. The following is the Trial Balance of Vicky as on 31st December, 2007. Prepare a Trading and Profit & Loss Account for the year ended and the Balance Sheet as on that date. Before preparing the accounts consider the following adjustments:
- Stock on 31st Dec was Rs. 12,000
 - Debts worth Rs. 2,000 should be written off as bad.
 - Depreciate Machinery by 5% and Motor Vans by 15%.
 - Provision for bad and doubtful debts should be increased by Rs. 600
 - Commission accrued and not received Rs. 700

Trial Balance as on 31st Dec 2007

Particulars	Dr.	Cr.
Share Capital	-	85,000
Drawings	7,500	-
Opening stock	12,000	-
Purchases and Sales	86,000	1,70,000
Returns	2,000	1,000
Discounts	500	700
Commission received	-	1,000
Income tax paid	700	-
Office salaries	17,300	-
Office rent	2,000	-
Advertising	1,700	-
Sundry Debtors and Creditors	85,000	30,000
Provision for doubtful debts	-	3,000
Manufacturing wages	8,600	-
Bills Receivable and Payable	5,000	5,000
Carriage	600	-
Machinery	40,000	-
Motor Vans	7,000	-
Land and Buildings	10,000	-
Office expenses	1,500	-
Cash at bank	6,000	-
Cash in hand	2,300	-
	2,95,700	2,95,700

c. How would you evaluate the balance sheet from the following ratios of C Co Ltd.

Debtor's velocity 3 months

Stock turnover ratio 8 times

Creditor's velocity 2 months

Gross Profit ratio 25%

Gross Profit for the year 4,00,000

Closing stock of the year 10,000 above the opening stock

Bills Receivable Rs. 25,000

Bills Payable Rs. 10,000

d. Following are the details regarding the receipt and issues of material X in respect of a firm.

Receipts:

- Jan. 1 balance 50 units @ Rs. 4 per unit
- Jan. 5 purchase order No.10, 40 units @ Rs. 3 per unit
- Jan. 8 Purchase order No.12, 30 units @ Rs. 4 per unit
- Jan. 15 Purchase order No.11, 20 units @ Rs. 5 per unit
- Jan. 26 Purchase order No.13, 40 units @ Rs. 3 per unit

Issues:

- Jan. 10 material Requisition No.4, 70 units
- Jan. 12 material Requisition No.5, 10 units

- Jan. 20 material Requisition No.6, 20 units
- Jan. 24 material Requisition No.7, 10 units
- Jan.31 Shortage 5 units

The firm follows the perpetual inventory system for maintaining its stores records. You are required to calculate the value of inventory on 31 Jan. according to FIFO and LIFO methods.

- e. Why is audit report? What are the types of audit report?
 f. What are the importance of corporate governance and explain its models?

PART – D : CASE STUDY

20

4. From the following, Prepare final accounts of Shakti Company Ltd, on 31.3.2016:

	Rs.		Rs.
Stock (1.4.15)	75,000	Sales	3,50,000
Purchases	2,45,000	Profit and loss a/c (31.3.15)	15,030
Wages	50,000	Share capital (shares of Rs. 10 each)	1,00,000
Discount	7,000	Sundry creditors	17,500
Salaries	7,500	Reserve fund	15,500
Rent	4,950	Discount	5,000
Sundry expenses	17,050		
Dividend paid	5,000		
Interim dividend	4,000		
Debtors	37,500		
Machinery	29,000		
Cash	10,200		
Bank	6,000		
Loan to an employee	3,250		
Bad debts	1,580		
	5,03,030		5,03,030

Adjustment

1. Stock on 31.03.08 was Rs. 82,000
2. Depreciation machinery at 10%
3. 6 months insurance was unexpired at Rs. 750 per annum.
4. Rent of Rs. 950 was due.
5. Provide reserve for doubtful debts at 5%
6. Provide reserve for discount on creditors at 5%
7. Make a provision for income tax to the extent of Rs. 15,000.
8. Proposed dividend at 10%.
9. The MD is entitled at 10% commission on net profits before charging such commission.

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BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

Dec. 2016 / Jan. 2017 Semester End Main Examinations

Course: Accounting For Managers

Course Code: 16MBA1CAFM

Duration: 3 Hours

Max Marks: 100

Date: 30.12.2016

Instructions: Answer any FOUR questions each PART.

Part D is compulsory.

Show all working notes clearly.

PART - A

4x3=12

1. a. What do you mean by going concern concept?
- b. What are Forfeited Shares?
- c. What is financial statement analysis? List any two techniques of financial statement analysis.
- d. State any three causes of depreciation.
- e. What do you mean by Accounting Standard?
- f. What do you mean by HRA?

PART - B

4x7=28

2. a. From the following data journalize the following transactions in the books of Mr. Aadesh 2012.

April, 1	He started business with a capital of: Plant Rs.10,000, Bank Rs. 8,000, Stock Rs. 12,000
April, 2	Bought furniture for resale Rs. 5,000 and Bought furniture for Office decoration Rs. 3,000
April, 3	Paid rent for Rs. 2,000
April, 8	Sold furniture out of those for resale Rs.6,000
April, 12	Paid Salary to Rishi for Rs. 1,200
April, 15	Purchased goods from Maurvi for cash Rs. 3,000
April, 18	Sold goods to Mihira on credit for Rs. 8,000

- b. What are Financial Statements? Explain any six users of Financial Statements.
- c. From the following information of ABC Ltd, calculate 1. Gross Profit Ratio, 2. Net Profit ratio, 3. Stock turnover ratio and make your observations.

Particulars	Amount	Particulars	Amount
To Opening Stock	76,250	By Sales	5,00,000
To Purchases	3,15,250	By Closing Stock	98,500
To Carriage	2,000		

To Wages	5,000		
To Gross Profit	2,00,000		
	5,98,500		5,98,500
To Admin. Exp.	1,01,000	By Gross Profit	2,00,000
To Selling & Dist. Exp	12,000	By Non Operating Income	6,000
To Non-operating Exp.	2,000		
To Financial Exp.	7,000		
To Net Profit	84,000		
	2,06,000		2,06,000

- d. From the following data, calculate the value of closing inventory according to FIFO method of the company. Discuss

2014 January	
1	Opening Stock 200 units @ Rs.2 each
4	Purchase 100 units @ Rs.20 each
10	Issue 50 units
20	Purchase 200 units @ Rs.2.50 each
25	Issue 100 units
27	Purchase 150 units @ Rs.2.40 each
30	Issue 50 units

- e. How do you ensure that: (a) there is truth and fairness, (b) compliance with the financial and accounting standards in the financial statements?
- f. How do organizations make their financial statements look better? Explain the methods adopted:

PART – C

4x10=40

3. a. Record the following transaction in three-Column Cash Book:2014

January 1	Cash in hand Rs. 10,000 and Cash at Bank Rs. 25,000
January 3	Bought goods for Rs.2,000/- & Paid by cheque, discount allowed 1%.
January 15	Deposited cash into bank Rs. 5,000
January 16	Paid trade expenses of Rs. 700
January 17	Paid taxes of Rs. 1,100.
January 25	Paid insurance charges Rs. 300
January 28	Sold goods for Rs.12,500/-, received cheque & allowed discount 1%.
January 30	Sold goods to Rajesh Rs. 10,500, received a cheque for full and same day deposited into bank.
January31	Withdrew cash from bank Rs. 3,000 for personal use and Rs. 7,000 for office use.

- b. From the following information prepare Trading A/c, Profit and Loss A/c and Balance Sheet as on 31/03/2014, after considering the adjustments.
1. Depreciation on Furniture at 10% and Machinery at 15%.
 2. Prepaid insurance of Rs. 500.
 3. Write off further bad debts of Rs. 2,000 and create a provision for bad and doubtful debts @ 2%.
 4. Closing stock valued at Rs. 86,000
 5. Create provision for discount @ 1% on creditors.

Particulars	Debit (Rs)	Particulars	Credit (Rs)
Drawings	25,000	X's Capital	5,50,000
Purchases	2,20,000	Sales	6,50,000
Returns	2,000	Returns	5,000
Opening stock	1,20,000	Sundry Creditors	1,49,000
Wages	56,000	Bills Payable	22,000
Salaries	88,000	Discount	12,500
Rent	20,000	Interest	16,000
General Expenses	12,000		
Sundry Debtors	1,75,000		
Bills Receivables	18,000		
Bad Debts	5,000		
Discount	10,000		
Interest	8,500		
Plant & Machinery	1,50,000		
Furniture	1,80,000		
Cash in hand	20,000		
Cash at bank	62,000		
Insurance	4,000		
Land and Building	2,00,000		
Charity	25,000		
Carriage Inwards	4,000		
	14,04,500		14,04,500

- c. From the following particulars prepare the pro-forma balance sheet.
a) Sales / Total assets = 3, b) Sales / Fixed assets = 5, c) Sales / Current assets = 7.5, d) Sales / Stock = 20, e) Sales / Debtors = 15, f) Total assets / Net worth = 2.5, g) CR = 2, h) Debt / Equity = 1 and Sales Rs. 36,00,000.
- d. On 1st April 2011, machinery was purchased by M/s Ram & Co. for Rs.1,50,000 and spent for installation Rs. 50,000. 1st October 2012 additional machinery was bought of Rs.4,00,000. On 1st April 2013, the first machine which was bought on 1st April 2010 was sold for Rs. 1,50,000 . On 1st October 2014 additional machinery was bought for Rs. 1,00,000 and on the same date company sold the second machinery which was bought on 1st October 2012 for Rs. 3,60,000. Depreciation is charged at 10% p.a. on WDV method. Prepare machinery account for the year from 2011 to 2015 in the books of M/s Ram & Co. and closes books on 31st March.
- e. Who is a Statutory Auditor? What are his rights? Explain in detail.
- f. "Human Resources as assets in the organization". How do you evaluate them?

PART - D : CASE STUDY

20

4. The CFO of National Trading Company Ltd., Mr. Udipi D, called his Assistant Manager Mr. D D Kumar and handed over this statement of various accounts for the accounting period 31st March 2014 and said, "Look Mr. DDK, the accounts manager Mr. P S Raju, while preparing the statement has not taken the following or forgot to take them in to account. Therefore what I want you to do is to incorporate the impact of all these into this and give me a brief presentation of the financial position of the company in such a way

that, I can present the same to the Board of Directors for approval. You please do not worry about the cash flow statement, which is being assigned to Mr. H V Rao. Please incorporate the adjustments relating to Closing inventories Rs. 1,23,800, Outstanding salaries Rs. 10000, Write off further bad debts Rs. 15,000 and maintain provision for bad & doubtful debts is at 10%, Provide depreciation on machinery at 10% and building at 5%, Prepaid rent Rs. 1,540 and complete the job at the earliest?.

Sl. No	Particulars	Debit Rs	Credit Rs
1	Share Capital		9,00,000
2	General Reserve		50,000
3	P & L A/c		2,25,000
4	Debenture		3,00,000
5	Interest on Debenture	30,000	
6	Trade Payable		97,000
7	unclaimed dividend		5,000
8	Provision for Employee benefit (short term)		48,000
9	Building	4,25,000	
10	Furniture	1,00,900	
11	Plant & Machinery	5,58,000	
12	Trade Receivable	2,54,300	
13	Provision for bad & doubtful debts		12,715
14	Bad Debts	12,215	
15	Cash and Bank Balance	85,000	
16	Purchase of stock in trade	2,72,250	
17	Sale of goods		6,35,000
18	Salaries and wages	1,25,000	
19	Contribution to P F and other Funds	54,000	
20	Rent Exp.	25,550	
21	Power & Fuel	78,500	
22	Advertisement	36,400	
23	Administration Exp.	95,600	
24	Opening Stock	1,20,000	
		22,72,715	22,72,715

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BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

Dec.2016 / Jan. 2017 Semester End Main Examinations

Course: **Managerial Economics**
Course Code: **16MBA1CMEC**

Duration: **3 hrs**
Max Marks: **100**

Date: 28.12.2016

Instructions: Answer any **four** questions in each part and **Part D** question is compulsory.

PART - A

1.
 - a. Define Managerial Economics. 4x3=12
 - b. State the Equi-Marginal principle.
 - c. Define Giffen paradox.
 - d. Define Iso-Quant curve
 - e. Define a cartel. Mention the two types of cartels.
 - f. Find the breakeven quantity if the total fixed cost is Rs 48000, Selling price is Rs 50 and the variable cost per unit is Rs 35.

PART - B

2.
 - a. With suitable example relate the role of managerial economics in the operational and strategic decision making process of a company. 4x7=28
 - b. Explain how Cyert and March model is an adaptive rational system in achieving the goals of an organization?
 - c. Ellucidate the uses of Price Elasticity in managerial decision making
 - d. Is Economies of scale – a boon or a bane? Substantiate.
 - e. How is Pricing done in different time periods in perfect competition?
 - f. “The quicker the BEP, the more viable a project is” – Substantiate.

PART - C

3.
 - a. Explain the relationship of managerial economics with different disciplines. 4x10=40
 - b. Illustrate Marris Hypothesis.
 - c. Define demand forecasting. Explain the various quantitative techniques of demand forecasting.
 - d. With the help of suitable graphs, explain the law of variable proportions.

- e. Explain Paul Sweezy's Model in Oligopoly Market.
- f. Illustrate Break Even Analysis.

PART - D : CASE STUDY

20

4. Substitution between the domestic and foreign goods and services has reached an all-time high in the world and is expected to continue to increase sharply. For homogenous products, such as a particular grade of wheat or steel, and for many industrial products with precise specifications such as computer chips, fiber optics and specialized machinery, suitability between domestic and foreign products is almost perfect. Here a small price difference can lead quickly to large shift in sales from domestic to foreign sources and vice-versa.

Even for differentiated products, such as automobiles and motorcycles, computers and copiers, watches and camera, TV films and TV programs, soft drinks and cigarettes, soaps and detergents and most other products that are similar but not identical, suitability between domestic and foreign products is very high and rising.

The world is becoming more and more inter-dependent and globalized. The increased availability of foreign products greatly increases the choice open to consumers, thus increasing their wellbeing.

- a. Analyse the case passage given above and explain how the substitution effect influences price elasticity of demand. (5 Marks)
- b. Explain with suitable examples from real-industry, how the competition between the domestic and foreign products and services affect consumer's choice and utility? (5 Marks)
- c. Is a Kentucky Toyota or Mazda, that contains 50% imported Japanese parts American? (5 Marks)
- d. What is the role of choice and opportunity cost in consumer buying decisions? (5 Marks)



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BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

July / August 2017 Supplementary Semester Examinations

Course: Marketing Management

Duration: 3 hrs

Course Code: 16MBA1CMMG

Max Marks: 100

Date: 27.07.2017

Instructions: Answer any FOUR questions in each part and Part D question is compulsory.

PART - A

4x3=12

1. a. Explain the concept of demand in Marketing
- b. What is meant by Market Aggregation?
- c. What is meant by Price Skimming?
- d. What is exclusive distribution?
- e. Explain briefly on AIDA Model.
- f. Explain the concepts of marketing plan.

PART - B

4x7=28

2. a. It is very important for a marketer to understand the consumer and his environment. Explain the various factors affecting consumer behavior.
- b. Name and describe the four major sets of variables that might be used in segmenting consumer markets. Which segmenting variables do you think Pizza Hut is using?
- c. Packaging acts like a silent salesman. Do you agree with the statement? Justify your answer.
- d. Channel plays an important role in distribution decision, Explain the factors affecting channel choice.
- e. What are Push and Pull Strategies? Which one do you think is better? Explain these strategies with example.
- f. Marketing Planning plays an important role in selling a product. Explain the various steps involved in marketing planning in detail

PART - C

4x10=40

3. a. What do you understand by Marketing Environment? What are Micro and Macro Environmental factors? Discuss in detail.

- b. What is meant by Targeting? Explain the different levels of target marketing strategies with suitable example.
- c. What is a Product Life Cycle? Discuss the different stages of PLC, with its relevant marketing strategies at each stage.
- d. Discuss the various channel management decision process in detail
- e. What is meant by personal selling? Explain the process involved in personal selling in detail.
- f. What is Marketing Audit? Discuss the various components of Marketing Audit in detail.

PART – D : CASE STUDY

20

4. Ventura Motors and Scooters India(VMSI) were leading two wheeler scooter makers in the Indian Market. The company was the market leader in two stroke bikes and scooters. Real Motors, a rival, entered the market in collaboration with a Japanese auto major. The combination worked well and they started manufacturing four stroke bikes. Initially, the sales were low, subsequently it picked up. Slowly a number of new models were launched by Real Motors. This was welcomed by the market. This resulted in dwindling of market share for Ventura and other two wheeler manufacturers. The new bike by Real Motors was fuel efficient and environment friendly.

During 2010 and onwards the Indian market saw a sea change in the consumer's buying behaviour, changing taste and preferences. There was a sizable change in the income of the household, post 2010. The result of this was customers switching over from scooter to bike. Ventura started feeling the heat. Sales started to decline. To encash the market, Ventura introduced the four stroke bike; but this failed to turn the eyeball of the consumers. Meanwhile Red Motor launched a higher c.c. lifestyle four stroke bike and this met with great success. Most competitors other than Ventura also started manufacturing higher c.c. bikes. Now the market was flooded with too many models. Ventura's share for bike was further dwindling. They were now known only for scooters and not for bikes despite their attempts to popularize their products.

Mr.Raman CEO, called for a high level meeting to decide on the segment. Various options were discussed by the technical and the marketing team. The board member took the cue from Real motors and the marketing director of Ventura was of the view that, higher c.c. competitively priced new lifestyle segment could provide the solution to Ventura's problems; that is, he was of the opinion that customers must be given the right product at the right price. Ventura had to explore various strategies to market this novel, niche, lifestyle bike in India.

Questions:

- a. What is the cue that Ventura acquired from Real Motors? (5 Marks)
- b. If you were Mr.Raman, what would you have done in this situation? (5 Marks)
- c. As an outsider, how would you perceive the idea given by the marketing director of M/S Ventura? (5 Marks)
- d. What would be the strategies that Ventura should deploy to find new segment accepting the product? (5 Marks)

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BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

Dec. 2016/Jan. 2017 Semester End Main Examinations

Course: Marketing Management

Course Code: 16MBA1CMMG

Duration: 3 hrs

Max Marks: 100

Date: 02.01.2017

Instructions: Answer any FOUR questions in each part and Part D question is compulsory.

PART - A

4x3=12

1. a. What is cognitive Dissonance?
- b. What is Market aggregation?
- c. What is Geographical Pricing Strategy?
- d. What is Network Marketing?
- e. What is an advertising copy?
- f. What is marketing Audit?

PART - B

4x7=28

2. a. Selling & Marketing are different concepts which complement each other. Substantiate the statement.
- b. What is positioning? Highlight the various positioning strategies that can be used for positioning FMCG, Durables & services.
- c. Discuss the various Pricing Strategies adopted in marketing by giving appropriate examples.
- d. Differentiate b/w Vertical & Horizontal Distribution Systems.
- e. You are entrusted with the task of "Personal Selling" of complex financial product like ULIPs and Mutual fund to high networth individuals (HNIs). How do you carry out the task?
- f. You are V.P – Marketing and Sales of rapidly expanding FMCG company. You decided to adopt Geographical type of marketing organization structure. Give a merits and demerits and schematic diagram of the organizational structure.

PART - C

4x10=40

3. a. Discuss in detail the various characteristics affecting consumer behavior.

- b. Identify & explain the bases for Segmenting Consumer Markets.
- c. Enumerate the Product Life Cycle (PLC) with its strategies in each stage.
- d. Assume yourself as a marketer and identify the factors that you consider while choosing a channel.
- e. Enumerate the importance of Digital marketing in today's business.
- f. What do you understand by Marketing planning? Discuss the various steps in marketing planning.

PART – D : CASE STUDY

20

4. Nissan Motor India is planning to shift its focus to the SUVs and crossovers in India as the company is looking to throttle up the performance in a market where it has fallen far from the expectations. Following the recent launch of the crossover hatchback, Datsun Redi-GO, Nissan Motor India has a minimum of three more offerings that are planned for another three years. As per people who are familiar with the plan, this strategy is to establish itself across the segment with the Redi-GO that is that the entry level to the XTrail in the premium end. Earlier this year, Nissan announced its plans to launch the XTrain in the country. Nissan will add two more products including Datsun GO Cross that carries the codename EM2 that will hit road in the year 2019 with a pricing between Rs 5 lakh and Rs 10 lakh like the Maruti Suzuki Vitara Brezza and Ford Ecosport. It is preceded by the Nissan Kicks SUV called PB1D that will take over Hyundai Creta priced between Rs 8 lakh and Rs 15 lakh. Nissan had a miserable show in the country's utility vehicle segment with the Terrano having failed to replicate the success that the Renault Duster created despite being built on the same platform.

As none of the offerings brought in mass volume, the market share of Nissan India was just 1.4 percent in the previous fiscal. It had an aim of capturing 5 percent of the share in the country by the next year, but the same has been pushed from 2017 to 2020. The manufacturer has now planned to shift its focus towards Datsun that is the only brand that will house the affordable offerings. Of the eight new products planned by the alliance of Renault and Nissan for India, five will be SUVs. In a market like India, Nissan needs to give more price conscious vehicles just like its competitor Maruti Suzuki that is preferred by many people. The company should focus on launching offering that are not too expensive and also suiting the preferences of Indian buyers. We need wait to see if the plan of Nissan in India will work out.

Questions:

- a. Identify the major problems faced by Nissan Motor India in this case.
(10 Marks)
- b. Assuming yourself as marketing vice-president what strategies would you adopt to enhance brand awareness of Nissan to Indian semi urban and rural population. (10 Marks)

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BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

July / August 2017 Supplementary Semester Examinations

Course: Management Process and Organizational Behaviour

Duration: 3 hrs

Course Code: 16MBA1CMOB

Max Marks: 100

Date: 24.07.2017

Instructions: Answer any four questions in each part and Part D question is compulsory.

PART – A

4x3=12

1. a. Mention how management discipline contains elements of both art and science.
- b. Differentiate between organizational structure and design with an example.
- c. Suggest three specific ways in which effectiveness of interpersonal communication could be enhanced.
- d. How an organization maintains its organizational culture over period of time?
- e. Do you consider stereotyping as a shortcut to judge others? Justify your answer.
- f. What are ulterior transactions as per Transactional Analysis? Give two examples.

PART – B

4x7=28

2. a. How Administrative Management by Henri Fayol is still relevant in today's organizations? Briefly elaborate with suitable examples.
- b. Compare and contrast planning and decision-making processes.
- c. What are the practical implications of Herzberg's theory in organizations? Discuss.
- d. Explain how discipline of Organizational Behavior helps managers to take better decisions at workplace.
- e. What are the personality traits relevant for understanding workplace better? Give suitable examples.
- f. Managing workforce diversity is one of the challenges at today's organization. How would you manage this issue as an HR Manager in large Information Technology Company? Explain.

PART – C

4x10=40

3. a. Discuss the contribution of Elton Mayo and his associates to the field of management.
- b. Explain the features of formal and informal organizational structures in detail.

44

- c. How Planning and Controlling are interconnected? Suggest ways to increase the effectiveness of controlling process.
- d. Explain conflict process in detail. Relate to any of the recent conflicting scenario you were involved in and overcame it by applying the knowledge of O.B.
- e. How attitudes and values influence an individual's behavior? Explain in detail.
- f. What are the stages in group formation process? Do you agree with the same with respect to informal group formation?

PART – D Compulsory

2x10=20

4. Betty Kesmer was continuously on top of things. In school, she had always been at the top of her class. When she went to work for her uncle's shoe business, Fancy Footwear, she had been singled out as the most productive employee and the one with the best attendance. The company was so impressed with her that it sent her to get an M.B.A. to groom her for a top management position. In school again, and with three years of practical experience to draw on, Kesmer had gobbled up every idea put in front of her, relating many of them to her work at Fancy Footwear. When Kesmer graduated at the top of her class, she returned to Fancy Footwear. To no one's surprise, when the head of the company's largest division took advantage of the firm's early retirement plan, Kesmer was given his position.

Kesmer knew the pitfalls of being suddenly catapulted to a leadership position, and she was determined to avoid them. In business school, she had read cases about family businesses that fell apart when a young family member took over with an iron fist, barking out orders, cutting personnel, and destroying morale. Kesmer knew a lot about participative management, and she was not going to be labeled an arrogant know-it-all.

Kesmer's predecessor, Max Worthy, had run the division from an office at the top of the building, far above the factory floor. Two or three times a day, Worthy would summon a messenger or a secretary from the offices on the second floor and send a memo out to one or another group of workers. But as Kesmer saw it, Worthy was mostly an absentee autocrat, making all the decisions from above and spending most of his time at extended lunches with his friends from the Elks Club.

Kesmer's first move was to change all that. She set up her office on the second floor. From her always-open doorway she could see down onto the factory floor, and as she sat behind her desk she could spot anyone walking by in the hall. She never ate lunch herself but spent the time from 11 to 2 down on the floor, walking around, talking, and organizing groups. The workers, many of whom had twenty years of seniority at the plant, seemed surprised by this new policy and reluctant to volunteer for any groups. But in fairly short order, Kesmer established a worker productivity group, a "Suggestion of the Week" committee, an environmental group, a worker award group, and a management relations group. Each group held two meetings a week, one without and one with Kesmer. She encouraged each group to set up goals in its particular focus area and develop plans for reaching those goals. She promised

any support that was within her power to give.

The group work was agonizingly slow at first. But Kesmer had been well trained as a facilitator, and she soon took on that role in their meetings, writing down ideas on a big board, organizing them, and later communicating them in notices to other employees. She got everyone to call her "Betty" and set herself the task of learning all their names. By the end of the first month, Fancy Footwear was stirred up.

But as it turned out, that was the last thing most employees wanted. The truth finally hit Kesmer when the entire management relations committee resigned at the start of their fourth meeting. "I'm sorry, Ms. Kesmer," one of them said. "We're good at making shoes, but not at this management stuff. A lot of us are heading toward retirement. We don't want to be supervisors."

Astonished, Kesmer went to talk to the workers with whom she believed she had built good relations. Yes, they reluctantly told her, all these changes did make them uneasy. They liked her, and they didn't want to complain. But given the choice, they would rather go back to the way Mr. Worthy had run things. They never saw Mr. Worthy much, but he never got in their hair. He did his work, whatever that was, and they did theirs. "After you've been in a place doing one thing for so long," one worker concluded, "the last thing you want to do is learn a new way of doing it."

Questions:

- a) What factors should have alerted Kesmer to the problems that eventually came up at Fancy Footwear? What are the learnings from this case?
- b) Could Kesmer have instituted her changes without eliciting a negative reaction from the workers? If so, how? Explain.

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BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

Dec. 2016/ Jan.2017 Semester End Main Examinations

Course: Management Process and Organizational Behaviour

Duration: 3 hrs

Course Code: 16MBA1CMOB

Max Marks: 100

Date: 26.12.2016

Instructions: Answer any four questions in each part and Part D question is compulsory.

PART – A

4x3=12

1.
 - a. What are decisional roles of a Manager?
 - b. List out any three key problems encountered during the process of planning.
 - c. State Vroom's Expectancy theory of Motivation.
 - d. List out any three emerging trends and challenges for Organisational Behavior.
 - e. State Cognitive Dissonance theory.
 - f. What is dysfunctional Conflict?

PART – B

4x7=28

2.
 - a. Describe how the management thoughts evolved over a period of time to enable the managers face the challenges of modern times.
 - b. Describe briefly what you understand by management by Objectives (MBO)? Is it applicable in the Indian Organizational environment?
 - c. "Leadership is Situational ". In the light of this statement discuss the various theories of leadership in brief.
 - d. Which biographical characteristics best predict productivity, Absenteeism, Turnover, Satisfaction?
 - e. Explain how Meyer Brigg's Personality frame work helps us to identify the personality types.
 - f. What are the tactics which the groups employ to gain power in Organisations? Elaborate on features of Organisationsational politics.

PART – C

4x10=40

48

3. a. "A successful manager should have essential skills". Discuss.
- b. Today's business has various types of Organization structures. Elaborate
- c. How is transactional leadership different from transformational Leadership? Explain
- d. Explain why one individual's behaviour differs from others.
- e. "Perception is influenced by various factors". Comment
- f. Illustrate stages of team/group development.

PART – D (Compulsory)

4x5=20

Aero Del struggles for Fly

4. Shadowed by questionable decision making, Aero Del Airlines CEO Robert Ferguson resigned. Ferguson had been the main architect of Aero Del's attempt to mimic Southwest Airlines with its own "Aero Del." Ferguson had expected the no-frills operation, which made up about 35% of the airline's domestic capacity, to be a major revenue producer. Sadly, costs remained too high and revenues fell far below projections with 20% of Aero Del's routes losing money.

Ferguson made three major decisions at the outset that presented hurdles for Aero Del

- i) Aero Del decided to copy the tactics of Southwest Airlines known for dominating its market and driving out competition with its lower prices. Some of Aero Del's routes, however, simply were not travelled heavily enough to support frequent Southwest style flights. In addition, Aero Del relied more heavily on one-stop and connecting flights than did Southwest, thus forcing more late flights and other operating problems.
- ii) Aero Del decided it would face competition, but rival US Air and Delta responded more aggressively to fares than expected. Also given a choice, consumers were less likely to choose Aero Del which had a higher rate of customer complaints.
- iii) When Aero Del decided to launch its non-frills service, it lacked a distinct name or identity, thus missing its chance to make a splash. Then, to choose Aero Del tried to sell consumers three 'brands' at once Lite a premium international service, and its more traditional long-haul domestic flights and the result was confusion. Aero Del tried to be all things to all people, failed and then decided to discontinue the Aero Del Lite concept.

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BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

July / August 2017 Supplementary Semester Examinations

Course: **Business Communication**
Course Code: **16MBA1CBCO**

Duration: **3 hrs**
Max Marks: **100**

Date: 28.07.2017

Instructions: Answer any four questions in each part and **Part D** question is compulsory.

PART - A

4x3=12

1. a. Define communication.
- b. What is conversation control?
- c. How is memo different from a letter?
- d. What is meant by group discussion?
- e. What is business etiquette?
- f. What do you mean by case analysis?

PART - B

4x7=28

2. a. Apply the Shannon Weaver model of communication to an advertisement of a product.
- b. Evaluate the basic principles of the oral communication considering a class guest talk as an example.
- c. Draft a letter by requesting the seller to exchange the damaged crockery set which you had ordered from him.
- d. As a evaluator of GD, what factors do you consider? Substantiate your answer.
- e. Outline the reasons for holding meeting in organizations.
- f. Evaluate the strategies of reading a case.

PART - C

4x10=40

3. a. Explain in detail barriers of effective communication.
- b. Discuss in detail various factors affecting negotiation.

- c. Explain 3X3 writing process for business communication.
- d. Amazon India requires smart, young graduates with good communication skills for their Customer Support Team. Draft a covering letter and CV, assuming you are Mr Ram.
- e. You are organizing the National Level Inter Collegiate Management Fest. You intend to give publicity of this through a press release. Write a press release giving relevant information.
- f. Explain the approaches of case analysis.

PART – D : CASE STUDY

20

4. Barry is a 27-year old who is a foodservice manager at a casual dining restaurant. Barry is responsible for supervising and managing all employees in the back of the house. Employees working in the back of the house range in age from 16 years old to 55 years old. In addition, the employees come from diverse cultural and ethnic backgrounds. For many, English is not their primary language. Barry is “Serv Safe” certified and tries his best to keep up with food safety issues in the kitchen but he admits it’s not easy. Employees receive “on the job training” about food safety basics (for example, appropriate hygiene and hand washing, time/temperature, and cleaning and sanitizing). But with high turnover of employees, training is often rushed and some new employees are put right into the job without training if it is a busy day. Eventually, most employees get some kind of food safety training. The owners of the restaurant are supportive of Barry in his food safety efforts because they know if a food safety outbreak were ever linked to their restaurant; it would likely put them out of business. Still, the owners note there are additional costs for training and making sure food is handled safely. One day Barry comes to work and is rather upset even before he steps into the restaurant. Things haven’t been going well at home and he was lucky to rummage through some of the dirty laundry and find a relatively clean outfit to wear for work. He admits he needs a haircut and a good hand scrubbing, especially after working on his car last evening. When he walks into the kitchen he notices several trays of uncooked meat sitting out in the kitchen area. It appears these have been sitting at room temperature for quite some time. Barry is frustrated and doesn’t know what to do. He feels like he is beating his head against a brick wall when it comes to getting employees to practice food safety. Barry has taken many efforts to get employees to be safe in how they handle food. He has huge signs posted all over the kitchen with these words: KEEP HOT FOOD HOT AND COLD FOOD COLD and WASH YOUR HANDS ALWAYS AND OFTEN. All employees are given a thermometer when they start so that they can temp food. Hand sinks, soap, and paper towels are available for employees so that they are encouraged to wash their hands frequently.

Questions:

- a. What are the communication challenges and barriers Barry faces? (5 marks)
- b. What solutions might Barry consider in addressing each of these challenges and barriers? (5 marks)
- c. What Standard Operating Procedures (SOPs) would be helpful for Barry to implement and enforce? (5 marks)
- d. What are some ways Barry might use effective communication as a motivator for employees to follow safe food handling practices? (5 marks)

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BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

Dec. 2016/Jan. 2017 Semester End Main Examinations

Course: Business Communication
Course Code: I6MBA1CBCO

Duration: 3 hrs
Max Marks: 100

Date: 04.01.2017

Instructions: Answer any four questions in each part and Part D question is compulsory.

PART - A

4x3=12

1. a. Define Communication.
- b. What is meant conversation control?
- c. What is the purpose of written communication?
- d. What is the purpose of 'Reference' in the CV or resumes?
- e. What is 'Agenda' of a meeting?
- f. List the different types of cases.

PART - B

4x7=28

2. a. Appraise importance of communication in an organisation with the help of organization process example.
- b. You are a member of sponsorship team of the international conference to be held at your college. The sponsors are ready to the fund Rs. 3 Lakhs. Discuss a plan to negotiate for Rs. 5 Lakhs with them.
- c. You have been asked to write a report on Demonetization. What are the principles your apply.
- d. Decathalon is visiting the campus for recruitment of your batch. How would you prepare.
- e. Draft a plan for organizing a meeting of your team for annual budget review.
- f. How do you approach a case for analysis?

PART - C

4x10=40

3. a. Explain the advantages and disadvantages of formal channels of communication.
- b. "An effective communicator is a good listener". Explain the barriers to effective

listening.

- c. What are the steps involved in 3 x 3 writing process?
- d. Draft a one page student resume. (Assume the information required)
- e. What is the structure followed in preparing a press release?
- f. Discuss the strategies used in a reading a case.

PART – D

20

4. Is the supervisor listening effectively?
“Madam, I really need to talk to you about something important.”
“Is it so, Usha? Well, take a seat and let me hear about it,” Alka, the supervisor, says in a friendly tone, as she continues to stare at the computer screen.
As Usha sits down, Alka continues, “Usha, you think you have a problem? How would you like to hear the ones I’m faced with now? First, I’m right in the middle of union negotiations for the new two year contract. I’ve had several problems with the supervisory staff of the Bidadi plant and somebody has ruined our inventory procedure; so we are running short of material at several outlets.
Finally Alka looks up at Usha and asks something hurriedly. “Well, what’s your problem?”
Discouraged by her supervisor’s preoccupation with her own problems and her abrupt manner, Usha decides that this is not the right time to get any assistance from her. To end the conversation without looking foolish, she decides to ask a few questions about a routine procedure.
Before Usha could speak, however Alka suddenly signals the end of the discussion by saying “Usha, I have another appointment now. If you’d like, we can continue this discussion later. I want to be of help and my door is always open to you”. She returns her attention to the computer screen before Usha moves from her chair.

Questions:

- a) Identify the barriers of communication in this case. (10 Marks)
- b) Propose a solution to overcome each of these barriers. (10 Marks)

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BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

July / August 2017 Supplementary Semester Examinations

Course: Business Analytics
Course Code: 16MBA1CBAS

Duration: 3 hrs
Max Marks: 100

Date: 29.07.2017

Instructions: Answer any four questions in each part and Part D question is compulsory.

PART - A

4x3=12

1. a. Define Business Analytics.
- b. What is a Pie Diagram? Give application.
- c. What is Type 1 and Type 2 error in hypothesis testing?
- d. What is Delphi method of Forecasting?
- e. What is meant by data mining?
- f. Distinguish between decision making under uncertainty and risk.

PART - B

4x7=28

2. a. Discuss 4 types of data based on measurement scale with examples for each.
- b. Discuss the various descriptive methods of data summarization with applications.
- c. The hourly wages of 1,000 workmen are normally distributed around a mean of Rs. 70 and with a standard deviation of Rs. 5. Estimate the number of workers whose hourly wages will be:
 - (i) Between Rs. 69 and Rs. 72
 - (ii) More than Rs. 75
 - (iii) Also estimate the lowest hourly wages of the 100 highest paid workers.
- d. Find Karl Pearson's coefficient of correlation between sales and expenses of the following ten firms:

Firm	1	2	3	4	5	6	7	8	9	10
Sales ('000 units)	50	50	55	60	65	65	65	60	60	50
Expenses ('000 Rupees)	11	13	14	16	16	15	15	14	13	13

- e. Discuss data exploration and reduction in data mining.
- f. Discuss Business analytics applications in any 5 domains.

PART – C

4x10=40

3. a. Discuss the 3 decision models in Business analytics with applications.
- b. An analysis of the monthly wages paid to workers in two firms A and B, belonging to the same industry, gives the following results:

	Firm A	Firm B
Number of wages earners	550	650
Average monthly wages (In '00 Rs.)	50	45
Standard deviation of the distribution of wages (in '00 Rs.)	9.48	10.95

Answer the following questions with proper justifications:

- (a) Which firm A or B pays larger amount as monthly wages?
- (b) In which firm A or B, is there greater variability in individual wages?
- (c) What are the measures of (i) average monthly wages and (ii) standard deviation in the distribution of individual wages of all workers in the two firms taken together?
- c. A manufacturing company has purchased three machines of different makes and wishes to determine whether one of them is faster than the others in producing a certain output. Five, hourly production figures are observed at random from each machine and the results are given in table. Use analysis of variance technique and determine whether the machines are significantly different in their mean speeds. Use level of significance 5%.

Machine 1	Machine 2	Machine 3
25	31	24
30	39	30
36	38	28
38	42	25
31	35	28

- d. From the following data, obtain the two regression equations:

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

- e. Discuss various Multivariate data analysis techniques with applications.
- f. A firm is engaged in producing two products, A and B. Each unit of product A requires 2 kg of raw material and 4 labour hours for processing, whereas each unit of product B requires 3 kg of raw material and 3 hours of labour, of the same type. Every week, the firm has an availability of 60 kg of raw material and 96 labour hours. Suppose that each of the products are required to be packed. Every unit of product A requires 4 hours while every unit of product B needs 3.5 hours for packaging. Suppose that in the packaging department, 105 hours are available every week. One unit of product A sold yields Rs. 40 and one unit of product B sold gives Rs. 35 as profit. Formulate this problem as a linear programming problem and solve graphically to determine as to how many units of each of the products should be produced per week so that the firm can earn the maximum profit.

4. A company has developed a new product in its R&D lab. The company has the option of setting up production facility to market this product straight away. If the product is successful, then over the three years expected product life, the returns will be Rs. 120 lakh with a probability of 0.70. If the market does not respond favourably, then the returns will be only Rs. 15 lakh with the probability of 0.3. The company is considering whether it should test market this product building a small pilot plant. The chance that the test market will yield favourable response is 0.80. If the test market gives favourable response, then the chance of successful total market improves to 0.85. If the test market gives poor response then the chance of success in the total market is only 0.3. As before, the returns from a successful market will be Rs. 120 lakh and from an unsuccessful market only Rs. 15 lakh. The installation cost to produce for the total market is Rs. 40 lakh and the cost of the test marketing pilot plant is Rs. 5 lakh. Draw a decision-tree diagram and carry out necessary analysis to determine the optimal decisions.



BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

July / August 2017 Supplementary Semester Examinations

Course: Operations Research

Course Code: 16MBA2COPR

Duration: 3 Hours

Max Marks: 100

Date: 26.07.2017

Instruction to candidates:

1. Answer ANY FOUR full questions out of 6 questions in PART A
2. PART B is compulsory
3. All questions carry equal marks (20 marks)
4. Show all working notes clearly

PART – A

1. a) What is a float? 03
- b) Explain the methodology adopted in Operations Research. 07
- c) You are given the pay-off matrix in respect of a two-person, zero-sum game, as follows:
 - Write maximin and minimax strategies.
 - Is it a strictly determinable game?
 - What is the value of the game?
 - Is this game a fair one?

<i>A's</i> Strategy	<i>B's Strategy</i>				
	B_1	B_2	B_3	B_4	B_5
A_1	8	10	-3	-8	-12
A_2	3	6	0	6	12
A_3	7	5	-2	-8	17
A_4	-11	12	-10	10	20
A_5	-7	0	0	6	2

2. a) Explain any 3 assumptions of LPP. 03
- b) Draw a network for the project given below:

Activity	A	B	C	D	E	F	G	H
Immediate Predecessor	-	-	A	B	A	C,D	C,D,E	F
Duration	5	7	5	5	6	8	6	2

- c) The owner of a small machine shop has four machinists available to assign to jobs for the day. Five jobs are offered with an expected profit in rupees for each machinist on each job as follows. Determine the assignment of machinists to jobs that will result in maximum profit. Which job should be declined? 10

	A	B	C	D	E
1	62	78	50	101	82
2	71	84	61	73	59
3	87	92	111	71	81
4	48	64	87	77	80

3. a) What is degeneracy? 03
- b) A company wants to engage casual labours to assemble its product daily. The company works for only one shift which consists of 8 hours and 6 days a week. The casual labours consist of two categories, viz., skilled and semi-skilled. The daily production per skilled labour is 80 assemblies and that of a semi-skilled labour is 60 assemblies. The rejection rate of the assemblies produced by the skilled labour is 5% and that of the semi-skilled labour is 10%. The loss to the company for rejecting an assembly is Rs. 25. The daily wage / labour of the skilled and semi-skilled labours is Rs. 240 and Rs. 160 respectively. The required weekly production is 1,86,000 assemblies. The company wants to limit the number of semi-skilled labours per day to utmost 400. Develop a Linear Programming Model to determine the optimal mix of labour and to minimize the total cost. 07
- c) Machine A costs Rs. 45,000 and its operating costs are estimated to be Rs. 1,000 for the first year. This increases by Rs. 10,000 per year from the second year onwards. Machine B costs Rs. 50,000 and operating costs are Rs. 2,000 for the first year. This increases by Rs. 4,000 from the second year onwards. If at present we have a machine of type A, should we replace it with B? If so, when? Assume that both machines have no resale value and their future costs are not discounted. Assume the life of the assets to be 06 years. 10
4. a) Explain 3 elements of a queuing system. 03
- b) Solve the following Graphically:
 Max: $Z = 80X_1 + 120X_2$
 Subject To:
 $X_1 + X_2 \leq 9$
 $X_1 \geq 2$
 $X_2 \geq 3$
 $20X_1 + 50X_2 \leq 360$
 $X_1, X_2 \geq 0$ 07
- c) Higgins Plumbing and Heating maintains a stock of 30-gallon hot water heaters that it sells to home owners and installs for them. The owner likes the idea of having large supply on hand so as to meet all customer demand, but he also recognizes that it is expensive to do so. He examines hot water heater sales over the past 50 weeks and notes the following: 10

Hot water heater sales per week	4	5	6	7	8	9	10
Number of weeks this number was sold	6	5	9	12	8	7	3

Using the random numbers given below, simulate the demand for 20 weeks and answer the following questions:

- i. If Higgins maintains a constant supply of 8 hot water heater in any given week, how many times will he be out of stock during 20 –week simulation period?
- ii. What is the average number of heaters demanded / week over 20 week interval?
Random Numbers: 10, 24, 03, 32, 23, 59, 95, 34, 34, 51, 08, 48, 66, 97, 03, 96, 46, 74, 77, 44

5. a) What is a Strategy? 03

b) Write the dual of the following:

$$\text{Max: } Z = 3X_1 + 4X_2 + 7X_3$$

Subject To:

$$X_1 + X_2 + X_3 \leq 10$$

$$4X_1 - X_2 - X_3 \geq 15$$

$$X_1 + X_2 + X_3 = 7$$

$X_1, X_2 \geq 0$ and X_3 unrestricted in sign.

07

- c) Six jobs, J_1, J_2, J_3, J_4, J_5 and J_6 , are required to be processed on four machines, M_1, M_2, M_3 and M_4 in that order. Using the processing times given below, determine the optimal sequence(s) of job performance. Find out time-in and time-out for each machine.

Jobs	Machine			
	M_1	M_2	M_3	M_4
J_1	12	6	6	8
J_2	8	3	6	12
J_3	13	4	6	9
J_4	9	2	4	14
J_5	10	6	7	12
J_6	12	7	2	10

10

6. a) Explain any 3 assumptions of job sequencing. 03

- b) A foreign bank is considering opening a drive-in window for customer service. Management estimates that customers will arrive for service at the rate of 12 per hour. The teller, whom it is considering to staff the window, can serve customers at the rate of one per every three minutes. Assuming Poisson arrivals and exponential service, find (i) utilization of teller, (ii) average number in the system, (iii) average waiting time in the line, and (iv) average waiting time in the system. 07

c) For the following:

- i. Draw a project network
- ii. Calculate expected duration of the project and its standard deviation
- iii. Find the probability that the project will be completed in 38 weeks
- iv. If the project manager wants to be 90% sure that the project should be completed in time, how many weeks prior to the deadline should he start the project? 10

Nodes	Optimist Time	Pessimist Time	Most Likely Time
1-2	3	15	8
1-3	4	8	6
1-4	6	20	12
2-4	6	6	6
2-6	5	9	7
3-4	6	15	9
3-5	4	12	6
4-7	10	12	11
5-7	4	8	6
5-8	10	10	10
6-7	10	18	14
7-8	2	6	3

PART-B

7. Solve the following Transportation Problem. The cell entries in the table are unit costs (in rupees).

From	To					Supply
	1	2	3	4	5	
1	10	2	16	14	10	300
2	6	18	12	13	16	500
3	8	4	14	12	10	825
4	14	22	20	8	18	375
Demand	350	400	250	150	400	

20

63

BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

May 2017 Semester End Main Examinations

Course: Operations Research
Course Code: 16MBA2COPR

Duration: 3 Hours
Max Marks: 100
Date: 15.05.2017

Instruction to candidates:

1. Answer ANY FOUR full questions out of 6 questions in PART A
2. PART B is compulsory
3. All questions carry equal marks (20 marks)
4. Show all working notes clearly

PART – A

1. a) What are the limitations of Operations Research? 03
- b) Solve the following game graphically: 07

	B1	B2
A1	2	4
A2	2	3
A3	3	2
A4	-2	6

- c) Solve the following LPP by graphical method: 10
 Minimize $Z = 20X_1 + 40X_2$
 Subject To:
 $36X_1 + 6X_2 \geq 108$
 $3X_1 + 12X_2 \geq 36$
 $20X_1 + 10X_2 \geq 100$
 $X_1, X_2 \geq 0$

2. a) What do you mean by degeneracy? 03
- b) Explain the various steps in the operations research process. 07
- c) A retired person wants to invest up to an amount of Rs. 30,000 in fixed income securities. His broker recommends investing in two bonds: Bond A yielding 7% and Bond B yielding 10%. After some consideration, he decides to invest at most of Rs.12,000 in Bond B and at least Rs.6,000 in Bond A. He also wants the amount invested in Bond A to be at least equal to the amount invested in Bond B. What should the broker recommend if the investor wants to maximize his return on investment? Formulate the above as LPP. 10

3. a) Write the Dual of the following LPP:

03

$$\text{Min } Z = 2X_1 + 5X_2$$

Subject To:

$$\begin{aligned} X_1 + X_2 &\geq 2 \\ 2X_1 + X_2 &\leq 6 \\ X_1 - X_2 &\leq 4 \\ \text{and } X_1, X_2 &\geq 0 \end{aligned}$$

b) A firm works 40 hours a week and has a capacity of overtime work to the extent of 20 hours in a week. It has received seven orders to be processed on three machines A, B and C in the order A-B-C to be delivered in a week's time from now. The process times (in hours) are recorded in the table below. Decide the optimum sequencing schedule and also decide the total time.

07

Job	1	2	3	4	5	6	7
Machine A	7	8	6	6	7	8	5
Machine B	2	2	1	3	3	2	4
Machine C	6	5	4	4	2	1	5

c) Construct the Network for the following project and determine: (i) Critical Path, (ii) ES, EF, LS, LF (iii) TF, FF

10

Activity:	1-2	2-3	2-4	3-5	3-6	4-6	4-7	5-8	6-8	7-8
Duration:	2	3	5	4	1	6	2	8	7	4

4. a) What do you mean by crashing?

03

b) Solve the following game:

07

	B1	B2	B3	B4
A1	3	2	4	0
A2	3	4	2	4
A3	4	2	4	0
A4	0	4	0	8

c) A small retailer deals in a perishable commodity, the daily demand and supply of which are random variables. The past 500 days data show the following:

10

Supply		Demand	
Available (kg)	Number of Days	Demand (kg)	Number of Days
10	40	10	50
20	50	20	110
30	190	30	200
40	150	40	100
50	70	50	40

The retailer buys the commodity at Rs. 20 per kg and sells at Rs. 30 per kg. If any commodity remains at the end the day it has no resale value and is a dead loss. Moreover, the loss on any unsatisfied demand is Rs.8 per kg. Given the following

65

random numbers. Simulate six day sales. The Random Numbers are: 31, 18, 63, 84, 15, 79, 7, 32, 43, 75, 81, 27. Use the random numbers alternatively, for example, first pair (31) to simulate supply and second pair (18) to simulate demand, etc.

Assume
No Resale value

Running Cost old 3000 p a
New 4000 p a

5. a) What is Saddle Point? 03
- b) The mini Transport company owns three mini buses, two of which are two years old while the third one is only a year old. Each of these buses was purchased for Rs.80,000. The company contemplates replacing the three buses by two full- sized buses, each such bus containing 50% more seating capacity than a mini bus. Cost of each is Rs.1,20,000. Using the following data on the running costs and the resale value of both the types of buses, state whether the mini buses be replaced by full- sized buses. If not, state why? If yes, state when? 07
- c) A distribution system has the following constraints. 10

Factory:	A	B	C
Capacity (in Units):	45	15	40

Warehouse:	I	II	III
Demand (in Units):	25	55	20

The transportation costs per unit (in rupees) allocated with each route are as follows:

	I	II	III
A	10	7	8
B	15	12	9
C	7	8	12

Find the optimum transportation schedule and the minimum total cost of transportation.

6. a) What is the purpose of dummy activity? 03
- b) A Company has 5 sales men who have to visit 5 cities. Decide which sales man will visit which city? 07

	P	Q	R	S	T
A	9	4	7	3	4
B	4	7	6	3	4
C	7	6	13	7	5
D	3	3	7	11	7
E	4	4	5	7	9

- c) A repairman is to be hired to repair machines which breakdown at an average rate of 6 per hour. The breakdowns follow Poisson distribution. The non-production time of a machine is considered to cost Rs. 20 per hour. Two repairmen Mr. X and Mr. Y have been interviewed for this purpose. Mr. X charges Rs. 10 per hour and he services 10

machines at the rate of 8 per hour. Mr. Y demands Rs. 14 per hour and he services at an average of 12 per hour. Which repairman should be hired? (Assume 8 hours shift per day)

PART-B (Compulsory)

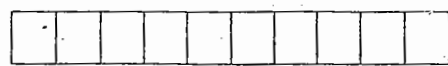
7

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

20

<i>Activity:</i>	1-4	1-3	1-2	4-5	3-5	3-6	5-6	2-6
t_o	3	3	6	1	3	2	6	4
t_m	9	6	12	4	9	5	12	19
t_p	27	15	30	7	27	8	30	28

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



BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

July / August 2017 Supplementary Semester Examinations

Course: Financial Management
Course Code: 16MBA2CFMT

Duration: 3 Hrs
Max Marks: 100
Date: 27.07.2017

Instruction to candidates:

1. Answer ANY FOUR full questions out of 6 questions in PART A
2. PART B is compulsory
3. All questions carry equal marks (20 marks)
4. Show all working notes clearly

PART – A

1. a. What is Financial Management? (3 Marks)
b. Explain the role of financial managers in the current economic scenario. (7 Marks)
c. Briefly explain the basic reasons, why, profit maximization fails to be consistent with wealth maximization. (10 Marks)
2. a. What is money market? (3 Marks)
b. An invested deposit Rs.100 in a bank account for 5 years at 8% interest. Find the amount which he will have his account if interest is compounded.
a. Annually
b. Semi annually
c. Quarterly
d. Monthly (7 Marks)
c. Finix company borrows Rs.500000 at an interest rate of 14%. The loan is to be repaid in 4 equal annual instalment payable at the end of each of the next 4 years. Prepare the loan amortization schedule. (10 Marks)
3. a. What is behavioural Finance? (3 Marks)
b. Compute weighted average cost of capital(WACC) under each of the following three financing plans. If $k_e = 15%$, $k_p = 10%$ & $k_d = 8%$ (7 Marks)

Financing plan	Weights of equality capital	Weights of preference capital	Weights of debit capital
1	0.50	0.30	0.20
2	0.30	0.40	0.30
3	0.20	0.30	0.50

- c. The expected cashflow of a project are as follows:

Year	0	1	2	3	4	5
Cash flow	1,00,000	20,000	30,000	40,000	50,000	30,000

The cost of capital is 12%. Calculate the following:

- i. Net present value
- ii. Benefit cost ratio
- iii. Internal rate of return

(10 Marks)

- b. The capital structure of XL Ltd. consist of the following securities.
- 10% debt of Rs.5,00,000
 - 12% preference shares of Rs.1,00,000
 - Equity shares of Rs.200 each Rs.4,00,000
 - EBIT of Rs.1,60,000 & the company is 50% tax bracket.
- i. Determine the company EPS
 - ii. Determine the percentage change in EPS associated with 30% increase & 30% decrease in EBIT. (7 Marks)
- c. Elucidate the factors influencing working capital requirements of a firm. (10 Marks)

5. a. What is Operating cycle? (3 Marks)
- b. The relevant financial information of Zenith Ltd. is given below (Rs. in lakh)

Sales :Rs 500 lakhs
COGS: Rs 360 lakhs

Particulars	Beginning of the year 2016	End of the year 2016
Inventory	60	64
Accounts receivable	80	88
Accounts payable	40	46

What is the length of Operating cycle & Cost cycle? (7 Marks)

- c. Explain the factors affecting dividend policy of an organization. (10 Marks)
6. a. What do you mean by Derivatives? (3 Marks)
- b. Write a note on Capital market. (7 Marks)
- c. Krithi enterprises Ltd. has the following balance sheet & income statement information.

Balance sheet as on March 31st

Liabilities	Rs	Assets	Rs
Equity capital (Rs.10 per share)	8,00,000	Net Fixed Assets	10,00,000
10%Debt	6,00,000	Current Assets	9,00,000
Retained earnings	3,50,000		
Current liabilities	1,50,000		
	19,00,000		19,00,000

Income statement for the year ending March.

	Rs
Sales	3,40,000
Operating expenses(Including Rs.60,000 depreciation)	1,20,000
EBIT	2,20,000
(-) Interest	60,000
EBT	1,60,000
(-) Taxes	56,000
Net earnings (EAT)	1,04,000

- i. Determine the DOL,DFL,DCL at the current sales level if all operating expenses, other than depreciation & variable costs.
- ii. If total assets remain at the same level but sales increase by 20%, What will be the earnings per share(EPS) in the new situation? (10 Marks)

PART-B

7. Proforma cost sheet of RR& Co.Ltd. provides the following information. You are required to estimate the working capital needed to finance a level of activity of 52,000 units of production.

Particulars	Cost per unit(Rs)
-------------	-------------------

Direct labour	15
Overheads(Excluding depreciation)	30
Total cost	85
Profit	30
Selling price	115

Additional information:

- Average raw material in stock : One month
- Average materials in process (50% completion stage: half a month)
- Average finished goods in stock: One month
- Credit allowed by supplier: One month
- Credit allowed to customer: two months
- Time lag in payments of wages: one & half weeks
- Time lag in payments of overhead expenses: One month

Half of the sales is on cash basis. Cash balance is expected to be Rs.12,500. You may assume that production is carried on evenly throughout the year. Wages & overhead expenses accrue similarly. Contingency is 10%.

(20 Marks)

BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

May 2017 Semester End Main Examinations

Course: Financial Management

Course Code: 16MBA2CFMT

Duration: 3 Hours

Max Marks: 100

Date: 17.05.2017

Instruction to candidates:

1. Answer ANY FOUR full questions out of 6 questions in PART A
2. PART B is compulsory
3. All questions carry equal marks (20 marks)
4. Show all working notes clearly

PART – A

1.
 - a) How is cost of debt computed? How does it differ from cost of preference shares? 03
 - b) Explain Emerging role of financial managers, in India. 07
 - c) ABC Ltd. has the following capital structure.

4,000 equity shares of Rs 100 each	Rs. 4,00,000
10% preference shares	Rs. 1,00,000
11% debentures	Rs. 5,00,000

The current market price of the share is Rs 102. The company is expected to declare a dividend of Rs. 10 at the end of the current year, with an expected growth rate of 10%. The applicable tax rate is 50%. 10

 - i) Find out the cost of equity capital and WACC, and
 - ii) Assuming that the company can raise Rs 3,00,000 12% debentures, find out the new WACC if
 - Dividend rate is increased from 10 to 12%
 - Growth rate is reduced from 10 to 8%
 - Market price is reduced to Rs 98.
2.
 - a) Why investment decision is considered as one of the important function of financial Manager? 03
 - b) (a) A company raised preference share capital of Rs. 1,50,000 by the issue of 10% preference share of Rs 10 each. Find out the cost of preference share capital when it is issued at (i) 12% premium, (ii) 10% discount. 07
 - (b) A company has 10% redeemable preference share of Rs. 100 each which are redeemable at the end of 8th year from the date of issue. The underwriting expenses are expected to 2%. Find out the effective cost of preference share capital.
 - c) Briefly explain the Indian Financial System. 10

3. a) Why are capital expenditures deemed very important? 03
- b) A company has a share capital of Rs. 2,00,000 divided in the shares of Rs. 10 each. It has a major expansion programme requiring additional investment of Rs. 1,00,000. The management is considering the following alternatives: 07
- i) Issue of 10% debentures of Rs. 1,00,000
- ii) Issue of 10,000, 15% preference shares of Rs. 10 each.
- iii) Issue of 10,000 equity shares of Rs. 10 each.
- The company's present EBIT is Rs. 60,000 p.a. Calculate the EPS for the above three alternative financial plans presuming
- i) EBIT continues to be the same & ii) EBIT increase by Rs. 20,000. Tax rate is 50%.
- c) Define working capital. What are the factors influencing working capital? 10
4. a) What are the three elements of the cash flow stream of a project? 03
- b) A company is considering introducing a new lotion. The manufacturing equipment will cost Rs. 5,60,000. The expected life of the equipment is 8 years. The company is thinking of selling the lotion in a single standard pack of 50 grams at Rs 12 each pack. It is estimated that variable cost per pack would be Rs 6 and annual fixed cost Rs. 4,50,000. Fixed cost includes depreciation (on original cost method) of Rs 70,000 and allocated overheads of Rs. 30,000. The company expects to sell 1,00,000 packs of the lotion each year. Assume that tax rate is 45%. Calculate the annual cash flows. 07
- c) XYZ is interested in assessing the cash flows associated with the replacement of an old machine by new machine. The old machine bought a few years ago has a book value of Rs. 90,000 and it can be sold for Rs. 90,000. It has remaining life of five years after which its salvage value is expected to be nil. It is being depreciated annually at the rate of 20% (written down value method)
- The new machine costs Rs. 4,00,000. It is expected to fetch Rs. 2,50,000 after five years when it will no longer be required. It will be depreciated annually at the rate of 33.3% (WDV method) the new machine is expected to bring a saving of Rs. 1,00,000 in manufacturing costs. Investment in working capital would remain unaffected. The tax rate applicable to the firm is 50%. Find out the relevant cash flow for this replacement decision. (Tax on capital gain/loss to be ignored) 10
5. a) What is simple interest and compound interest? 03
- b) Calculate the following:
- i) Compute the future values of an investment of Rs. 10,000 compounded semi annually for 10 years at 10% p.a.
- ii) A company has issued debentures of Rs. 50 lakhs to be repaid after 7 years. How much the company should invest in a sinking fund earning 12% in order to be able to repay debentures? 07
- iii) A bank has offered you an annuity of Rs. 1,800 for 10 years if you invest Rs. 12,000 today. What rate of return would you earn?
- c) Aryan company is considering an investment proposal to install new milling controls at a cost of Rs. 50,000. The facility has a life expectancy of 5 years without any salvage value. The firm uses SLM of depreciation and the same is used for tax purposes. The tax rate is assumed to be 35%. The estimated cash flows before depreciation and tax (CFBT) 10

from the investment proposal are as follows:

Years	1	2	3	4	5
CFBT	10,000	10,692	12,769	13,462	20,385

Compute i) Payback period ii) average rate of return iii) NPV at 10% discount rate iv) profitability index at 10% discount rate and v) Discounted PBP.

6. a) What is stock split? How does it differ from bonus shares? 03

b) The following is the income statement of XYZ Ltd. for the year 2015. (Rs. In Lacs)

Sales	50.00
Less: variables cost	10.00
Fixed cost	20.00
EBIT	20.00
Interest	05.00
EBT	15.00
Less: Tax at 40%	06.00
EAT	09.00
Less: pref. dividend	01.00
Earnings available to equity share holder	08.00

Find out the degree of i) operating ii) financial iii) combined leverage 07

7. The finance manager of a manufacturing company wants to estimate the working capital requirements for the next year. The estimated output for the next year is 182500 units. The per unit cost and price is given below:

Raw material	Rs. 15
Labour cost	Rs. 10
Overheads	Rs. 8
Total cost	Rs. 33
Selling price	Rs. 40

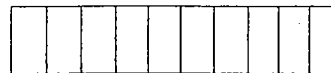
The firm wants to maintain 15 days stock of raw material and 30 days stock of finished goods. The stock of WIP would be 5 days production with 50% average completion. Debtors valued at sales price would be equal to 30 days sales. The minimum cash balance required is Rs. 50,000. 10

There is a lag in payment of wages of 7 days and 10 days in payment of overheads. Suppliers allow 30 days credit. Assuming 365 days production in a year. Compute the working capital requirements.

PART-B

8. From the following, prepare income statements of A and B. Briefly comment on each firm's performance

Particulars	Firm A	Firm B	Firm C
Financial leverage	3:1	4:1	2:1
Interest (Rs)	200	300	1,000
Operating leverage	4:1	5:1	3:1
Variable cost as a % of sale	66.67%	75%	50%
Income tax rate	45%	45%	45%



BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

July / August 2017 Supplementary Semester Examinations

Course: Human Resource Management

Duration: 3 Hours

Course Code: 16MBA2CHRM

Max Marks: 100

Date: 24.07.2017

Instruction to candidates:

1. Answer ANY FOUR full questions out of 6 questions in PART A
2. PART B is compulsory
3. All questions carry equal marks (20 marks)

PART - A

- | | | | |
|----|----|---|----|
| 1. | a) | What do you mean by Human Resource Management? | 03 |
| | b) | What is Human Resource Planning? Explain the steps in the HRP process. | 07 |
| | c) | Discuss the factors that the H R Manager should consider while formulating recruitment policies. | 10 |
| 2. | a) | Outline the meaning of Job Design. | 03 |
| | b) | List out the differences between Personal Management and Human Resource Management. | 07 |
| | c) | "Training leads to better performance and benefits". Justify. | 10 |
| 3. | a) | Define "employee training". | 03 |
| | b) | Explain components of a compensation program. | 07 |
| | c) | Imagine you are the H R Director of a reputed group of Hotels in India having corporate office at New Delhi preparing to open a hotel at Bangalore. The major challenge for you right now is to fill all the positions like housekeeping, front desk, banquet, security, and maintenance and guest services. Discuss the various conventional and creative recruiting approaches you would apply to generate thousands of applicants. | 10 |
| 4. | a) | What is "Promotion"? | 03 |
| | b) | You are training someone to use a new accounting software package in a medium- sized firm. What training methods would you use? Why?. | 07 |
| | c) | Elucidate the steps in performance appraisal process. | 10 |
| 5. | a) | How do you asses training needs of an organization? | 03 |
| | b) | Describe the various retention strategies adopted by organization to control employee attrition rate. | 07 |

- | | | |
|-------|---|----|
| c) | What is the role for HR staff in designing and implementing career development programs? Discuss. | 10 |
| 6. a) | What do you mean by "Industrial Relations"? | 03 |
| b) | Explain the Disciplinary procedure followed in Indian Industries. | 07 |
| c) | Describe various factors to be considered while designing the pay structure. | 10 |

PART-B

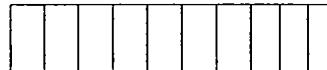
7. **Case study: Performance Appraisal Process**

Berkely Investments is a reputed finance company having 15 branches in different part of the country. In the home office there are more than 200 employees. This company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered are responsibility, initiative, and interest in work, leadership potential, co-operative attitude and community activity. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss who counsels them. The ratings aroused to influence promotions and salary adjustments the employees and also as a criterion for assigning further rating for them.

Recently three employees of the company called on the company's president to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately, two thirds of all the employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualifications or performance. They insisted that "community activity" was not actually a part of their job and that what they do off the job is none of the company's business. They expressed their opinion that employees should organize union and insist that salary increase be automatic.

The threat of a union caused concern to the officers of the company. This particular experience convinced the top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the chief executive finds that performance appraisal is a dangerous source of friction and its hazards outweigh its values; so it should be discontinued altogether.

- | | | |
|----|---|----|
| a) | How far do you agree with the management that performance appraisal should be discontinued? | 07 |
| b) | If you were the HR manager, how would you tackle the situation? | 06 |
| c) | What modifications would you suggest in the performance appraisal system of the company? | 07 |



BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

May 2017 Semester End Main Examinations

Course: Human Resource Management

Duration: 3 Hours

Course Code: 16MBA2CHRM

Max Marks: 100

Date: 19.05.2017

Instruction to candidates:

1. Answer ANY FOUR full questions out of 6 questions in PART A

2. PART B is compulsory

3. All questions carry equal marks (20 marks)

PART - A

- | | | | |
|----|----|--|----|
| 1. | a) | Define Human Resource Management. | 03 |
| | b) | "In many ways, all managers are and must be HR Managers". Justify this statement. | 07 |
| | c) | Explain in detail the functions of a Human Resource Manager. | 10 |
| 2. | a) | What is Job Analysis? What are its outcomes? | 03 |
| | b) | Explain how you would carry out a job analysis in a company that had never had job descriptions. | 07 |
| | c) | Discuss any ten challenges faced by HR professionals in 21 st century? | 10 |
| 3. | a) | Distinguish between Recruitment & Selection. | 03 |
| | b) | What are the factors that influence HR Planning? Explain. | 07 |
| | c) | You are appointed as the HR Manager of a new Manufacturing Company, what phases would you go through to select the employees? Discuss. | 10 |
| 4. | a) | List out any three objectives of Recruitment. | 03 |
| | b) | Explain the various on-the job training and off-the job training methods adopted by organizations. | 07 |
| | c) | Explain briefly any five performance Appraisal methods generally adopted by organizations. Design a plan for post – appraisal interview with an employee who has performed poorly. | 10 |
| 5. | a) | What do you mean by Rightsizing of employees? | 03 |
| | b) | What are the various basis for promotions in an organization? Discuss the benefits and problems involved. | 07 |
| | c) | What actions would you take to reduce voluntary absenteeism and controllable employee turnover, if you were a H R Manager in charge of a call center facing the problem of high employee absenteeism rate and turnover. Discuss. | 10 |

- | | | |
|----|--|----|
| 6. | a) What are ESOP's? | 03 |
| | b) "Various social security legislations in India have provided for financial benefits payable by the employer to the employees without the employees having to make any contribution", Comment. | 07 |
| | c) Explain the machinery for the prevention and settlement of industrial disputes in India. | 10 |

PART-B

7. When Adite Technologies Ltd(ATL)moved one of their divisions to Bangalore, the branch manager in Mumbai decided to transfer those Employees who did not wish to go to Bangalore to other local divisions. Ten of the thirty chose to stay and be transferred to another division. Madhuri was one of those. She was assigned to the computer moving – head division.

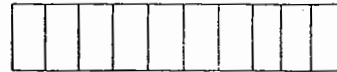
When Madhuri reported to the new job, Narendra Kumar, her new supervisor told her he did not know whether or not he would have a permanent position for her . For three days Madhuri sat and watched other employees do their work. On Friday, Narendra announced that their division had received another big contract and he would brief Madhuri on her new assignment on Monday.

Madhuri arrived at 9.00 am. Monday and waited anxiously to learn about their new job. Narendra did not arrive until 10.30. He was being briefed on the new contact, he said, and would not be able to meet Madhuri before lunch. At 1.30 p.m Narendra returned to show Madhuri the operation,"We are reworking model 10-D and it only requires changing two spot welds. With this jig, you can turn one out in about three to five minutes. Narendra added, "By the way, you will be the quality control supervisor on this job. Just double check these six spots on the blue print". He did not write on the blue prints on mark the areas in any way. Madhuri was given no idea how important the checks might be.

" Please –watch me" , said Narendra to Madhuri, taking up the welding torch. "Any one can do it easily". He repeated the operation five or six times. Madhuri tried it and experienced no difficulty. Neither of them checked their reworked pieces with the blue print to see if they would pass the quality control check and as result, Madhuri never checked any pieces after that demonstration. Narendra did not see Madhuri again until Friday.

During the week several things happened .More than half the motors did not work correctly by the time they reached the final assembly. It could not be determined whether the faulty motors were the results of Madhuri's work or the result of a lack of quality checks. A box of 20 parts had been approved by Madhuri since her initials were on the inspection card, but she had not made the necessary alterations. That was when Narendra found time to talk to Madhuri again.

- | | | |
|----|---|----|
| a) | What incidents showed that Narendra was performing a good job as a trainer? | 05 |
| b) | How do you think Madhuri feels about Narendra about her new job? | 05 |
| c) | If you were Narendra , What would you have done to improve Madhuri's performance? | 05 |
| d) | Would a mentor have helped the situation? How? Why? | 05 |



BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

May 2017 Semester End Main Examinations

Course: Business Research Methods

Course Code: 16MBA2CBRM

Duration: 3 Hours

Max Marks: 100

Date: 22.05.2017

Instruction to candidates:

1. Answer ANY FOUR full questions out of 6 questions in PART A
2. PART B is compulsory
3. All questions carry equal marks (20 marks)

PART – A

1. a) Define business research. What are the steps in research? 03
 b) What is a research hypothesis? Do all researches require hypotheses formulation? Explain. 07
 c) Discuss in detail the importance of coding, classification and tabulation in processing of data. 10
2. a) What is the need of sampling? 03
 b) Explain the importance of literature review in research. 07
 c) Develop a questionnaire to know the customer perception of promotional strategies of 'Jio'. 10
3. a) A consumer electronics company wants to determine the job satisfaction levels of its employees. For this, they ask a simple question, 'Are you satisfied with your job?' It was estimated that no more than 30 percent of the employees would answer yes. What should be the sample size for this company to estimate the population proportion to ensure a 95 % confidence in result, and to be within 0.04 of the true population proportion? 03
 b) What is APA format of writing Bibliography? Give suitable examples. 07
 c) Briefly describe the different types of sampling techniques with examples 10
4. a) What is multiple regression analysis? 03
 b) Distinguish between exploratory and descriptive designs. 07
 c) Explain the importance of ethical issues in business research. 10

5. a) What is the importance of plagiarism check? 03
- b) Under what condition is the Kruskal – Wallis test used as an alternative to analysis of variance? Explain. 07
- c) In a research project a HR manager is concerned at the levels of stress within three supermarkets identified by analyzing the number of sickness days reported. The HR manager conducts a survey at three supermarkets A, B and C and randomly selects 8 employees who routinely rotate which supermarket they are employed in and measures their stress levels. Is there any significant stress level among employees and between supermarkets?

Staff Member	Supermarket A	Supermarket B	Supermarket C	
1	87	45	66	10
2	55	60	50	
3	72	65	55	
4	76	50	88	
5	48	55	72	
6	67	78	65	
7	65	68	84	
8	58	57	77	

6. a) What is the factor analysis? 03
- b) Distinguish between parametric and non-parametric tests. 07
- c) Discuss in detail the contents of a Technical research report. 10

PART – B

7. Compulsory Question

The day is not very far when the Indian travelers can criss-cross the globe with just a few clicks. Taking e-commerce and IT services a step further, the Indian travel industry is composing itself to usher in the era of e-ticketing.

On-line booking involves pursuing of available information on travel websites and then making a reservation. However, if you are not the kind who prefers a particular airline, then you can check out travel sites, which collate flights details of all airlines and are the apt place to book or bid for air ticket. Travel portals such as travelguru.com, arzoo.com, yatra.com, indiatimes.com, rediff.com, makemytrip.com and cleartrip.com, would provide you all details of flights along with their fares in an ascending order, i.e the lowest priced ticket is featured first on its web pages.

The number of consumers who book travel tickets online is growing, but a switch from offline environment to online environment creates doubts in the minds of consumers. Such doubts have been termed as perceived risks in literature. Also, the internet revolution has brought about significant changes in market transparency defined as the availability and accessibility of information to market participants. For example, air travelers can use online travel agencies to browse through hundreds of travel offers to their destination compared to typically few offers from a traditional travel agent or airline

prior to the internet era.

Generally, market transparency seems to benefit consumers because they are able to better discern the product that best fits their needs at a better price. However, there still is a large percentage of population who get their tickets booked through the traditional queuing system.

The advent of e-ticketing booking over the past couple of years has led to the mushrooming of online travel agencies. These online service providers have in fact come up with a wide variety of services for faster and more convenient mode of ticket booking. They offer a host of services starting from booking something as mundane as a train or flight ticket to something as exotic as a holiday. They offer various packages which have the entire itinerary for the proposed holiday. They even offer a convenient pick-up and drop service. With such a range of services being offered at your fingertips, expectations are that more and more number of travelers would start using such easy, fast and convenient services as compared to the conventional booking process across a reservation counter. Yet, we still observe long queues at the various reservation counters. And, we also know that there a number of people who use the online services available to book their travel than through traditional travel booking counters.

Srininandan Rao, CEO of Ghoom.com, a travel portal that has been in existence for the past three years wondered whether he can look at a bigger customer base for his travel booking business or look at the alternative e-business.

- | | |
|---|----|
| a) What is the kind of research study that you can undertake for Mr. Rao? | 05 |
| b) Formulate the research problem and the objectives of your study. Can you suggest an alternative research approach that you can take? | 10 |
| c) Develop a working hypothesis for your study. | 05 |



BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

July / August 2017 Supplementary Semester Examinations

Course: Business, Government and Society

Duration: 3 Hours

Course Code: 16MBA2CBGS

Max Marks: 100

Date: 25.07.2017

Instruction to candidates:

1. Answer ANY FOUR full questions out of 6 questions in PART A
2. PART B is compulsory
3. All questions carry equal marks (20 marks)

PART - A

1. a) Define Bailment? Mention any two characteristics. 03
 b) How could business contribute for the environmental preservation and sustainability? 07
 c) "A good corporate governance has obligations to satisfy the needs of customers, employees, investors, society and other stakeholders" – Do you agree? Justify your stand with valid reasons. 10
2. a) What is Environmental Audit? 03
 b) Describe principles of corporate governance given by OECD. 07
 c) "There are equally compelling arguments both in favor of and against business participating the public policy"- Defend and discuss this statement bringing out various aspects of arguments on both the sides. 10
3. a) What is public policy? 03
 b) Discuss the relevance of BGS for business managers. 07
 c) "There are proponents of CSR and the Opponents of CSR. Both have their reasons." Justify the statement throwing light on arguments for and against CSR. 10
4. a) What is doctrine of Caveat Emptor? 03
 b) "Public policy making is a continuous process"- Substantiate the statement highlighting the stages involved in the process. Quote relevant examples. 07
 c) Describe in detail the unethical practices prevalent in the Indian business. 10
5. a) What are IPRs? What purpose do they serve? 03
 b) "Nature does not respect artificial manmade boundaries like political boundary. So 07

international cooperation and coordination is essential for addressing the environmental problems.” Quote relevant examples, defend and discuss the statement in the context of international challenges that mankind is facing.

c) Discuss the essential elements of a contract in detail. 10

6. a) What is CSR? 03

b) Describe in detail the Market Capitalism model of BGS. 07

c) Parag had appointed Arun, a minor, as his agent to sell his car for a minimum price of Rs. 2 Lakh. Arun, however, had sold Parag’s car to Varun for Rs. 1.50 lakh, instead. Answer the following questions giving legally valid reasons: (2x5 = 10) marks)

i) Under such a contract, do you think that Parag will be bound by the transaction of the sale of his car to Varun for Rs. 1.50 lakh only, instead? (2 marks)

ii) Further, can Parag hold Arun liable for compensation for disobeying his instructions, that is, for having sold the car for a lesser amount, lower than the minimum stipulated price by Rs. 0.5 lakh? (2 marks) 10

iii) In the problem 2 above, would the legal position change if Arun is major instead of a minor? (2 marks)

iv) In the event of Varun (the buyer of car) defaults on the payment, who bears the loss in the following cases:

Case1: If Arun had received only ordinary commission from the principal.

Case 2: If Arun is major and had received “del credere commission” from the principal.

PART-B

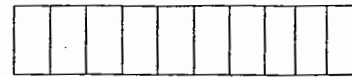
7.

Compulsory Case Study

Mars Suzi India Ltd (MSIL) is one of the leading manufacturer of cars in India. It is sitting on a huge pile of cash reserves and it had purchased land in Gujarat with an objective of establishing new manufacturing plant. Suzi Motor Corp (SMC, Japan) owns 56% of shares in MSIL; it is also having lot of cash reserves, but lacks investment opportunities either in its domestic market or elsewhere. So it wants to establish a new company by name Suzi Motor Gujarat Pvt Ltd (SMGPL), a wholly owned subsidiary in Gujarat at the land owned by MSIL. The 44% of shares in MSIL is being held by institutional investors and the public of India. These minority shareholders are not happy with the decision of MSIL to handover Gujarat project to SMC. But the Chairman of MSIL is trying to convince minority shareholders that they will get an assured return of 8.5% and it will be totally risk free. Moreover the cars produced by SMGPL will be marketed exclusively through MSIL. So, MSIL could earn its profit by distributing the

cars through its existing distribution network. But some fear that such a deal could transform MSIL from a leading manufacturer into a distributor.

- a) Who are the minority shareholders in the above case? What are their concerns? 05
- b) If you were an investor in the MSIL, would you be convinced by the MSIL Chairman's message? State the reasons. 05
- c) Analyze the long term implication of allowing SMGPL to produce cars on the activity of MSIL. If you were an individual investor in MSIL with 0.1% of total shares, what you would have done? 05
- d) Analyze above case from ethical perspective. 05



BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

May 2017 Semester End Main Examinations

Course: Business, Government and Society

Duration: 3 Hours

Course Code: 16MBA2CBGS

Max Marks: 100

Date: 24.05.2017

Instruction to candidates:

1. Answer ANY FOUR full questions out of 6 questions in PART A
2. PART B is compulsory
3. All questions carry equal marks (20 marks)

PART - A

1. a) Define Society along with its interacting elements? 03
- b) Some of the corporates are highly ethical in their business transactions, From where do these corporates learn ethics? 07
- c) "Preserving our environment is a shared responsibility of all the stakeholders". Who are these stake holders? Substantiate the role of each of the stake holder with a relevant example? 10
2. a) What is environmental Audit? 03
- b) The concept of CSR has been well appreciated as well as condemned. Support both the views about CSR by suitable arguments. 07
- c) Explain Market Capitalism Model with an example. 10
3. a) Why should the corporates be socially responsible? 03
- b) Explain the importance of BGS to the current managers? 07
- c) Mr. Anwar is a whole sale vendor of tender coconuts. He provides tender coconuts for credit on a daily basis to many retail vendors (roadside). As his business is expanding, he plans to appoint Mr Firdaus to for everyday collection of money. However, he not sure about the legalities of this position. Educate Mr. Anwar regarding the rights and duties of Mr Firdaus this kind of agreement. 10
4. a) Classify the contacts based on Formation, Performance and Validity. 03
- b) What are the different levels of Public policies? Explain with examples. 07

- c) Mr. Vishal had given his car on rent to Mr. Mithun for a week at a rental of Rs.1000 per day. But the brakes of the car were defective. This defect was in full knowledge of Vishal. But he had not disclosed to Mithun that the brakes of the car were defective. Consequently, the same day, the car had met with an accident due to this defect, and Mithun had fractured his right leg. Mithun, had, accordingly, filed a suit against Vishal claiming damages from him.

Answer the following giving legally valid reasons.

1. Do you think that Mithun will be awarded damages by the court of law in the bailment case? 10
 2. What will be the legal position in the above case if Vishal would not be knowing that the brakes in his car were defective, and if he would have lent the car to Mithun on a rental of Rs. 500 per day?
 3. Will the legal position be any different, if in problem 2 above, Vishal would not be knowing that the brakes in his car were defective, and if he would have lent the car to Mithun just for free?
 4. Will the legal position be any different, if, in the problem 3 above, Vishal would have known that the brakes in his car were defective, and still he would have failed to disclose this defect to Mithun, while lending the car to Mithun just for free?
5. a) What is a public policy? 03
- b) Do you think that business should have a say Public Policy Decision Making? 07
Substantiate your stand with suitable arguments and examples.
- c) "For building good corporate governance practices, a manager plays a central role." 10
Substantiate this statement with the managerial obligation towards their stake holders.
6. a) What is business Ethics? 03
- b) With suitable examples highlight the cost and benefits of Environmental Regulations. 07
- c) To attain the long term shareholder value, the Organization for Economic Co-operation and Development spells out certain principles which the member governments should 10
adapt, what are these principles?

PART - B

7. Most African nations have significant number of AIDS patients. The disease is spreading fast and as of now no curative medicine or preventive vaccines are available. Only ameliorative medicines are available which are being produced by western pharma companies. Since these companies have invested huge money in the R&D and have taken risk, they have priced these drugs very high. The intent is to recover the investment made in the R&D. However, most patients are poor and unable to pay the high prices. So some African nations have passed law which will facilitate parallel import and compulsory licensing, thus making drugs available at a lesser price for the patients.

However, such laws are against the spirit of international patent/ IPRs laws. The original inventor company won't be able to recover its cost. So these western pharmaceutical companies are planning to oppose these laws.

- a) Will it be ethical to price ADIS medicine high for the poor patients? Discuss. 05
- b) Will it be ethical to deny incentive/reward to the original inventor of medicine, by allowing violation of Patent rights? 05
- c) Describe different types of IPRs? 05
- d) Why IPRs are required? 05

BMS College of Engineering, Bangalore-560019

(Autonomous Institute, Affiliated to VTU, Belgaum)

May 2017 Semester End Main Examinations

Course: Management Information System

Duration: 3 Hours

Course Code: 16MBA2CMIS

Max Marks: 100

Date: 26.05.2017

Instruction to candidates:

1. Answer ANY FOUR full questions out of 6 questions in PART A
2. PART B is compulsory
3. All questions carry equal marks (20 marks)

PART – A

- | | | |
|----|---|----|
| 1. | a) Define the term Data & Information. | 03 |
| | b) Elaborate the components of Information System in detail | 07 |
| | c) Explain three major roles of Information Systems with pyramidal diagram. | 10 |
| | | |
| 2. | a) What is meant by GDSS | 03 |
| | b) Explain the functions of Expert System and Executive Support System with suitable example | 07 |
| | c) System Development Life Cycle model plays an important role in system Analysis and Design. With a neat diagram explain the different stages of System Development Life Cycle with suitable example. | 10 |
| | | |
| 3. | a) What is meant by Electronic Payment System? | 03 |
| | b) Describe the different types of E-Commerce system with suitable example | 07 |
| | c) What is meant by ERP? Explain the features, design and benefits of ERP | 10 |
| | | |
| 4. | a) Enumerate the concept of Information Security. | 03 |
| | b) How Global Information Systems has Managed? Explain its functions with suitable example. | 07 |
| | c) Discuss the various Intellectual Property Rights related to IT Services. | 10 |
| | | |
| 5. | a) what is meant by Word Processor? | 03 |
| | b) Create a Poster/Flyer which is to be displayed on the way to Devanahalli Airport, in order to advertise the new Villas which is to be Constructed by Sobha Groups.(use word art, shapes to make it attractive).
Write the procedures to be adopted for the above mentioned word processor problem | 07 |
| | c) Consider yourself working as a Statistical and Accounting software Analyst, with your understanding explain the functions of statistical and accounting software which you use | 10 |

for your project analysis.(any two s/w tool can be explained)

6. a) Explain the concept of Social Network. 03
b) Describe the various social dynamics of Internet with example. 07
c) What is meant by E-Governance? Discuss the different stages of E-Governance with suitable example. 10

PART-B

7.

Case Study

Savitha Book House, a leading book house in the city, is known for a wide range of titles being available under one roof. The book house offers books on various subjects from architecture to Zoology. The owner of the book house observes that at a given point in time the inventory is more than Rs. 20 lakhs.

Of late, it was observed that there are some titles which are just decorating the shelves. These titles have not moved since last year. A reduction sale was organized to clear such non-moving titles which helped to a great extent in reducing the dead stock. However the revenue collected was less than the list price and during last one year the inventory carrying involved interest cost. The owner is interested in having an IS solution to prevent such cases in future. The existing system involves a personal computer based inventory system. The existing monthly stock report provides a stock statement by titles. It provides the transaction based status about opening balances, receipts, sales and balance. It is however very difficult to go through each and every entry of this report that runs into one hundred odd pages.

Questions:

- a) Evaluate the present system. 05
b) Discuss the information needs of the owner of book house to design a suitable MIS 05
c) Suggest the various outputs, the computer system can provide so that the reports can be made actionable for control purpose. 05
d) What technology options can you suggest for an integrated system of stocking, billing, accounting, decision making? 05

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: 16MBA3COPM
Course Code: Operation Management

Duration: 3 hrs
Max Marks: 100
Date: 14.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

1. a) Define Operation Management 03
 b) Explain the Managerial uses and limitation of Break-Even Analysis. 07
 c) A specific Forecasting model was used to forecast demand for a product. The forecast and the corresponding demand that subsequently occurred are shown below. Use MAD, Tracking Signal technique, and MAPE to evaluate the accuracy of the forecasting model. 10

	Actual	Forecast
October	700	660
November	760	840
December	780	750
January	790	835
February	850	910
March	950	890

2. a) Comment Forecasting as Planning Tool. 03
 b) Explain today's role of operations manager in an organization 07
 c) The Zhen industries specialize in the manufacturing of small capacity motors. The cost structure of the motor is as under : 10

Material	Rs 50
Labour	Rs 80
Variable Overheads	75% of labour cost

Fixed overhead of the company amount to Rs 2.40 Lakhs per annum. The sale price of the motor is Rs 230 each.

- a) Determine the number of motors that have to be manufactured and sold in a year in order to break -even.
 b) Calculate how many motors have to be made and sold to make a profit of Rs 1 lakhs per year?
 c) If the sales price is reduced by Rs. 15 each, how many motors have to be sold to break even?
3. a) Outline the relevance of ethics in purchasing 03
 b) Differentiate between Product and Process Layout 07

- c) Explain the major Factors that influence the selection of site for a) Cement Plant b) Automobile industry 10
4. a) State the purpose of MRP. 03
 b) Is there a relationship between choice of data and the type of forecasting model that one wishes to use? Comment 07
 c) What is meant by capacity requirement planning? Describe the process of CRP with flow chart. 10
5. a) What is EOQ ?What are its limitation 03
 b) Pilot study showed percentage of occurrence of an activity as 50%. Determine the number of observation required for a work sampling study for 95% confidence level and a relative error of $\pm 2\%$. 07
 c) Estimate the vendor rating for the following. The item under consideration is the same from all suppliers 10

Supplier's data	A	B	C
Quantity supplied	90	80	75
Quantity accepted	78	80	70
Price of each item(Rs)	Rs. 4	Rs. 4.2	Rs. 3.9
Delivery promised	6 weeks	6 weeks	6 weeks
Actual deliveries made	8 weeks	6.2 weeks	7 weeks

Weightage for quality = 70%, Price = 20%, delivery = 10%

6. a) Distinguish between Partial productivity and Total Productivity 03
 b) Define work study. Explain the objective and benefits of work study. 07
 c) The following data available on consumption patterns of certain materials in an organization. 10

Group	No. of items	Annual consumption(units)	Price/item (Rs)
I	40	3000	9
II	20	270	100
III	100	1700	5
IV	200	1500	4
V	60	340	50
VI	300	2500	1
VII	250	2000	2
VIII	30	170	500

Calculate ABC items when

'A' items accounts for 85% of annual consumption value.

'B' items accounts for 10% of annual consumption value.

'C' items accounts for 5% of annual consumption value.

PART- B

7. a) A company has to select one location out of five alternatives considered for a new plant. The annual operating costs and other intangible factors are given below for these five locations: (10 marks) 20

Factors	Locations				
	A	B	C	D	E
a)Economic factors					
Labour cost (Rs)	1,20,000	1,10,000	1,60,000	85,000	75,000
Transportation	10,000	8,000	7,000	12,000	14,000

cost (Rs)					
Local taxes (Rs)	17,000	20,000	25,000	19,000	17,000
Cost of power (Rs)	21,000	29,000	25,000	18,000	23,000
Other costs (Rs)	16,000	11,000	12,000	16,000	18,000
b)Intangible factors					
Community attitude	Very good	Fair	Good	Fair	Very good
Labour availability	Good	Very good	Fair	Outstanding	acceptable
Quality of transportation	Fair	Acceptable	Outstanding	Acceptable	fair
Quality of life	Acceptable	Fair	Good	Very good	Outstanding

- i) Evaluate on the basis of annual operating factors, which site would you choose?
- ii) Devise a Method of quantifying the intangible factors and integrate them with the cost data into overall evaluation. Which is best now?

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Macro Business Environment
Course Code:16MBA3CMBE

Duration: 3 hrs
Max Marks: 100
Date:12.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART-A

- | | | | |
|----|----|--|----|
| 1. | a) | Differentiate between shared values and cultural ethos? | 03 |
| | b) | Recently there is Disinvestment in PSUs where Government Companies are coming out with IPOs. This results in Government losing its control and the private sector becoming stronger. Will it be against the Government's objectives of price control, public interest and a welfare state? Present your arguments for or against disinvestment | 07 |
| | c) | What is a Business Cycle? Discuss the features and phases. | 10 |
| 2. | a) | What is competitive dualism? | 03 |
| | b) | Elucidate Narashimam committee recommendations on banking sector reforms. | 07 |
| | c) | Discuss the quantitative and qualitative tools of credit control used by RBI. | 10 |
| 3. | a) | What is an under developed economy? | 03 |
| | b) | With Globalization Indian households have become more westernized. Children prefer to eat pastas and pizzas rather than the conventional Rice, Ragi, and Wheat. Will these changing eating habits make rice and ragi extinct in future? Discuss what will be the impact on the farmers growing these crops? | 07 |
| | c) | Discuss the nature and scope of the Business Environment. Explain the activities connected with Business and its responsibilities to its stakeholders. | 10 |
| 4. | a) | What is stagflation? | 03 |
| | b) | Discuss the Constituents in the Micro Environment | 07 |
| | c) | Explain the entry strategies for MNCs. | 10 |
| 5. | a) | State the sources of revenue for the Central Government. | 03 |
| | b) | When one travels across our country the common scene noticed is some construction work/roadwork/drainage work is happening anywhere and everywhere resulting in inconvenience to the public. It may be rightly said that the whole country is under construction. When do we reach a level of completion, when a lot of tax payer's money is going towards Government's infrastructure projects? Suggest measures to the Government for timely | 07 |

- completion of the job and cost control.
- c) Discuss the status of power sector in India and the impact of power cuts on rural India. **10**
6. a) Define HDI. **03**
- b) Mixed Economy which gives equal importance to both public and private sectors will benefit majority of the people. Do you agree? Why? **07**
- c) Discuss the current status of Textile Industry in India. Prepare a SWOT analysis. **10**

PART- B- COMPULSORY

7. The Indian IT sector is in tough times. It is battling slow growth and the \$156 billion Indian IT industry is staring at its biggest uncertainty in recent times after Donald Trump was elected as President of the US. US account for around 60 per cent of its export earnings. While artificial intelligence, digital, and automation are the buzzwords this year, worry lines have started to emerge on "creeping" protectionism and negative sentiment in key markets.

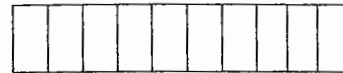
For 2017, the big concern areas include protectionism and anti-globalisation creeping into markets like the US, the UK, and the rest of Europe, Singapore and Australia which may result in outsourcing ban to India. Second, the need to update skill base we have in India and rising need for digital and consulting skills, and third, the policy initiatives like GST which can impact the industry," said R Chandrashekhar, President of software association, NASSCOM. While the industry has tried putting on a brave front, there are underlying concerns about tightening of visa norms that will push up the cost of doing business.

Indian players like TCS and Infosys are heavily dependent on the US market. The other big market the UK also did not bring much good news for the sector this year, with the country announcing its separation from the EU. While companies as well as industry body Nasscom said there may be short-term impact on contracts, Britain exiting from the UK holds opportunities for India over a longer term. The IT industry, which has been a poster boy for Indian exports sector, has been battling factors like fluctuating currency and rising visa costs over the past many years.

The recruitment is also seeing a major shift. The headcount of the major six companies put together is dropped by 4,157 in the first six months of this fiscal, compared to an increase of almost 60,000 in the same period last year. The industry is standing at crossroads, the reason being the policy of protectionism from major markets like the US and the tectonic journey toward digitisation and automation which focusses on data science, machine learning AI, and IOT.

Answer the following Questions:

- a. What will be the impact of the US policy of Protectionism on India? **10**
- b. What strategies should corporate India adopt to should tackle this issue? **10**



BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

January 2018 Semester End Make Up Examinations

Course: Macro Business Environment
Course Code:16MBA3CMBE

Duration: 3 hrs
Max Marks: 100
Date:10.01.2018

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART-A

- | | | |
|----|---|----|
| 1. | a) What is Business Environment. | 03 |
| | b) What is the impact of Globalization on Indian Economy | 07 |
| | c) Briefly explain SWOT Analysis of Indian Economy | 10 |
| 2. | a) What is Globalization | 03 |
| | b) What are the salient features of Industrial polict 1991 which initiated economic reforms in India? | 07 |
| | c) Explain the nature and scope of Business Environment. | 10 |
| 3. | a) What do you understand by Open Economy | 03 |
| | b) Analyse the factors influencing internal Environment. | 07 |
| | c) Explain the instruments of Fiscal Policy | 10 |
| 4. | a) What do you mean by private Limited Company | 03 |
| | b) Analyse the structure of Banking System in India | 07 |
| | c) Explain briefly the effect of technological environment on Indian Economy | 10 |
| 5. | a) What is GDP | 03 |
| | b) How do you Measure growth of Economy | 07 |
| | c) Explain briefly banking sector reforms as prescribed by Narasimhan Committee | 10 |
| 6. | a) What do you mean by Human Resource Development | 03 |
| | b) Define economy and also explain briefly the objective of Fiscal Policy | 07 |
| | c) Explain the concept of Disinvestment with problems and prospects | 10 |

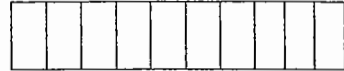
PART- B- COMPULSORY

7. Mr. Ramesh an Executive who was working for a Multinational Company resigned due to an offer from the other pacific company. Ramesh agreed to join the new company for the better prospects and also pay band was pretty high as compared to the existing company. Ramesh literally have to face challenges initially as he is still new to the prevailing business environment however with his skills and capabilities he tried controlling the entire system. Within short period of time he was temporarily promoted to the position of

production manager and he anticipated that it would become a permanent . However he was severely disappointed when this did not occur. Infact, recently while having an informal chat with his boss he was convinced that he has an opportunity for promotion and the forth coming vacancy for production manager and his boss said that he is pleased with the performance.

However when the vacancy actually arouse, it was filled from the main branch of the organization with some one more experienced than ramesh. Though it was not officially announced, the news leaked out and ramesh became pretty upset about the appointment feeling aggrieved, he wanted to take his feelings to his boss

1. Analyse the above case and explain How Business Environment impacts the Growth potential of the individual
2. If you were in the position of Boss what would be your views towards this situation & How do you Tackle it



BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

January 2018 Semester End Make Up Examinations

Course: Business Ethics and Corporate Governance
Course Code:16MBA3CBEG

Duration: 3 hrs
Max Marks: 100
Date:10.01.2018

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART-A

- | | | | |
|----|----|---|----|
| 1. | a) | What is 'deontology'? | 03 |
| | b) | 'Ethics Officer' plays an important role in ensuring ethical climate in an organisation – Substantiate the statement describing the role of Ethics Officer in an organisation. | 07 |
| | c) | Discuss the issues in corporate governance in India/abroad. | 10 |
| 2. | a) | What is 'affirmative action'? | 03 |
| | b) | Describe the structural relationship between Shareholders, Board of directors, Management and Employee of an organization. | 07 |
| | c) | "The three theories of a "business's duties to consumers" put different level of obligations on the manufacturer/seller"- Critically analyze the statement. | 10 |
| 3. | a) | What is 'utilitarianism'? | 03 |
| | b) | "Environmentalists keep reminding everyone about the need of sustainability, the duty of the present generation to preserve resources for the future generation. However, there are criticisms against such sustainability arguments"- Discuss the statement by giving moral arguments for and against preservation of environment/resources for the future generation. | 07 |
| | c) | Discuss Global Ethical issues. | 10 |
| 4. | a) | What is self-reference criterion? | 03 |
| | b) | With the help of a diagram, describe the framework for ethical decision making in an organisation. | 07 |
| | c) | "To be ethical, both employer and employee must fulfil mutual obligation towards each other" -Substantiate the statement by throwing light on the rights and duties of both the employer and the employees. | 10 |
| 5. | a) | What is 'sustainable development'? | 03 |
| | b) | "Corporate Social Responsibility is an integral part of business entity in the present day scenario" – Do you agree? Substantiate your stand by giving valid reasons. | 07 |
| | c) | "Organizational factors play a vital role in the ethical decision making in any organization". Substantiate the statement with detailed analysis of | 10 |

organizational factors.

6. a) What is 'ethics audit'? 03
b) "An individual's moral outlook is determined by the moral philosophies that he/she believes in". Substantiate the statement by describing different moral philosophies that you are aware of. 07
c) "A good corporate governance involve being aware of and discharging obligations to different stakeholders" - Do you agree? Support your stand by describing various obligations of a company to different stakeholders. 10

PART- B- COMPULSORY

7. According to a 2001 study by the Foundation for Advancements in Science and Education in the *International Journal of Occupational and Environmental Health*, U.S. companies export 45 tons of pesticides per hour to other nations, including highly toxic chemicals such as alachlor, chlordane, heptachlor, and metribuzin. The United States banned the use of chlordane and heptachlor as an insecticide on crops or around residences 10 to 20 years ago. These chemicals were implicated in disturbing the ecological balance by indiscriminate destruction of both harmful and useful insects; caused health problems among the farmers and peasants

who were involved in spraying these chemicals; also, the residues of these chemicals in fruits and vegetables were implicated in health problems for the consumers.

Belsicol Chemical Corporation (BCC), however, reported in 1997 that it was still manufacturing chlordane and heptachlor for export. It exported these chemicals to Africa for use on roads, to Australia and Far Eastern countries to spray in residences, and to South America to use on crops. Between 1997 and 2000, U.S. companies exported about 65 million pounds of pesticides that are banned or severely restricted in the United States—including captafol, chlordane, azofos, monocrotophos, and mirex—and about 30 tons a day of pesticides the World Health Organization (WHO) classifies as "extremely hazardous." Every hour, U.S. companies export about 16 tons of pesticides known or suspected to cause cancer. Sixty percent of these pesticides are shipped to developing nations for use in agriculture. Over 75 percent of working children in developing nations work in agriculture, including 80 million in Africa, 152 million in Asia, and 17 million in Latin America. They are exposed daily to U.S. pesticides in the fields, in their drinking water, and on their clothes. Farmers in developing nations pour pesticides labeled "poison" into small containers without labels, which many workers in developing nations cannot read anyway.

- a) Does an American company like **Belsicol (BCC)** have any obligation to refrain from selling pesticides that are banned in the United States to developing nations where they are not banned? 05
b) What would different theories of ethics pertaining to protection of environment say about what the company is doing? 05
c) Whose responsibility is it to ensure citizens of developing nations are not harmed by exports of pesticides? 05
d) What would the theories of a business's duties to consumers say about what the company is doing? 05

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Business Ethics and Corporate Governance
Course Code: 16MBA3CBEG

Duration: 3 hrs
Max Marks: 100
Date: 09.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART-A

- | | | | |
|----|----|--|----|
| 1. | a) | Describe the meaning of Whistle Blowing. | 03 |
| | b) | Identify the issues in corporate governance and describe any five in detail. | 07 |
| | c) | Analyse the social responsibilities of business. | 10 |
| 2. | a) | Distinguish between shareholders and stakeholders | 03 |
| | b) | Construct the Pyramid of Social Responsibility and explain. | 07 |
| | c) | Discuss global ethical issues faced by MNC's. | 10 |
| 3. | a) | Explain the term utilitarianism. | 03 |
| | b) | "A Corporate has many obligations different stakeholders" – Substantiate the statement. | 07 |
| | c) | Depict and discuss the framework for ethical decision making in an organization. | 10 |
| 4. | a) | Explain the self-reference criterion. | 03 |
| | b) | Point out the individual moral philosophics factors affecting the ethical decision making in an organization and explain any four in detail. | 07 |
| | c) | Discuss the different moral theories pertaining to consumer protection. | 10 |
| 5. | a) | Describe the meaning of Corporate Governance. | 03 |
| | b) | Write about shared global values in detail. | 07 |
| | c) | Evaluate the Kohlberg's Stages of Moral Development in today's scenario. | 10 |
| 6. | a) | Interpret the meaning of affirmative action. | 03 |
| | b) | Analyse the different moral approaches one can use to analyze ethical dilemma involved in prevention of pollution | 07 |
| | c) | Discuss the market model and the control model of corporate governance in detail. | 10 |

PART- B- COMPULSORY

7. Sneha, the Customer Service Officer of KTF bank, Karimnagar branch was a new recruit. She was able to establish a good rapport with most of the customers of the bank in a very short time. Though she was not very knowledgeable or experienced she was efficient and was able to cross sell

effectively. She was an extrovert, and could speak several languages. Though she exaggerated the benefits of the offering, she was able to gain the trust of people. She sold the highest number of insurance products consistently for the last 8 months and helped the branch in achieving 'Insure Super Branch' status, awarded to the branch which achieved the highest sales figures in the insurance segment for the current year.

The branch Manager, Mr. Rahul Deo gave Sneha the highest rating and she was promoted to the position of the Asst. Manager Branch. All the other employees who had worked longer in branch felt that the decision was not ethical and that Rahul had faulted with this decision. They felt that she did not have the necessary knowledge/skills and also the experience for this position.

- a) Discuss the ethical issues in this case. **07**
- b) Discuss the course of action that Rahul must have followed in this case. **07**
- c) If you are in the place of Sneha what will be your stand? **06**

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

January 2018 Semester End Make Up Examinations

Course: Legal Environment and Industrial Legislations

Course Code: 16MBA3FHLLI

Duration: 3 hrs

Max Marks: 100

Date: 11.01.2018

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

1.
 - a) Define the term 'Industrial Relations'. 03
 - b) As a HR Manager how you are generally expected to deal with disciplinary issues arising in the employment relationships? Explain 07
 - c) "Employees Provident Fund and Miscellaneous Provisions Act, 1952 is a socio-economic legislation for the protection of the employees" Critically comment. 10

2.
 - a) List out features of Collective Bargaining. 03
 - b) Trace the evolution of Trade Union Movement in India. 07
 - c) "Grievance is workers problem with Management and not Management's problem with workers" Justify this statement 10

3.
 - a) What is Gratuity? How is it calculated? 03
 - b) Women and young persons are dealt with special compassion by the Factories Act, 1948, Comment. 07
 - c) Describe the statutory provisions on procedure for registration of trade union and how to get certificate of registration under trade Union Act, 1926? Mention the grounds for cancellation of registration of a trade Union under section 10 of the Trade Union Act, 1926. 10

4.
 - a) Define 'lock-out' under Industrial Disputes Act, 1947. 03
 - b) Describe the provisions relating to labour welfare enumerated in Factories Act, 1948. 07
 - c) "Collective Bargaining in India has met with limited success" Comment. 10

5.
 - a) Mention the salient features of Payment of wages Act, 1936 03
 - b) Discuss the various benefits provided under Employees State Insurance Act, 1948. 07
 - c) Keshav, a Senior Engineer of Techtronic Pvt. Ltd., has been a chronic absentee. He applied leave from 1st November to 24th November 2017 on the pretext that his mother was seriously ill. Leave was granted, but he failed to report back to duty on the expiry of the said leave without obtaining prior permission. Without knowing that his boss has access to his photos on Face Book, he posted some pictures which clearly showed that he was vacationing in the USA with his family during that period. This matter was reported to HR Manager. Assuming yourself as the HR Manager, draft a show-cause notice to be issued 10

to Keshav.

6. a) What do you mean by 'set on' and 'set off' as per Payment of Bonus Act, 1965? 03
b) Discuss the prerequisites for the Worker's Participation in Management. How does this benefit the Organisation? 07
c) As the HR manager of XYZ Company you have received a phone call from the shift-in-charge at 11 P.M. informing you of a fatal accident that has taken place on account of which one worker died on the spot and there is a lot of commotion inside the factory, what advice would you give him and what measures you would take to prevent such accidents in future? Discuss. 10

PART- B

7. a) A Multinational Company specialised in food processing has been operating in India for about 3 decades. The Company has recently decided to expand its production. It was decided to shift the factory to a new location about 20 kms. away from its present site. As the workers transferred to the new site were living in town, the union demanded an increase of Rs. 60/- per month in the salary, but the Company offered to give Rs. 25/- only to cover the transport cost. 20

When the plant was being shifted to the new site, negotiations went on uninterrupted between the Management and the Union on this issue. However both the parties could not come to a settlement even after 6 months.

The Management was firm on their decision even though the union indicated some flexibility. The Union refused to compromise fully on the issue. They adopted go-slow tactics to pressurize the Management. The production went down drastically, but still the Management was firm on their stand. In the meanwhile the Management charge-sheeted some of the Trade Union leaders and suspended them pending enquiry.

1. Analyse the case given above and elucidate the problem and causes
2. Do you justify the Management's decision? If Yes/No- why?

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Legal Environment and Industrial Legislations
Course Code: 16MBA3FHLLI

Duration: 3 hrs
Max Marks: 100
Date: 16.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

- | | | | |
|----|----|--|----|
| 1. | a) | Define the term Industrial relations ? | 03 |
| | b) | Enumerate the functions of trade union? | 07 |
| | c) | Explain the functions and process of Collective bargaining? | 10 |
| 2. | a) | What is a grievance? | 03 |
| | b) | Discuss the various approaches to industrial relations? | 07 |
| | c) | Explain the causes of industrial conflicts? | 10 |
| 3. | a) | Distinguish between strike and lockout? | 03 |
| | b) | Explain the various steps in conducting a disciplinary procedure? | 07 |
| | c) | Discuss the provisions regarding Health and Safety under Factories Act? | 10 |
| 4. | a) | When does an employee paid Gratuity? | 03 |
| | b) | Explain the various types of trade unions? | 07 |
| | c) | What are the authorities for settlement and investigation of industrial disputes , as per Industrial Disputes Act? | 10 |
| 5. | a) | What are the conditions under which the workers can be laid off? | 03 |
| | b) | Explain when shall an employee not eligible for bonus? | 07 |
| | c) | Discuss the provisions related to Benefits as per ESI Act? | 10 |
| 6. | a) | What do you understand by retrenchment? | 03 |
| | b) | Discuss all permissible deductions from wages, as per the payment of Wages Act? | 07 |
| | c) | Explain the forms of worker's participation in management? | 10 |

PART- B

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|----|----|---|----|
| 7. | a) | Rajesh hails from a hard working, immigrant family. Right from his childhood he wanted to achieve some thing and acquire power for himself. Unfortunately, he could secure a low paid job in the assembly line in a large manufacturing line. It is charmless job having no promotional opportunities. Since he has to support a large family, he needed a well paid job and all his efforts in this direction had gone waste. To blow off his steam and to relieve himself from Worldly woes, he started living in a fool's paradise and spent most of his days in day dreaming. Not surprisingly, he fell a prey to drinking and other vices. After exhausting his meager financial resources, he would get depressed and | 20 |
|----|----|---|----|

start worrying his family.

It has been a vicious circle and he wants to come out of it. Unable to bear with this miserable situation, one fine morning, he wanted to seek advice and counsel from his supervisor. But since his relationship with his supervisor is not too intimate, he sought help from his union leader. The union leader had listened Rajesh's woes patiently. He told Rajesh in a sympathetic tone "There is no use working in this company. We have innumerable problems and not a single problem is solved by management so far. The working conditions are pathetic; our salaries are too low and let's not talk about our benefit plans. After our contract finishes, let's unite together and fight with management for better salary and working conditions".

Answer the following:

1. Briefly analyze the case?
2. As a manager, suggest how to improve the performance of Mr. Rajesh?
3. Discuss your opinion about the trade union leader?
4. What focus should be given to cultivate a motivating environment in the case context?

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Public Relations
Course Code: 16MBA3XHPR

Duration: 3 hrs
Max Marks: 100
Date: 23.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

- | | | | |
|----|----|---|----|
| 1. | a) | What is the difference between proactive and reactive public relations? | 03 |
| | b) | Discuss the various functions of Public relations. | 07 |
| | c) | Which are the 20 great truths about Public Relations? | 10 |
| 2. | a) | What is Media Kit | 03 |
| | b) | Explain Public Relations Process | 07 |
| | c) | Explain the various media available for internal communication. | 10 |
| 3. | a) | What are the Public Relations Roles? | 03 |
| | b) | What are the Guidelines for Effective Relations Programs? | 07 |
| | c) | Discuss the occasional and special media for employee Relation. | 10 |
| 4. | a) | List the Special employee Communication Situations | 03 |
| | b) | Explain the elements of media relations programme. | 07 |
| | c) | Explain the Community Relations Process | 10 |
| 5. | a) | What is Media Relations? | 03 |
| | b) | Discuss the criteria for community relation activities. | 07 |
| | c) | Which are the different Types of crises? | 10 |
| 6. | a) | What is the News media influence in PR? | 03 |
| | b) | Which are the seven Elements of "Good" PR? | 07 |
| | c) | Discuss the various Issues in Public Relations. | 10 |

PART- B

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|----|----|--|----|
| 7. | a) | Case Study : | 20 |
| | | Southwest Airlines—Where Fun, LUV, and Profit Go Hand-in-Hand | |
| | | Making customers happy is the number one priority at Southwest Airlines. Although this goal might not seem unusual in the highly competitive U.S. economy, the primary method of reaching it—through employee satisfaction—is innovative. By developing strong relationships with its employees, Southwest has pleased its customers and fueled its growth—from a three-destination, short-haul Texas airline to the fourth largest airline in the United States (in terms of passengers carried). | |

A Turbulent Beginning

In 1966, Rollin King, a San Antonio entrepreneur who owned a small

commuter service, and his banker, John Parker, noted how expensive and inconvenient it was to travel between Houston, Dallas, and San Antonio—areas that were in the midst of strong economic and population growth. King approached Herb Kelleher, then one of his San Antonio lawyers, with an idea, and the three men researched the feasibility of the proposal.

By early 1967, Kelleher filed papers to incorporate Air Southwest Co. King and Kelleher raised the initial capital and political support for the venture. Kelleher was prepared for political and legal battles with established Texan airlines, but he didn't realize the length to which they would have to go to get their planes in the air.

Established airlines, contending that the market was saturated, filed lawsuits to stop Southwest, and a restraining order was granted. Southwest appealed the case to the Supreme Court of Texas and was granted a reprieve, only to be slapped with another suit. Four years later, after many restraining orders, appeals, and court cases, Southwest was finally able to take off. Unfortunately, most of its capital was gone, spent fighting for the chance to exist.

Time to Fly—With Limited Resources

By the time it was ready to fly, Southwest had just four planes and fewer than 70 employees. The new airline was forced to set outrageously low fares—unheard of in the industry—to attract customers. Feeling threatened, the competition matched Southwest's fares, forcing the new airline to reduce prices even more. At one point, Southwest management was unable to make payroll and was forced to decide whether to lay employees off or sell a plane.

It was a turning point for the company, setting a foundation for its future: Management chose to put employees first. In return for not laying off a single employee, Southwest asked employees to master the "10-minute turn" so the airline could keep the same flight schedule it had planned with four airplanes. A plane would arrive at an airport, deliver passengers, refuel, and prepare the plane for departure of another flight—in 10 minutes.

- The faster the turnaround, the lower the operating costs, the more flights that can be achieved in one day, the lower the fare.
- This means employees must be exceptionally motivated.

An article in *Chief Executive Magazine* points to this event as the foundation of Southwest's success: "The tradition of Southwest employees, from pilots to ramp agents, pitching in to do what's necessary to help the company, was born."

Discovering the Key to Success

From its earliest days, the company has incorporated a focus on fun and love—for both passengers and employees—into its unique management style. Southwest flight attendants dress casually in khakis and polo shirts. Pilots wear WWII-era replica leather jackets. Comfortably dressed employees are happier and more relaxed, which leads to happier and more relaxed passengers. Luv Nuts are served instead of meals on shorter flights and have become a company symbol for in-flight fun.

Passengers on a Southwest flight might hear flight safety instructions in the form of a song—sung by one of the flight attendants—if a particular employee feels like singing. One employee sang Happy Birthday to a passenger, Elvis style, over the public address system. This relaxed and open working environment has encouraged customer service agents to hold holiest sock contests and to encourage passengers to make faces at ground crews while waiting to board the plane.

This behavior may seem unprofessional to an employee of a traditional airline. But the employee who would look down on these antics is exactly the

type of person Southwest does not want to hire. "We look for a sense of humor, a sense of service," says Colleen Barrett, president and chief operating officer and chairman Kelleher's right-hand woman. "We don't care if you're the best pilot in the USAF, but if you condescend to a secretary, you won't get hired." The positive corporate culture starts at the top at Southwest. Kelleher once heard that mechanics on the graveyard shift couldn't attend the company picnic, so he held a late night barbecue, which featured him and pilots as chefs. Kelleher or Barrett personally sends notes to employees for births, deaths, marriages, and promotions. (More than 1,000 husband-wife teams work for Southwest.)

Management's generosity extends beyond employees to customers. Kelleher once read a letter from a teacher whose students had never been on a plane. He invited the entire class to fly to Austin for free for a tour of the capital.

Southwest management firmly believes that employees who genuinely care about each other and the company take extra steps to ensure customer satisfaction. Along with the ideal of hard work, Southwest executives want employees to conduct business in a loving and understanding manner.

Southwest offers employees competitive wages and benefits and in 1974 was the first airline to offer a profit-sharing plan. Employees now own 13 percent of the company's common stock. The company contributes 16 percent of its pretax operating income to its profit-sharing plan.

The more employees know about their corporation, the better equipped they are to provide valuable input. To encourage a better understanding among employees of the various functions of the company, Southwest implemented the Walk a Mile program. Through the program, Southwest employees experience issues of other departments, which facilitates a company-wide understanding of the many airline functions and what it takes to be profitable.

Southwest's focus on employee satisfaction has enabled it to deliver on customer satisfaction and, as a result, excel in an increasingly competitive industry. Such satisfaction enables companies like Southwest to weather difficult times as well. For example, in 2005 a Southwest plane suffered an uncommon crash at Chicago's Midway Airport, skidding off a runway and into a passing car. In a subsequent story in *USA Today*, Southwest was complimented on its handling of the situation by crisis communication experts: "Southwest's safety record has been a major selling point," said one. "Any company that creates a cushion of goodwill with all its stakeholders before a crisis occurs will survive a crisis better than a company that hasn't done that in advance. And nobody has done a better job of that in the country than Southwest

Questions:

- a. What are the main issues in this case? 05
- b. In a tight labor market, it can be tough to find experienced employees—let alone ones that are willing to incorporate love and fun into their jobs. As manager of employee communications for Southwest, how will you create value for employees? 05
- c. What are the PR initiatives that differentiate SWA from others? 05
- d. What are the Public Relations concepts you have learnt from this case study? 05

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Recruitment and Selection
Course Code:16MBA3FHRS

Duration: 3 hrs
Max Marks: 100
Date:19.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART – A

1.
 - a) Distinguish between Recruitment & Selection? 03
 - b) List out the sources of internal recruitment highlighting the advantage and disadvantage of each source. 07
 - c) Explain the different methods through which job analysis can be carried out. 10
2.
 - a) What is a weighted application blank? List out its importance in the hiring process. 03
 - b) Explain the factors which affect the process of recruitment with examples 07
 - c) Differentiate between job specification and job description. Draft a Job analysis statement for a Medical representative for a prominent Pharma company. 10
3.
 - a) Highlight the need for “equal employment opportunity”. 03
 - b) As a HR Manager, you have recruited a Management trainee. Draft an appointment letter 07
 - c) Explain the validity and reliability of selection tests. Write a note on different types of selection tests. 10
4.
 - a) Bring out the differences between CV and Resume. 03
 - b) If you were the Chairman of the company, what considerations would guide your judgment on the following employment issues? 07
 - Hiring Physically handicapped persons
 - Hiring candidates belonging to minority communities
 - c) What type of selection techniques would you adopt to select Graduate engineering trainees for a large automobile Company 10
5.
 - a) List out the joining formalities for a new recruit in a company 03
 - b) The VP (HR) has quit his job. You need to head hunt a person suitable for that position, how will you go about this process? 07
 - c) Write a detailed note on different types of interviews. Also highlight the errors which can occur during an interview process. 10
6.
 - a) What is outsourcing? Give an example 03
 - b) “Assessment Centre is an evaluation tool for promotion at a higher level in the hierarchy”. Discuss 07
 - c) Discuss the guidelines HR Manager need to develop for releasing and obtaining 10

PART- B

7. a) You are the recruiter for Company ABC. Your company is one of the leading and most innovative organizations in the retail consumer goods industry. The Vice President of Marketing (the hiring manager) of the organization just received notice that the Director of Marketing for the cosmetics product line will be leaving at the end of October 2013. As the recruiter, it will be your responsibility to work with the hiring manager to identify a diverse candidate pool and find a great Marketing Director. You will need to act fast because it will be critical to replace the position before the beginning of the current incumbent leaves. 20

To start your recruitment project, you will need to develop a recruiting strategy, as well as, a selection strategy that will facilitate a smooth and successful process. In your process, you will need to develop strong selection tools to evaluate all potential candidates. This would include, but would not be limited to, interviews, reference checks and/or tests.

Once you have established a process, you will need to execute your recruiting strategy. It will be very important to find someone who has solid experience within retail consumer goods or other consumer product industries.

You have a meeting with the hiring manager to discuss your recruitment and selection plan to fill the open board positions. For that meeting, you need to come prepared to communicate and discuss the hiring process and timeline. The Director of Product Development and product development team are relying on you to find them a new leader who will have an impact on the organization!

Answer the following Questions:

- a) Define and outline the hiring process which you will communicate and use during the recruitment process.
- b) Develop a recruiting strategy that will outline your recruiting method and the recruitment sources used to identify and recruit prospective candidates.
- c) Develop a selection tool with a minimum of five interview questions (a combination of the different types of interview questions) that will help you screen potential candidates.
- d) Develop reference check questions that will help the hiring manager learn how to best manage the person should they be hired.

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: 16MBA3FHCM
Course Code: Compensation Management

Duration: 3 hrs
Max Marks: 100
Date: 21.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

- | | | | |
|----|----|---|----|
| 1. | a) | Discuss the objectives of Compensation Management. | 03 |
| | b) | What are the characteristics of best compensation plan? | 07 |
| | c) | Discuss the various factors influencing employee compensation. | 10 |
| 2. | a) | Define EBA. | 03 |
| | b) | “Stock options describe an employee’s right to purchase company’s stock.”
Comment | 07 |
| | c) | Explain various classifications of incentive plans. | 10 |
| 3. | a) | What do you mean by retention bonus? | 03 |
| | b) | “Fringe benefits are indirect form of compensation” Explain. | 07 |
| | c) | Describe the unique features and components of executive compensation. | 10 |
| 4. | a) | What is Perquisites? | 03 |
| | b) | Explain the importance of salary surveys. Mention its necessities to the employers. | 07 |
| | c) | “Equity or fairness is a key component in creating a successful compensation system”. Discuss | 10 |
| 5. | a) | What is Job evaluation? | 03 |
| | b) | “A person having income which is earned during the previous year is required to pay tax” Justify. | 07 |
| | c) | Distinguish between statutory and non-statutory benefits. | 10 |
| 6. | a) | What are the implications of salary components? | 03 |
| | b) | Discuss on Payment of Bonus Act. | 07 |
| | c) | Define CTC and explain its varied components. | 10 |

PART- B

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|----|----|---|----|
| 7. | a) | The case discusses the compensation management practices at Tata Consultancy Services Ltd. (TCS), one of the leading Indian IT companies. TCS’ compensation management system was based on the EVA model. With the implementation of Economic Value Added (EVA)-based compensation, the salary of employees comprised of two parts – fixed and variable. The variable part of the salary was arrived after considering business unit EVA, | 20 |
|----|----|---|----|

corporate EVA, and also individual performance EVA. During the fourth quarter of the financial year (FY) 2014-2015, TCS announced its plans to slash 1.5 percent of the variable component of employee salaries since its EVA targets for the third quarter of FY 2014-2015 were not met. The company came in for severe criticism and it was accused of not being transparent with respect to EVA calculation.

However, some analysts felt that the pay cuts were a result of the macroeconomic challenges that the Indian IT companies were facing-rapid appreciation of the rupee against the US dollar.

Questions

1. Analyze TCS' compensation policy of its employees.
2. Discuss various concepts related to compensation management.
3. Discuss the importance of variable compensation in light of its ability to motivate employees and enhance organizational productivity.
4. Understand the rationale behind the cut in the compensation of the employees at TCS.



BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Product Management
Course Code:16MBA3CMPM

Duration: 3 hrs
Max Marks: 100
Date:16.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART-A

- | | | | |
|----|----|--|----|
| 1. | a) | What is Global Marketing? | 03 |
| | b) | Discuss the product strategy of Patanjali. | 07 |
| | c) | With a budget of 1lac, how will you utilise it to fulfil your product promotion objectives and promotional budgeting. | 10 |
| 2. | a) | Explain Trade Promotions | 03 |
| | b) | Discuss the ethical issues involved in pricing. | 07 |
| | c) | Discuss about the psychological aspect of HUL & P&G. | 10 |
| 3. | a) | Explain the various levels involved in product. | 03 |
| | b) | For positioning a product what all factors will you consider being a manufacturer? | 07 |
| | c) | With the existence of various competitive FMCG companies, what modifications will you make in order to sustain your product in market? | 10 |
| 4. | a) | What are the elements of product strategy? | 03 |
| | b) | Draft a marketing plan for a new product to be launched in market. | 07 |
| | c) | Given an opportunity what new product idea will you come up with? Also throw some light on the formal testing of the new product. | 10 |
| 5. | a) | How to assess a competitor's will? | 03 |
| | b) | Considering the competitor's presence how will you successfully create a product feature matrix | 07 |
| | c) | Being a manufacture list down the detailed explanation of all the steps from planning stage to promotion stage for a product. | 10 |
| 6. | a) | What factors should be considered while media selection? | 03 |
| | b) | Explain the role of sales force in success of any product. | 07 |
| | c) | How are the marketing organisation and its structure constituted? | 10 |

PART- B- COMPULSORY

7. Cools head was established to manufacture, distribute and market pharmaceutical soft drinks. This Indian company has to face stiff competition from Multinationals during the initial period. Adopting successful marketing strategies; the company had established a place for itself amongst leading pharma companies in the country.

In 2000, CEO of the company stressed the need for diversification and addition of new products to its existing range. He floated the idea of manufacturing and marketing coffee with milk, cocoa and sugar. The consultant, who was hired to discuss the idea, suggested that the new product should be a big success especially in view of its competitor's brand. The market research department of the company also gave the green signal to the project after conducting a brief survey.

The company promoted its coffee with "Chaco coffee" as the brand name. It was supplied in 400 gram packet at a price of Rs 75. The product was heavily advertised in newspaper; radio and TV target audience was middle class. Ordinary, unbranded coffee was available in the market at the rate of Rs 30 to Rs 40 per kg. The key thrust of Chaco-coffee in the promotion campaign was that, it contained cocoa, milk and sugar.

Company had a sales force of 150 and stockiest numbering 50. Product was channelized through super markets. The sales representatives had developed a good rapport with supermarkets and other retail outlets. The company had issued discount coupons to the stockiest for passing over the same to the customer. The buyer was entitled to Rs 5 discount per packet of 400grams. The scheme continued for about 6 months.

Despite all the above efforts, the product was unable to attract customers. It was observed that launching of this product has not affected the market position of other branded coffee at all, which was being sold at Rs.90 for a pack of 250grams. In fact, surprisingly, the sale of other brands of coffee increased marginally, consequent to the advertisement campaign by cool heads. The company could achieve only 25% of its sales target in the first year and remained static for the next year.

20

Questions:

- a. What do you think are the reasons for the failure of the company to achieve its target?
- b. Suggest a suitable promotion plan for pushing up the sales volume of the company.
- c. Would a change in the distribution channel bring some improvement in the sales position of the product?
- d. What should the company do to improve the market position?



BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Service Marketing
Course Code: 16MBA3FMSM

Duration: 3 hrs
Max Marks: 100
Date: 19.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

1.
 - a) What are the characteristics of Services compared to Goods? 03
 - b) Why are Consumer experiences so important in the evaluation process for Services? 07
 - c) 'There are major research objectives for improving upward communication in an organisation, which can be met by two types of interactive activities in the organisation.' - Discuss. 10

2.
 - a) Write short notes on Search, Experience and Credence properties from Services Marketing perspective. 03
 - b) Briefly discuss about the elements in an effective Marketing Research program for Services. 07
 - c) What is Service Blue Print? What are its components? Explain with an example. 10

3.
 - a) Write short notes on the four levels of Relationship bonds. 03
 - b) Explain in detail the importance of Customer's role in Service delivery in creating Customer satisfaction and Service quality. 07
 - c) As a Service Manager of a hotel, what are the steps you would consider in the process for setting Customer Defined Standards? 10

4.
 - a) Name the factors necessary for appropriate Service standards. 03
 - b) Briefly explain the Role of Service Employees 07
 - c) Explain briefly, with examples, the physical evidence of any five services from the customers' point of view. 10

5.
 - a) What is Emotional Labour? 03
 - b) Briefly explain, with a diagram, the five major approaches to overcome Service Communication channels. 07
 - c) Explain the concept of 'Services Marketing Triangle' with a neat diagram. 10

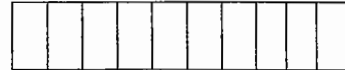
6.
 - a) What is Zone of tolerance? 03
 - b) Briefly discuss the criteria you would consider for an effective Services Research Programme. 07
 - c) Explain in detail, the factors that influence Customer expectations of Service. 10

PART- B

7. a) M/s Sunfun entertainment was a leading event management company headed by Mr. Bitner an NRI in 2015, Mr. Bitner had a rich and wide experience, since he worked with many entertainment companies in U.K. when he returned to India, he recognised a huge potential for event management company, even though, the concept was new to India. It is only after some reality shows were conducted by a leading event management company, the fever caught on. Soon after this many event management companies grew, mostly small in size. Most of the players in this domain were not as experienced as Mr. Bitner. This was known to him and hence, he made up his mind to establish Sunfun. Initially this company conducted small events and succeeded. Mr. Bitner maintained a low profile and focused on certain areas. His company was making inwards into leading corporates corridors. By 2016, the company billed Rs.200 crores, because of which he became a leader in the field of event management activities such as conducting trade shows, exhibitions and beauty contest.

Recently, the company established a small theme park called fun and leisure. The target audience for the above were upper class and upper middle class with high income. These were the corporate MNC employees. The idea was to have executives in these companies to become corporate members, so that they and their family could enjoy all the benefits.

1. As a consultant, can you visualise the components all the extended services marketing mix? Discuss in detail. **10**
2. Discuss in detail the physical evidences in the above services. **10**



BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Sales Management
Course Code:16MBA3XMSM

Duration: 3 hrs
Max Marks: 100
Date:23.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART-A

1. a) What do you mean by Personal selling? 03
 b) What are the advantages and disadvantages of route planning, and what is the procedure for setting up route plan? 07
 c) If you were an Area Sales Manager, how would you motivate the following salespersons? 10
 - i) A high performing salesperson, whose morale is down since he did not get the expected promotion
 - ii) An older salesperson whose performance has been below expectations for the past few years.

2. a) What is sales territory? 03
 b) Explain the steps involved in designing and executing the sales training programme. 07
 c) Bring out the various types of sales Organizational structure. 10

3. a) What do you mean by compensation? 03
 b) Briefly explain the sales management Process. 07
 c) Assume you are Sales Manager. You will be opening new branch for which you intend to promote one of the existing salesperson as a branch sales manager. What criteria or qualities you would look for in selecting a person for the position of branch manager? 10

4. a) What is International Sales Management? 03
 b) Assume you are a Regional Sales Manager (South) for Bajaj Auto Ltd and you are asked by your General Manager (Sales & Marketing) to submit your salesforce strategy and tactics to increase your sales by 15 percent for the next financial year 07
 c) Explain the growth of internet trading in India 10

5. a) What are the functions of a Salesperson? 03
 b) What are the advantages and disadvantages of payment by card? 07
 c) Explain the various steps involved in personal selling. Highlight the usefulness of personal selling in selling CNC Machine to a manufacturing company. 10

- | | | |
|----|--|----|
| 6. | a) Explain the biometric method | 03 |
| | b) What is the difference between prospect, suspect and sales lead? How the probable prospects are qualified. | 07 |
| | c) You are the Sales manager working for a company manufacturing and marketing LED Televisions, Refrigerators and Washing Machines. Explain in detail the various steps involved in designing sales territories. | 10 |

PART- B- COMPULSORY

7. Rainbow Paints Ltd: Customer Service

Rahul Sharma, sales supervisor, Rainbow Paints Ltd., was concerned to receive two complaints within two hours from two key business customers. He was considering carefully how to handle these customer complaints, and ensure prompt and effective customer service.

Rahul received the first call from the purchase executive of C.G. Ltd., a rough low pitch voice, "We are terribly upset about your product. Why should your paint peel off within three weeks of application on our machines? I want to know how soon you would take care of this problem." Rahul expressed his sincere regrets, took the details of the address of the customer premises, and promised to send somebody immediately. By the time he made arrangements to send the customer service person to C.G. Ltd., the second client Voltas Ltd. Rang up.

"Mr. Sharma, my paint applicator is having health problems like allergy, coughing and sneezing because of your paint. Can you send somebody immediately to resolve the health related complaints?"

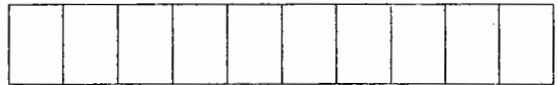
"Yes Sir, I will do the needful soon" said Rahul and took the details of the client.

Rahul was thinking what could be the possible causes of these two customer complaints. The problem of peel off of paints might be due to wrong specification of the paint, which did not match with the customer requirements. Would it be the company's (Rainbow Paint's) responsibility, if the customer employed unskilled, untrained, low-cost, local, paint applicants? The second customer Voltas Ltd; might have asked the same kind of local paint applicants, who perhaps were negligent of the safety matters.

Rahul wondered why their clients did not ask for skilled and trained paint applicants, which the company recommended. What steps should be taken so that such complaints are minimised or eliminated. If not, the word-of-mouth publicity would affect the company's sales and profitably

Questions:

- | | | |
|----|---|----|
| a) | Make SWOT analysis for Rainbow Paints Ltd | 06 |
| b) | If you were Rahul, what would you do and why? | 07 |
| c) | What improvement in handling customer complaints would you suggest? | 07 |



BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Consumer Behaviour
Course Code: 16MBA3FMCB

Duration: 3 hrs
Max Marks: 100
Date: 18.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

- | | | | |
|----|----|---|----|
| 1. | a) | What are the differences between consumer and customer? | 03 |
| | b) | Explain the characteristics of Indian consumers. | 07 |
| | c) | Mention the different types of perceived risks. How do consumers handle risk? | 10 |
| 2. | a) | What is meant by consumer learning? | 03 |
| | b) | Explain the four views of consumer decision making. | 07 |
| | c) | Discuss the strategic applications of classical conditioning theory. | 10 |
| 3. | a) | What is consumer ethnocentrism? | 03 |
| | b) | Explain the adoption process. | 07 |
| | c) | Why do you think frustration occur? Explain the defense mechanisms people adopt to resolve frustration. | 10 |
| 4. | a) | List out the elements of learning process. | 03 |
| | b) | Explain the concept of JND and mention its applications to the marketers. | 07 |
| | c) | Analyse various personality traits related to consumer innovativeness. | 10 |
| 5. | a) | What do you mean by diffusion of innovation? | 03 |
| | b) | Explain the various key consumption roles in family decision making process. | 07 |
| | c) | Discuss the dynamics of opinion leadership. | 10 |
| 6. | a) | Who are market mavens? | 03 |
| | b) | What is Social class? How to measure social class? | 07 |
| | c) | What is meant by attitude? Explain Tri-component model of attitude in detail. | 10 |

PART- B

7. **Honey, they've shrunk the kids chocolate bar** 20
- You may not have noticed it, but you may be getting less bang for your buck. The price of your favorite brand of noodles or biscuits may have remained constant despite inflation, but what about the quantity? When Abhishek Mathur, a student, was told by his friends that the ubiquitous Rs:10 Maggi pack now had 20% less quantity, he was less than amused, although he had not noticed the change. Chances are most people are buying soaps, bread and biscuits thinking companies have not passed on to the consumer the higher prices in packaged goods, but to protect margins amid rising costs, food and fast moving consumer

goods companies are cutting down on quantity-grammage in trade parlance.

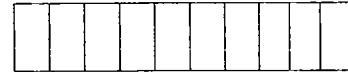
Cutting Corners

Product	Price(Rs)	Weight (grams)	
		Then	Now
Lay Chips	20	68	61
Good Day Biscuits	10	100	84.5
Dairy Milk Chocolate	20	50	38
Britannia Bread	12	400	375
Maggi	10	100	80
Haldiram Snacks	10	52	48
Lux Soap	10	75	65

Experts say reducing quantity while maintaining a constant price helps companies protect their volumes. "The FMCG category is highly price sensitive. Prices of items can be increased only to some extent. Reducing grammages (quantity) will help these companies retain their customers as well as their market shares," said Pratichee Kapoor, associate director for retail at consulting firm Technopak. For retailers across cities, the move has hardly spelt a difference over the past 6 months since the trend started. Most retailers continue to witness significant growth, despite price rises and quantity cuts. Food and personal care items are rarely potential areas of compromise for consumers, they reason. "It's the consumers in the middle of the pyramid that are not much affected by these cuts in grammages. If the company succeeds in communicating better value proposition to this section, the strategy is sustainable for them. Impulse items, especially, can protect their volumes by going for grammage reductions," said Raj Hosahalli, executive director, Nielsen India. So, the next time you go shopping, make sure you don't end up buying smaller quantities while staying within budget.

Questions:

- Why has this strategy of grammage reduction by marketers gone unnoticed by the consumers? Base the answer on your understanding of the consumer behaviour variable of perception.
- Will such a strategy be useful in another category of products? Give reasons for your answer.
- How will this knowledge of quantity reduction affect the future behaviour of the consumers of these products?



BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Business Marketing
Course Code:16MBA3FMBM

Duration: 3 hrs
Max Marks: 100
Date:21.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART-A

- | | | | |
|----|----|---|----|
| 1. | a) | What is Business Marketing? | 03 |
| | b) | Describe the Buygrid framework with help of a diagram. | 07 |
| | c) | Highlight the aspects of RM, CRM, and CLV in business marketing. | 10 |
| 2. | a) | What are the Purchasing Objectives of Business Buyers? | 03 |
| | b) | Describe Marketing Research Process for a Food Products company. | 07 |
| | c) | Explain how marketing strategies for a car manufacturer will differ at various stages of Product Life-Cycle. | 10 |
| 3. | a) | What are the types of Buyer - Seller relationships? | 03 |
| | b) | Describe the process of developing a Positioning Strategy. | 07 |
| | c) | Describe the Major Issues in identifying Channel Alternatives for a FMCG company. | 10 |
| 4. | a) | What is Market Segmentation? | 03 |
| | b) | Highlight the key components of B2B E-commerce. | 07 |
| | c) | Describe the steps in developing a Business Marketing Communication Program using a suitable example. | 10 |
| 5. | a) | What are the Channels used in Business Marketing? | 03 |
| | b) | Explain the two aspects of Demand Analysis for a marketer. | 07 |
| | c) | Explain Environment Analysis for Business Marketing using a diagram. | 10 |
| 6. | a) | Mention the Factors influencing Business Pricing Decisions. | 03 |
| | b) | Highlight the differences between Business Marketing and Consumer Marketing with examples. | 07 |
| | c) | Explain how a projected change in business conditions can alter buying plan using the Webster and Wind Model. | 10 |

PART- B- COMPULSORY

7.

Case Study:

Southwest Airlines has long been one of the standout performers in the U.S. airline industry. It is famous for its low fares, which are often some 30% lower than those of its major rivals. These are balanced by an even lower cost structure, enabling it to record superior profitability even in bad years such as 2002, when the industry faced slumping demand in the wake of the September 11 terrorist attacks.

Indeed, from 2001 to 2005, quite possibly the worst four years in the history of the airline industry, while every other major airline lost money, Southwest made money every year and earned an ROIC of 5.8%. Even in 2008, an awful year for most airlines, Southwest made a profit and earned an ROIC of 4%. Southwest operates somewhat differently from many of its competitors. While operators like American Airlines and United Airlines route passengers through hubs, Southwest Airlines flies point-to-point, often through smaller airports. By competing in a way that other airlines do not, Southwest has found that it can capture enough demand to keep its planes full. Moreover, because it avoids many hubs, Southwest has experienced fewer delays. In the first eight months of 2008, Southwest planes arrived on schedule 80% of the time, compared to 76% at United and 74% at Continental.

Southwest flies only one type of plane, the Boeing 737. This reduces training costs, maintenance costs, and inventory costs while increasing efficiency in crew and flight scheduling. The operation is nearly ticketless, with no seat assignments, which reduces cost and back-office accounting functions. There are no meals or movies in flight, and the airline will not transfer baggage to other airlines, reducing the need for baggage handlers.

Questions:

- 1) How would you characterize the marketing model of Southwest Airlines? How does this differ from the model used at many other airlines, such as United and American Airlines?
- 2) Identify the Strengths, Weaknesses, Opportunities and Threats for Southwest Airlines.
- 3) Create a Segmentation, Targeting and Positioning analysis for Southwest Airlines.

122

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: 16MBA3XMEM

Course Code: Event Marketing and Management

Duration: 3 hrs

Max Marks: 100

Date: 23.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

1. a) Expand 5 P's of event marketing. 03
 - b) Explain the 5 P's importance in event marketing. 07
 - c) Perceived Value: A Small-Town Story In the summertime in the small town of Gaithersburg, Maryland, school was out but the high school band members wanted to stay in tune. So they organized a summer concert to be held in the gym. Between practices for the performance, they distributed flyers around town advertising "Celebrate Summer at a FREE CONCERT at the High School." The night of the concert came, but only a handful of parents showed up. Although the music was adequate, the attendance was awful. It was a dismal failure. Undaunted, the band tried again. They stumbled on another marketing principle that, in essence, says, "You get what you pay for." This time, the promotional flyers were distributed saying "Celebrate Summer at this SPECIAL PERFORMANCE of the Mighty Sounds of the Gaithersburg High School Band. Only \$5 for Adults, \$2.50 for Students, Children under 10, Free. Limited Seating! Don't Be Left Out!" The performance sold out. The band held three more concerts before the summer was over. And from the proceeds, they were able to purchase new uniforms. Perceived value was indeed a product of pricing. 10
 - i) In the above case what went wrong and what went right. Justify
2. a) Expand 5 W's of marketing. 03
 - b) Explain the stages of 5 W's in developing Promotional strategies. 07
 - c) Align information given in the image with concepts of 5 W's of marketing. 10

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- | | | | |
|----|----|--|----|
| 3. | a) | Explain difference between traditional marketing and electronic event marketing strategies. | 03 |
| | b) | Explain the 8 ways an event manager can utilize the Internet today. | 07 |
| | c) | Develop successful steps to event E-mail networking. | 10 |
| 4. | a) | What do you mean by budgeting? | 03 |
| | b) | Write a note on | 07 |
| | | a) Internal | |
| | | b) External | |
| | | c) Crowd funding resources. | |
| | c) | Do you think current socio cultural environment prevailing in India has generated huge opportunity for event Management companies' justify with suitable examples? | 10 |
| 5. | a) | Explain the difference between corporate and Association events. | 03 |
| | b) | Explain internal and external communication in event marketing. | 07 |
| | c) | You are required to create five new marketing strategies for promotion of Rock show. Venue Palace grounds | 10 |
| 6. | a) | Explain the need of branding in event marketing organization. | 03 |
| | b) | Do you think digitalization will redefined promotional strategies of event marketing organizations? Justify. | 07 |
| | c) | X Company has a budget of 1000000 rupees for promoting the inauguration of their new showroom prepares a marketing plan for the same. | 10 |

PART- B

- | | | |
|----|--|----|
| 7. | A Presidential Event: Arguably the most effective online social media web campaign event in history to date, Senator Barack Obama's Presidential Campaign: | 20 |
|----|--|----|

129

- a) The Social Media Campaign Numbers:
- b) Over 3 million individual donors were mobilized through social media
- c) Motivated over 2 million social networking participants
- d) Created and promoted more than 200,000 offline events across the country
- e) Total of 6.5 million donations online
- f) \$500 million in donations online
- g) More than 13 million people provided their email addresses to the campaign website over the course of the campaign, aides sent more than 7,000 types of messages
- h) In total, more than 2 billion e-mails landed in inboxes
- i) The campaign website helped create over 2 million user profiles
- j) There were over 400,000 blog entries
- k) People spent more than 14 million hours watching over 1,000 Obama campaign-related videos on YouTube
- l) There were more than 50 million views of Obama Campaign YouTube Videos
- m) 1.2 billion minutes of YouTube view time.

QUESTIONS

1. Do you think social media campaigns helps in winning the presidential elections.
2. What were the modern social media campaigns used in Barack Obama's presidential campaign?
3. Do you think Indian elections are also influenced by social media campaign?

U.S.N

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

January 2018 Semester End Make Up Examinations

Course: 16MBA3FFTM
Course Code: Tax Management

Duration: 3 hrs
Max Marks: 100
Date: 11.01.2018

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

1. a) What is prerequisite? Give examples. 03
- b) Mr. Vijendra, a foreign citizen, comes to India for the first time on Jun. 22, 2011. From Jun. 22, 2011 to Mar. 31, 2018, he is present in India for: 2011-12: 183 days, 2012-13: 365 days, 2013-14: 365 days, 2014-15: 365 days, 2015-16: 366 days, 2016-17: 90 days, 2017-18: 92 days. Determine Vijendra's residential status for the AY 2017-18. 07
- c) Mr. Rajendra owns two houses (at Amritsar and Pune). He transfers the following long-term capital assets during 2016-17. Ascertain the amount of capital gain chargeable to tax for the AY 2017-18. Can he claim exemption under section 54, 54EC and 54F? 10

	House at Pune	Gold	Silver
Date of transfer	April 10, 2016	April 11, 2016	April 12, 2016
Sales Consideration	Rs. 10,00,000	Rs. 8,00,000	Rs. 6,00,000
Indexed cost of acquisition	Rs. 4,00,000	Rs. 7,00,000	Rs. 2,50,000
Rajendra purchases the following assets:			
	Date of purchase	Amount invested	
Residential house at Bombay	October 11, 2016	Rs. 7,00,000	
Bonds of NHA and REC	October 10, 2016	Rs. 2,50,000	

2. a) What is block of assets? 03
- b) Discuss in detail the conditions under which the remuneration / interest paid / payable to partners is deductible. 07
- c) From the following information submitted by Mr. Ravichandra, in respect of monthly salary and allowances, find out the House Rent Allowance chargeable to tax for the AY 2017-18. 10

	Gopal Ltd., Upto Aug. 31, 2016	Rampal Ltd., From Oct. 1, 2016
Place of Posting	Agra	Mumbai (From Jan. 1, 2017: Goa)
Basic Salary (increased to Rs. 18,000 per month from February 1, 2017)	Rs. 6,000	Rs. 11,000
House Rent Allowance	Rs. 3,000	Rs. 5,600
Rent paid at Agra (Upto 30 Sept. 2016)	Rs. 2,600	-
Rent paid at Mumbai (Upto 28 Feb. 2017)	-	Rs. 7,000
Rent paid at Goa (From Mar. 1, 2017)	-	Rs. 1,650

3. a) What are capital assets in the positive list? 03
 b) Dr. Abhijith is engaged in the business of manufacturing of computer hardware in Goa 07
 since 1995. During the PY 2016-17, the following assets are purchased and put to use:

	Block 1	Block 2	Block 3
Rate of depreciation	15%	30%	60%
Number of assets in the block	11	12	17
Depreciated value of the block on Apr. 1, 2016	18,00,000	25,00,000	5,00,000
Additional plants were purchased during the Previous Year 2016-17			
Plant A	57,00,000	-	-
Plant B	-	4,00,000	-
Plant C	-	-	17,00,000
Sale of old plants (one in each block)	8,000	28,70,000	42,00,000

Plant A, B and C are acquired during May 2016 and were put into use during Sept. 2016. However, Plant B is put into use in the last week of Mar. 2017. Find out the depreciation and Written Down Value of each block as on March 31, 2017.

- c) Mr. Akshay, a foreign national, furnishes the following particulars of his income 10
 relevant for the Previous Year 2016-17. Determine the GTI of Akshay for the
 Assessment Year 2017-18, if he is: (a) NRI (b) NOR and (c) OR.

	Rs.
Profit on sale of plant at London (half is received in India)	1,46,000
Profit on sale of plant at Delhi (half is received in London)	1,02,000
Salary from Indian Company received in London	60,000
Interest from UK Development bonds, received in Mumbai	40,000
Income from property in Russia, received there	30,000
Rental income from property in Nepal received in Burma	25,000
Gift in foreign currency received in Kolkatta	17,000
Profit from business in Spain, controlled from Bangalore	49,000
Profits from business in Chennai, managed from outside India	12,000
Dividend paid by a foreign company	3,70,000

4. a) What are different types of Provident Funds? 03
 b) What is set-off and carry forward of losses? Explain in detail. 07
 c) Explain in detail any 10 salient features of GST. 10

5. a) What is GST? 03
 b) List and explain any seven incomes under the head income from other sources. 07
 c) Dr. Sahadeva is a registered medical practitioner. He keeps his books of accounts on cash basis and his summarized cash account for the year ended for 31st March 2017 is given below. Compute the income from profession for the PY 2016-17, taking into account the following information: 10

- One-third of the motor car expenses are in respect of personal use.
- Depreciation on car and surgical equipment is at 20%.

Balance b/d	1,22,000	Cost of medicines	10,000
Loan from bank for private purposes	3,000	Surgical equipment	8,000
Sale of medicines	25,250	Motor Car	1,20,000
Consultation fees	1,55,000	Car Expenses	6,000
Visiting fees	24,000	Salaries	4,600
Interest on government securities	4,500	Rent of dispensary	1,600
Rent from property	3,600	General Expenses	300
		Personal Expenses	1,11,800
		Life insurance Premium	3,000
		Interest on loan from bank	300
		Balance c/d	71,750
	3,37,350		3,37,350

6. a) What are different slabs of tax rates available for a woman, who is 45 years old? 03
 b) The Central Government acquires a house property owned by Ramesh on October 17, 2015. This property was purchased on April 10, 2007 for Rs.3,00,000. The Central Government awards Rs. 16,00,000 as compensation out of which Rs.1,00,000 is received on May 4, 2017 and Rs. 15,00,000 is received on April 1, 2018. Expenditure incurred by Ramesh for getting compensation fixed: Rs.2,000. Being aggrieved against the award, Ramesh files an appeal. The Bombay Court, as per order dated August 1, 2018, enhanced the compensation from Rs. 16,00,000 to Rs. 28,00,000 (legal expenditure incurred in court's proceedings: Rs.10,000). Ramesh receives the additional compensation of Rs. 12,00,000 on April 15, 2019. Compute the income under the head "Capital Gains". 07
 c) Profit & Loss Account of Nithesh Ltd., (a firm of Chartered Accountants) for the year ending March 31, 2017 is as follows: 10

	Rs.		Rs.
Expenses	2,88,000	Receipts from clients	3,60,000
Depreciation	2,32,000	Dividend from Foreign Companies	2,72,000
Remuneration to partners	2,75,000	Net Loss	2,18,000
Interest to partners	55,000		
	8,50,000		8,50,000

Find out the amount of net income of the firm for the AY 2017-18, with the following:

- Out of expenses of Rs. 2,88,000, Rs. 57,250 is not deductible by virtue of section 36 and 37.

- Depreciation as per section 32 is Rs. 3,23,100
- Interest to partners, not deductible as per section 40(b) is Rs. 17,900

Other than the above mentioned information, the firm satisfies all conditions under section 184 and 40(b).

7. Jayadev (Age: 25 years), a resident individual, is owner of departmental store at Chandrapur. He requests you to compute his total income and tax liability for the Assessment Year 2017-2018 on the basis of the following Profit & Loss Account for the year ending 31st March 2017: 20

	Rs.		Rs.
Opening Stock	3,60,000	Sales	69,00,000
Purchases	50,00,000	Closing Stock	4,50,000
Salaries & Wages	11,20,000		
Rents & Rates	40,000		
Household Expenses	1,18,000		
Commission	27,000		
Income tax for the year 2015-16	42,000		
Advertisement	10,000		
Postage and Telegram	4,000		
Interest on own capital	6,000		
Reserve for future losses	5,000		
Depreciation (Furniture)	1,000		
Net Profit	6,17,000		
	73,50,000		73,50,000

Additional Information:

- The opening and the closing stock is consistently valued 10% above the cost price.
- The amount of household expenses includes Rs. 1,07,000 towards PPF.
- Sales include a sum of Rs. 70,000 representing goods withdrawn for his personal use. These goods were purchased at a cost of Rs. 60,000, market value being Rs. 63,000.
- Depreciation according to the Income Tax rules is Rs. 500.

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: 16MBA3FFTM
Course Code: Tax Management

Duration: 3 hrs
Max Marks: 100
Date: 16.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

1. a) Mention any three losses which can be carried forward as per IT Act? 03
- b) X, a foreign national (not being a person of Indian origin), comes to India for the first time on April 15, 2012. During the financial years 2012-13, 2013-14, 2014-15, 2015-16 & 2016-17 he is in India for 130 days, 80 days, 13 days, 210 days, & 75 days respectively. Determine the residential status of X for the assessment year 2017-18. 07
- c) Briefly explain some of the exemptions available on capital gain of IT Act 1961. 10

2. a) What is gross total income? 03
- b) What are assets not considered as capital assets for calculating Capital Gain? 07
- c) X, an employee of a firm, furnished the following particulars of his income for the year ended 31st March, 2017: 10
 - a) Basic salary Rs.144000.
 - b) DA Rs.28800.
 - c) Contribution to recognized provident fund Rs.20160.
 - d) Employer's contribution to the said fund Rs.20160.
 - e) Bonus Rs.12000,
 - f) X was also provided with rent free accommodation at Kolkata for which the employer paid a rent of Rs.1250 per month. X was allowed the use of one refrigerator and an air-conditioner costing Rs.8000 and Rs.12000 respectively while their written-down values on 1.4.2015 were Rs.4500 and Rs.7500 respectively.
 - g) Life insurance premium of Rs.12000 was paid by X's employer on an insurance policy for Rs.240000 on X's life.

Compute X's taxable salary for the A.Y. 2017-18

3. a) Write any 3 differences between Capital Receipts and Revenue Receipts. 03
- b) X Ltd owns 2 Plants: Plant A & Plant B on 1/4/2016 (Rate of depreciation 15%, WDV on 1/4/2016 Rs.2,37,000). The company purchases Plant C on 31/5/2016 for Rs.20,000 & company sells Plant A (10/4/2016), Plant B (12/12/2016) & Plant C (1/3/2017) for Rs.10,000, Rs.15,000 & Rs.24000 respectively. Determine the admissible depreciation for the AY 2017-18. (Company is not eligible for additional depreciation). 07
- c) Mr. A purchased a house in Delhi in 1980 for Rs.1,00,000 and added two rooms and a 10

4 verandah in the house at a cost of Rs.30,000 in 1980. He made improvements in the house and added two bathrooms at a cost of 50,000 in May 1995. Mr. A sells the house on 1st July, 2016 for Rs.30,00,000. Find out the capital gain or loss if the fair market value of the house on 1st April, 1981 was Rs.2,00,000. The cost inflation index in 1995-96 is 281.

4. a) What is GST?

03

b) X (age: 26 years), a leading tax consultant, who maintains book of account on cash basis furnishes the following particulars of his Income and Expenditure for the Assessment Year 2017-18:

07

Receipt and Payment Account for the year ending March 31,2017

	Rs.		Rs.
Balance B/F	12,400	Purchase of typewriter	6,000
Fees from clients:		Car Expenses	18,000
› of 2016-17	7,30,500	Office Expenses	40,000
› Of 2015-16	1,11,500	Salary to staff	
› Of 2017-18	1,13,000	›of 2016-17	32,000
Presents from clients	24,000	› of 2017-18	11,000
Interest- free loan from a client for purchase of car	2,38,000	Expenses in respect of let out property (municipal tax: Rs.2,000, repairs: Rs.1,000 , insurance: Rs.3,000)	6,000
Winnings from lottery	46,000	Car purchased on December 10, 2016	2,40,000
Interest from UTI(received on September 11,2016	12,000	Repairs of office	12,000
Rent of let out property	60,000	Interest on loan	10,000
Share of income from a firm	15,000	Income-tax payment	2,000
		Life insurance premium	2,08,000
		Balance C/F	7,77,400
	13,62,400		13,62,400

Car is partly used for official purposes (40%) and partly for personal use (60%). Determine the Tax liability of X for the Assessment Year 2017-18

c) A, B and C are partners in a firm with equal shares. The P&L A/c of the firm for the year ended 31st march,2017 is as under:

10

	Rs.		Rs.
Interest on capital @ 12%		Gross profit	9000
A 8000		Loss :	
B 7000		A	125000
C 9000	24000	B	125000
Salary :		C	125000
A 120000			
B 120000			
C 120000	360000		
	384000		384000

137
Compute Book Profit, Taxable Income and Tax Liability of the firm for the A.Y 2017-18. The firm fulfils the conditions of Sec.184, 40(b).

5. a) Mr. Raghav is 85 years old. He gets a pension of Rs.50,000/- per month. Calculate his tax liability for the Assessment Year 2017-18. **03**
- b) State any seven deductions available to a salaried individual under section 80C to 80U. **07**
- c) Explain in brief the conditions of section 184 & 40(b) **10**
6. a) Define assessment year under IT Act 1961. **03**
- b) List out any seven incomes which are taxed under the head income from other source. **07**
- c) Explain any 10 objectives of GST. **10**

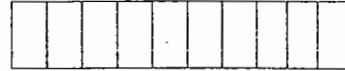
PART- B(COMPULSORY)

7. X (age: 34years) is a businessman in Mumbai. Determine his net income and tax liability on the basis of the following profit and loss account for the year ending March 31, 2017: **20**

	Rs.		Rs.
Opening stock	104000	Sales Revenue from	9251000
Purchases	8008750	agency business	
Salaries and wages	175000	Closing stock	210000
rent and taxes	131000		
Commission	21500		
House hold expenses	20000		
Income-tax for 2015-16	36100		
Advisement	5000		
Postage and telegram	4000		
Interest on own capital	84000		
Reserve for bad debts	3400		
Depreciation on furniture	18000		
Net profit	850250		
	9461000		9461000

Other particulars:

- i. Closing stock and opening stock has consistently been valued at 10% below cost price.
- ii. Depreciation on furniture, as per tax provisions, is Rs.17200.
- iii. Amount of sales includes a sum of Rs.41250 representing the value of goods withdrawn for the use of X's family members. The goods were purchased at a cost of Rs.27850. Market value of these goods is Rs.45240.
- iv. Household expenses include a contribution of Rs.6000 towards public provident fund.
- v. On September 20, 2016, X has received a gift of Rs.96000 from a friend settled in UK. The entire amount is invested in NSC IX issue.
- vi. X purchases notified bonds of an infrastructure company on April 2, 2017 for Rs.102000.



BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Principles and Practices of Banking
Course Code:16MBA3XFPB

Duration: 3 hrs
Max Marks: 100
Date:23.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART-A

- | | | |
|----|--|----|
| 1. | a) What is "negotiable instrument"? | 03 |
| | b) What is the scope for Asset Liability Management? | 07 |
| | c) Briefly explain the role of commercial banks in socio-economic development. | 10 |
| 2. | a) What is "letter of credit"? | 03 |
| | b) What are the functions of RBI? | 07 |
| | c) "Banker & Customer enjoys a unique relationship". Discuss the various relationships that exist between banker & the customer. | 10 |
| 3. | a) What is "bill of exchange"? | 03 |
| | b) Write a short note on Credit Card & Debit Card. | 07 |
| | c) Distinguish between Bills of Exchange & Promissory note | 10 |
| 4. | a) What is "asset liability management"? | 03 |
| | b) What is Commercial Bank? What are its primary functions? | 07 |
| | c) What is "universal banking"? Discuss the advantages of universal banking. | 10 |
| 5. | a) What is exchange rate? | 03 |
| | b) Briefly explain the Types of loans available from commercial Banks. | 07 |
| | c) Write a note on: (i) NEFT (ii) IMPS (iii) RTGS (iv) NECS | 10 |
| 6. | a) What is ATM? | 03 |
| | b) What are the features of International Banking? | 07 |
| | c) Discuss the phases in the growth of Indian Banking systems. | 10 |

PART- B- COMPULSORY

7. Indian financial system has undergone a sea change with the ushering in of economic reforms in 1991. Vibrancy, vitality & the vigour of a financial system to a large extent reflect & decide the economic health of a country. Rapid growth of the economy & maturing of financial system have perfectly complemented each other, while the regulators – majorly RBI & SEBI, have kept a tight vigilance fastening balanced growth. The Indian financial market is not gigantic compared to the western financial markets, but are also not as
- 20

premature as some financial markets in developing nations. Regulators have done a splendid job in achieving a fine balance, which was well demonstrated by the way the Indian financial institution withstood the global financial meltdown.

Answer the following questions:

1. In the light of the above case discuss the functions of Reserve Bank of India in ensuring a sound Banking system.
2. Discuss the role of commercial banks in the economic development of our country.

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

January 2018 Semester End Make Up Examinations

Course: Advanced Financial Management
Course Code: 16MBA3FFAF

Duration: 3 hrs
Max Marks: 100
Date: 13.01.2018

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

1. a) What is Arbitrage Process? 03
 b) How is Balanced Score Card useful in measuring the Business Performance? 07
 c) Syntex Company has current sales of Rs.30 crores. To push sales the company is considering a more liberal policy. The current average collection period of the company is 25 days. If the collection period is extended, sales increases in the following manner: 10

Credit policy	Increase in collection period	Increase in sales (lakhs)
X	15 days	12
Y	25 days	27
Z	35 days	47

The company is selling its product at Rs.10 each. Average cost per unit at the current level is Rs.8 and variable cost per unit Rs. 6. If the company required rate of return is 12 per cent on its investment, which credit policy is desirable? Assume 360 days a year.

2. a) What is ABC Analysis? 03
 b) A new project under consideration requires a capital outlay of Rs. 600 lakhs for which the funds can either be raised by the issue of equity shares of Rs. 100 each or by the issue of equity shares of the value of Rs. 400 lakhs and by the issue of 15% loan of Rs. 200 lakhs. Find out the indifference level of EBIT given the tax rate at 50%. 07
 c) "Industrial sickness especially in small-scale Industry has been always a demerit for the Indian economy, because more and more industries like – Cotton, Jute, Sugar, Textile, Small Steel and Engineering industries are being affected by this sickness problem. Loss making industries, both in the private sector and public sector are contributing for the downfall of industrial economy." What are the causes and symptoms of sickness? How could these units be revived? 10

3. a) What is credit scoring? 03
- b) The Funtura Company is a large distributor of sugar that sells mostly on credit. Collections from a particular location average Rs. 2, 00,000 per day. The total float averages 6 days for customers in this location. The opportunity cost of funds is 15 per cent. The company has an offer from a bank to set up a lock box system that will reduce float by 4 days, but the company should pay a fixed fee of Rs. 20,000 per year. Should the company go for lock box? 07
- c) Modigliani and Miller advocates that the valuation of a firm is irrelevant to the capital structure of a company. Do you agree with this? Substantiate this with example 10

4. a) What is Certainty Equivalent Approach? 03
- b) Discuss the functioning of factoring. 07
- c) A company earns Rs 10 per share at an internal rate of 12%. The firm has a policy of paying 40% of earnings as dividend. If required rate of return is 10 percent, determine the price of the share under
i) Walter's model ii) Gordon's model 10

5. a) How is Bonus Share different from Stock Split? 03
- b) A company is considering two mutually exclusive projects. The initial cost of both projects is Rs. 50,000 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: 07

Economic state	Probability	Project A	Project B
Good	0.30	Rs. 60,000	Rs. 50,000
Normal	0.60	Rs. 40,000	Rs. 40,000
Bad	0.10	Rs. 20,000	Rs. 30,000

If the discount rate is 7 percent which project should the company accept? Why?

- c) Find out the appropriate ABC groups of inventory items from the following details. 10

Stock Number	Annual Volume (Rs.)	Percent of Annual Volume
J24	12,500	46.2
R26	9,000	33.3
L02	3,200	11.8
M12	1,550	5.8
P33	620	2.3
T72	65	0.2
S67	53	0.2
Q47	32	0.1
V20	30	0.1
		100.00

6. a) What is Debt restructuring? 03
- b) "The three forms of stability of dividends serves different shareholders" Justify. 07
- c) Assume you have a product with the following parameters: 10

Demand = 360 units. Holding cost per year – Rs1.00 per unit

Order cost = Rs. 100 per order

143

What is the EOQ? Given this data, assuming 300 working days in a year; how many orders should be processed? What is the expected time between orders?

PART- B

7. Thomas Company always prepares a cash budget for the months of January, February and March. Estimated sale for these months are Rs.700,000, Rs 800,000 and Rs. 9,50,000 respectively. Actual sales for the month of December were Rs.5,20,000. About 70 per cent of Thomas Company's total sales are on cash basis and 30 per cent credit sales, collectible after one month. Thomas Company pays its creditor, which are usually about 40 per cent sales, one month after the sale month. 20

The forecasts of January salary expenses for the coming three months are expected to be Rs. 2,50,000 per month. Thomas Company is expected to spend about Rs.60,000 in February and Rs. 1,70,000 in March on capital expenditures. A Previously declared dividend of Rs. 75,000 is to be paid in January, and miscellaneous expenses are estimated to be Rs. 15,000 per month. The company also has Rs.36,000 bills payable in February.

Prepare a statement showing the Sale Receipts and Cash Budget for the next three months assuming that the 1 January cash balance is Rs. 4,00,000 and that the minimum cash balance requirement of the company is Rs. 4,00,000.

145



BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Advanced Financial Management
Course Code: 16MBA3FFAF

Duration: 3 hrs
Max Marks: 100
Date: 21.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

1. a) What is optimum capital structure? 03
 b) Write a short note on "Sensitivity Analysis" in Capital Budgeting. 07
 c) The following information is known about a group items. Classify the material in ABC classification. 10

Model Number	Annual Consumption in Pieces	Unit Price in Paise
501	30000	10
502	280000	15
503	3000	10
504	110000	05
505	4000	05
506	220000	10
507	15000	05
508	80000	05
509	60000	15
510	8000	10

2. a) Differentiate lock box system from concentration banking. 03
 b) Explain the various types of dividend policy and forms of dividends. 07
 c) ABC Ltd. provides you the following information in respect of its present credit policy and proposed credit policies 10

Particulars	Present Policy	Proposed Policy I	Proposed Policy II
Average Collection Period	90 days	45 days	135days
Credit Sales	Rs 25 lakh	Rs 15 lakh	Rs 75 lakh
Required Rate of Return (Pre-tax)	20%	20%	20%
Bad Debts (%)	5%	2.5%	10%
Selling Price Per Unit	Rs 500	Rs 500	Rs 500
Variable Cost (% of Sales)	85%	85%	85%
Average cost Per Unit	Rs 450		

Suggest the best policy assuming the tax rate is 40% and the Required Rate of Return (after tax) 12%.

3. a) State any three reasons for complexity in decision making. 03

- b) Explain various capital structure theories. 07
- c) A new project under consideration requires a capital outlay of Rs 300 lakhs. The required funds can be raised either fully by equity shares of Rs 100 each or by equity shares of the values of Rs 200 lakh and by loan of Rs 100 lakh at 15% interest. Assuming a tax rate of 50%, calculate the amount of profit, before tax that would keep the equity investor indifferent to the two options. Verify your answer by calculating the EPS. 10

4. a) Define the term MVA. 03
- b) Mention any 7 symptoms which might indicate that industries sickness lies ahead. 07
- c) Gowtham Ltd. produces a product which has a monthly demand of 4000 units. The product requires a component X which is purchased at Rs 20. For every finished product, one unit of component is required. The ordering cost is Rs 120 per order and the holding cost is 10% p.a. 10

Calculate

- i. Economic Order Quantity
 - ii. If the minimum lot size to be supplied is 4000 units what is the extra cost, the company has to incur?
 - iii. What is the minimum carrying cost, the company has to incur?
5. a) What is stock split? 03
- b) Explain various Cash Management Models. 07
- c) M/S. Girish and Company has current sales of Rs. 30 crores. To push sales, the company is considering a more liberal credit policy. The current average collection period of the company is 25 days. If the collection period is extended, sales increases in the following manner. 10

Credit policy	Increase in collection period	Increase in sales (lakhs)
X	15 days	12
Y	25 days	27
Z	35 days	47

The company is selling its product at Rs.10 each. Average cost per unit at the current level is Rs. 8 and variable cost per unit Rs. 6. If the company required rate of return is 12 per cent on its investment, suggest which credit policy is desirable? Assume 360 days a year.

6. a) What is ageing schedule? 03
- b) Explain relationship between ROI and ROE. 07
- c) Details regarding three companies are given below 10

A Ltd.	B Ltd.	C Ltd.
$r = 15\%$	$r = 10\%$	$r = 8\%$
$K_e = 10\%$	$K_e = 10\%$	$K_e = 10\%$
$E = \text{Rs } 10$	$E = \text{Rs } 10$	$E = \text{Rs } 10$

By using Walter's Model, you are required to calculate the value of an equity share of each of these companies, when dividend pay-out-ratio is:

- i. 20%
- ii. 50%
- iii. 0% and
- iv. 100%

Comment on the result.

PART-B (COMPULSORY)

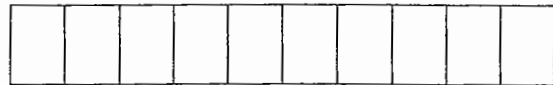
7. Estimated sales, purchases and expenses during the period Jan- June are as follows:

20

Particular	Jan Rs	Feb Rs	March Rs	April Rs	May Rs	June Rs
Sales	200000	400000	600000	800000	1000000	1200000
Purchases	152000	306000	460000	608000	756000	904000
Wages	24000	30000	36000	48000	60000	72000
Adm. expenses	30000	40000	50000	60000	70000	80000
Selling & Dist. exp.	30000	50000	70000	90000	110000	100000

- i. Cash Sales are 20% of total sales.
- ii. 50% of credit sales are paid within one month and the balance in two months.
- iii. Cash purchase are 25% of total purchases.
- iv. 50% of credit purchases are paid within one month and the balance in two months.
- v. No stock remains at the end of a month.
- vi. Commission on sales -10%.
- vii. The time lag in the payment of wages is one third of the month and that of Adm. expenses one month
- viii. Adm. Expenses for each month include depreciation amounting to Rs 10000
- ix. 12% Rs 200000 Debentures of Rs 100 each were issued on 1st Jan. (Half yearly interest payable on 30th June and 31st Dec)
- x. 36000 equity shares of Rs 10 each were issued on 1st May at 5% premium
- xi. Cash balance at the end of March Rs 400000.

149



BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

January 2018 Semester End Make Up Examinations

Course: Investment Management
Course Code: 16MBA3FFIM

Duration: 3 hrs
Max Marks: 100
Date:12.01.2018

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

1.
 - a) What is Book Building? 03
 - b) Primary market helps companies to mobilise funds into their equity capital but not secondary market. Differentiate between primary and secondary markets. 07
 - c) What are open ended and closed ended mutual funds? Discuss the functions of an Asset Management Company. 10

2.
 - a) State any three benefits of issuing bonds by a company. 03
 - b) Unsystematic risk can be reduced by diversification but not systematic risk. Substantiate. 07
 - c) There are bonds currently available from three companies which are being considered for investment. The details are given below. You are given the task of selecting the bonds for your portfolio. Which will you select into your portfolio and why? 10
Current discount rate is 8%.
 - State Bank of India – Rs.1000 par value 10% coupon bonds with 7 years to maturity currently selling at Rs.1010.
 - Asian Paints – Rs.1000 par value 7% bonds with 3 years to maturity currently selling at Rs. 990.
 - Hero Honda – Rs.1000 par value 8% bonds with 1 year to Maturity currently selling at Rs.1005.

3.
 - a) Differentiate between a foreign bond and a global bond. 03
 - b) IDBI has issued a 10 year bond at Rs.1000 par value with a coupon rate of 10% payable annually. The current market rate is 9%. Calculate the bond value. 07
 - c) Describe the EIC framework of fundamental analysis. 10

4.
 - a) What is a Business Cycle? 03
 - b) The risk free rate is 8% and the expected return on the market portfolio is 14%. The beta of stock 'Q' is 1.25. Investors believe that the stock will provide an expected return of 17%. 07
 - (i) Find the fair return as per the SML
 - (ii) Find the alpha of the stock.
 - c) Grasim Industries Ltd. paid a dividend of Rs. 3 per share for the last financial year. The company has predicted an extra-ordinary growth in its business for the next 4 years during which the dividend will grow at 15%. After this period 10

the business will reach a level of ordinary growth and the dividend will grow at 5% per year indefinitely. Equity investor's current required rate of return is 10%. Find the Present Value of the share.

5. a) What are bullish and bearish trends? 03
 b) Draw Japanese candle stick chart for the following data (share price in Rs.) of 07
 Maruthi Udyog Ltd.

Days	Opening	Closing	High	Low
1	3405	3424	3435	3366
2	3420	3460	3480	3410
3	3454	3420	3462	3415
4	3402	3368	3430	3350

- c) Consider the following information for three mutual funds A,B&C and the 10
 market.

	Rp	σ (%)	Beta
A	12	18	1.1
B	10	15	0.9
C	13	20	1.2
Market Index	11	17	1.0

The mean risk – free rate was 6%. Calculate Treynor measure and sharpe measure and interpret the results.

6. a) Differentiate between active and passive portfolios with examples. 03
 b) How can constant rupee value plan be used for portfolio revision? Explain. 07
 c) Find the beta of the stock from the following information. 10

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

PART- B

7. a) The information pertaining to two assets are given below: 20
 Asset A:

Possible outcome	Rate of return (%)	Probability (%)
1	5	15
2	8	20
3	12	25
4	7	10
5	-2	5
6	10	25

Asset B:

Possible outcome	Rate of return (%)	Probability (%)
1	4	25
2	8	20
3	10	40
4	-4	15

Which asset will be the right choice for a risk adverse investor? Substantiate using co-efficient of variation.

151

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: Investment Management
Course Code: 16MBA3FFIM

Duration: 3 hrs
Max Marks: 100
Date: 19.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
PART- B Compulsory

PART - A

1. a) Briefly explain any three differences between investment and speculation. 03
b) Three years ago, Falcon Limited issued bonds carrying ten years maturity. The bond pays coupons at the rate of 10% per annum on the face value of Rs.10,000. The bonds carried a call option, exercisable at the end of five years from the date of issue for a price of Rs.10,250 per bond. The bonds are currently traded at Rs.9,678. Compute Yield to Maturity and Yield to Call for this bond. 07
c) The following information pertains to three equity mutual funds. You are required to evaluate their performance based on (a) Sharpe Ratio, (b) Treynor Ratio, (c) Jensen Measure. The risk free rate of return is 8% per annum. The return on market index was 20% with standard deviation of 15%. 10

Fund	Returns (%)	Beta	Standard Deviation (%)
A	18	1.05	12
B	26	1.40	16
C	14	0.85	10

2. a) What is 'Head and Shoulder' pattern? What is its significance? 03
b) Explain the steps in investment process. 07
c) The stock of Penta Soft performs well relative to other stocks during the recessionary periods and the stock of Cyrus Foods does well during the growth periods. Both the stocks are currently selling for Rs.75 per share. The rupee returns (dividends plus price change) of these stocks for the next year would be as follows. Find the expected return and standard deviation of both the stocks. 10

Growth	Probability	Return on Penta(Rs.)	Return on Cyrus(Rs.)
High	0.15	80	120
Low	0.40	95	95
Stagnation	0.30	100	85
Recession	0.15	115	80

3. a) What is Constant Mix Policy of Portfolio Rebalancing? 03
b) What is Dow Theory? Briefly explain the basic principles of Dow Theory. 07

- c) An investor holds a portfolio of two shares 'A' and 'B' with expected rates of returns of 18% and 32% respectively. The standard deviations of returns on these stocks are 15% and 24%, with correlation between the rates of returns being 0.72. Investment in A constitutes 65% of the portfolio. Compute (a) the expected rate of return from the portfolio; (b) the risk measured in terms of standard deviation; and (c) what proportion of investment in both the stocks would have resulted in a zero risk portfolio, if the correlation were to be -1? **10**
4. a) What is rolling settlement? **03**
 b) Explain various biases in behavioural finance and how they affect the investment decisions. **07**
 c) Wesley Corporation issued bonds with face value of Rs.5,000. It pays coupon at the rate of 12% per annum and has 6 years to maturity. The bonds are currently traded in the market at a yield of 10%. Compute (a) duration of the bond, (b) modified duration and (c) What is the percentage change in price if the yield increase by 1% from the current level. **10**
5. a) Briefly explain the three forms of market efficiency. **03**
 b) Explain the various pros and cons of investing in Mutual Funds. **07**
 c) The prices of shares of a company as on 31st March for the last five years are given below. The share was traded at Rs.500 on 1st April 2012. The company did not pay any dividends during the last five years. Compute (a) annual rates of returns on the share; (b) average rate of return for the five year period (c) standard deviation of the returns **10**

Year	2013	2014	2015	2016	2017
Price(Rs.)	550.00	594.00	683.10	614.79	737.75

6. a) What is meant by convexity of bonds? **03**
 b) Compare CAPM and APT portfolio theory. **07**
 c) The current dividend on an equity share of ABC Ltd is Rs. 3.00. The present growth rate is 50%. However this will decline linearly over a period of 10 years and then stabilises at 12%. What is the intrinsic value per share of ABC Ltd. if investors require a return of 16%? **10**

PART- B

7. a) Find the financials of ABC Ltd. during 2013-16 **20**

	2013	2014	2015	2016
Net Sales	623	701	771	840
Profit after Tax	42	34	60	70
Dividend	27	28	30	30
Retained earnings	15	6	30	40
Equity share capital (Rs. 10 par)	150	150	150	150
Reserves and surplus	106	112	142	182
Share-holders funds	256	262	292	332
Total Assets	412	474	520	553
Market price per share(End of the year)	21	26.5	29.1	31.5

Compute during 2014 – 2016:

- i) Returns on equity.
- ii) Earnings per share.
- iii) Compounded annual growth rate of sales
- iv) Price to Earnings Ratio (Prospective).
- v) Is the stock of the company fundamentally strong?

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BMS College of Engineering, Bengaluru-560019

Autonomous Institute Affiliated to VTU

December 2017 Semester End Main Examinations

Course: 16MBA3XFVC
Course Code: Venture Capital

Duration: 3 hrs
Max Marks: 100
Date:23.12.2017

Instructions: PART-A Students will have to answer FOUR full questions out of Six questions.
 PART- B Compulsory

PART - A

1.
 - a) What is an Income note? 03
 - b) Assume a venture started in a year with \$10 million book value of equity. It plans no intermediate equity injections or withdrawals and projects net income of \$2 million for the year. Find (a) the sales growth if it will pay \$500,000 dividend at the beginning of the next period. (b) The venture's maximum sustainable growth rate. 07
 - c) Discuss the VOS indicator for the Commercial attractiveness of a firm. 10
2.
 - a) What is Hurdle rate? 03
 - b) What is the importance of contract design in VC Investment? Explain the two types of contract designs. 07
 - c) Discuss the Venture Capital Investment Process. 10
3.
 - a) What is Financial Distress? 03
 - b) Discuss the features of High Growth, High Performance Companies. 07
 - c) Explain a business plan outline. 10
4.
 - a) What is Adverse selection? 03
 - b) Discuss the ROA Model considerations for a venture? 07
 - c) Explain the VC screening Criteria for investment in a firm. 10
5.
 - a) What is a life style firm? 03
 - b) Discuss the advantages and disadvantages of any two harvesting strategies to a firm. 07
 - c) Discuss the Due Diligence Process in VC investment. Is it effective to evaluate the potential investment opportunity? 10
6.
 - a) What is asset Intensity? 03
 - b) Find the AFN for the firm for a 30% growth in sales, given the following details: 07

Sales last year = \$1,600,000
Asset investment = \$1,000,000
Net income = \$160,000
Current assets = \$520,000
Fixed assets = \$480,000
Accounts payable = \$48,000
Accrued liabilities = \$32,000
Projected next year sales = \$2,080,000

- c) What are the financing alternatives to a firm? Discuss the factors which influence the selection of financing sources appropriate for a new venture or small business. **10**

PART- B

7. a) Following are the details of a firm going for VC investment. **20**
- Venture formed with 2,000,000 shares held by founders
 - New investor adds \$1,000,000 for new shares
 - Exit (horizon) time = 5 years
 - Investor demands 50% return for entire 5 years
 - Venture produces \$1,000,000 income per year
 - Similar venture sold shares to public for \$20,000,000
 - Similar venture income = \$2,000,000 for last year
- i) What is the percentage of ownership acquired by the VC?
ii) What is the total outstanding shares post financing?
iii) What is the issue share price?
iv) Find the pre money and post money valuation of the firm.
v) Would staged VC investing help the firm? How?
