

Reg. No. :

Name :

Third Semester M.B.A. (Full Time/Travel & Tourism) Degree Examination,
March 2023

MGTF02 – PROJECT FINANCE

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer all questions. Each question carries 4 marks.

Write short notes on :

1. Project Report
2. Technical Appraisal of a Project
3. Pay - back period
4. Venture capital
5. Consortium Finance

(5 × 4 = 20 Marks)

SECTION – B

Write in detail on any three questions. Each question carries 10 marks.

6. Explain briefly the steps involved in the preparation of Project Report.
7. How do you conduct the commercial appraisal of a project? Discuss.

P.T.O.

8. Discuss briefly the means of finance for a Project.
9. What is meant by Factoring? Distinguish it from forfeiting.
10. Define Industrial Sickness. State and explain the causes of industrial sickness.

(3 × 10 = 30 Marks)

SECTION – C

Compulsory

11. M/s Iron and steel Ltd is considering a proposal to replace its existing machine by a new machine which is expected to cost Rs. 2,10,000. The new machine will have a life of 5 years and will yield cash revenues of Rs. 3,00,000 and incur annual cash expenses of Rs. 1,20,000. The estimated salvage value of the new machine is nil. The existing machine has the book value of Rs. 50,000 and can be sold for Rs. 30,000 today. It is good for next 5 years and is estimated to generate annual cash revenue of Rs. 2,20,000 and to involve annual cash expenses of Rs. 1,50,000. Its salvage value after 5 years is zero. The corporate tax rate is 30%. The depreciation rate is 25% on WDV method. Ignore tax on profit or loss on sale of the machine. Calculate the cash flow after the tax that is relevant for decision making acceptance of this capital budgeting proposal.

(1 × 25 = 25 Marks)

(Pages : 2)

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Reg. No. :

Name :

Third Semester M.B.A. (Full Time/Travel & Tourism) Degree Examination,
March 2023

MGTF 03 : STRATEGIC FINANCIAL MANAGEMENT

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** the questions. **Each** question carries **4** marks.

1. Explain the role of Strategic Financial Management in sustainable growth.
2. What is Buyback of shares and Leveraged Buy-Out?
3. What is Benefit Cost Ratio?
4. What are Derivatives?
5. What are innovative source of funds in financing strategy.

(5 × 4 = 20 Marks)

PART – B

Write in detail on **any three** questions. Each question carries **10** marks.

6. Explain the characteristics and functions of SFM.
7. What is Corporate restructuring? Explain the strategies involved in it.

P.T.O.

8. What are the financial aspects of Mergers and Acquisitions? How is Hostile takeover and Cross border takeover managed?
9. Explain the different types of Corporate Financial Risk. How it can be measured and managed?
10. Explain the ethical issues in financial strategies.

(3 × 10 = 30 Marks)

PART – C

Compulsory.

11. Videsh Ltd. is keen on reporting an earnings per share of kg. 6. After acquiring Swadesh Ltd. the following financial data are given.

	Videsh Ltd.	Swadesh Ltd.
EPS	Rs. 5	Rs. 5
MPS	Rs. 60	Rs. 50
Number of shares	10,00,000	8,00,000

There is an expected synergy gain of 5%. What exchange ratio will result in a post merger EPS of Rs. 6 for Videsh LTD?

Or

- Black & Co. plans to acquire White & Co. The relevant financial details of the two firms prior to the merger announcements are:

	Black & Co.	White & Co.
MPS	Rs. 70	Rs. 32
Number of outstanding shares	20 million	15 million

The merger is expected to generate gains which have a present value of Rs. 200 millions. The exchange ratio agreed to is 0.5.

What is the true cost of the merger from the point of view of Black & Co?

(1 × 25 = 25 Marks)

(Pages : 3)

P – 7308

Reg. No. :

Name :

**Third Semester M.B.A. (Full Time/Travel and Tourism) Degree
Examination, March 2023**

MGTMO 2 : INTEGRATED MARKETING COMMUNICATION

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer all questions. Each question carries 4 marks.

1. Give a brief note on marketing communication research.
2. List the different types of Ad Agency and its function-
3. Write a short note on personal selling process.
4. Define Publicity. Give its relevance and scope.
5. What are the reasons for the growth of Integrated Marketing Communication?

(5 × 4 = 20 Marks)

PART – B

Write in detail on any **three** questions. Each question carries **10** marks.

6. Elaborate on the models of Marketing communication.
7. Discuss in detail about the regulatory framework of Advertising.

P.T.O.

8. How do you evaluate Sales promotion? Describe in detail on the techniques.
9. , Describe the objectives of Direct Marketing and explain its relevance and challenges in the recent times.
10. Discuss the challenges and ways for the implementation of Integrated Marketing Campaign.

(3 × 10 = 30 Marks)

PART – C

Compulsory.

11. Case Study

In 2020 Puma decided to relaunch its iconic collection that was a raging success in the 1980s: after 40 years Puma Fast Rider is back to create new legends with similarly bright and playful colorway. Retro live their renaissance in the fashion industry and this trend is especially popular amongst young people. This new generation of Puma Rider Sneakers targets mainly the Generation Z and Millennials, with a special focus on Brand Ambassadors. The daring talent managers decided to go with a campaign on Instagram and TikTok for the sake of reaching the target groups on the right platform, at the right time, since Generation Z is more active on TikTok, while Millennials still hold on to Instagram as well. Although, that is not the primary reason- as in general, both age groups are consumers of these platforms. The main reason why a multi platform campaign is necessary is the complexity of their objectives: educating users about the concept, giving them the feel of the collection is best executed through TikTok. Meanwhile at the next stage of the campaign Puma aimed to drive users to the web-shop and the launching event's website, which was easy-peasy with Instagram stories and swipe-ups. The educational phase provided the basis for the sales boost at the second stage, so that by that time potential clients were aware of the concept and probably more open to consider purchasing. The campaigns was divided into three segments: Instagram influencers, TikTokers and Brand Ambassadors.

Instagram influencers created the 'classic' static contents with the caption 'Level Up!' while TikTokers were asked to present a choreography wearing the sneakers and the playful colors of the campaign in their video contents. The chosen Brand Ambassadors had special duties as well, such as starring in spots and taking part in a photo shoot to become the face of the campaigns in the region. In an international scale one of the main ambassadors of the brand is American singer and actress Selena Gomez, but for a local campaign they turned to content creators that could reach the Central-European clientele directly. Seven TikTok videos generated a million unique views and 190k positive engagement while the created 6 Instagram posts engagement was more than 460k.

Discuss the above case and answer the below questions

- (a) Critically examine the objective of PUMA's campaign and the associated events.
- (b) Rate the success of the campaign and justify your answer.
- (c) Give other ways for achieving the said objectives.

(1 × 25 = 25 Marks)

(Pages : 2)

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Reg. No. :

Name :

**Third Semester M.B.A. (Full Time/Travel and Tourism) Degree
Examination, March 2023**

MGTH 03 : ORGANISATIONAL CHANGE AND DEVELOPMENT

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer **all** the questions. Each question carries **4** marks.

1. Recall the various forces of change.
2. Is BPR a change management tool? Give reasons for your response.
3. What is BYOT?
4. Mention the concept of Action Research Model of OD.
5. How far role-playing aids in organizational change and development?

(5 × 4 = 20 Marks)

SECTION – B

Write in detail on **any three** questions. Each question carries **10** marks.

6. Explain the different levels of change with suitable examples.
7. Illustrate the strategies for overcoming the resistance to change from employees.
8. Discuss the organizational implications of technological changes in HR functions.

P.T.O.



9. Describe the modes in which we can evaluate and institutionalize OD interventions.
10. "Organizational change and development always has an adverse effect over team building in modern organizations." Do you agree with this? Give valid reasons for your response.

(3 × 10 = 30 Marks)

SECTION – C

Compulsory

11. Prepare an action plan for the development process among the employees in the field of IT sector.

(1 × 25 = 25 Marks)



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Reg. No. :

Name :

**Third Semester M.B.A. (Full Time/Travel & Tourism) Degree Examination,
March 2023**

MGTF 04 : FINANCIAL SERVICES

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer **all** questions. Each question carries **4** marks.

Write short notes on

1. Financial Markets
2. Rights Issue
3. Commercial Bill Market
4. New generation Banks
5. Venture Capital Funds

(5 × 4 = 20 Marks)

SECTION – B

Write in detail on any **three** questions. Each question carries **10** marks.

6. Discuss briefly about the structure of Indian Financial System.
7. What are the functions of Stock Exchange? Explain.
8. Explain briefly the types of Money market Instruments.

P.T.O.

9. Explain briefly the various services of merchant Bankers.

10. Write notes on

- (a) Basel Norms I & II
- (b) Credit Rating.

(3 × 10 = 30 Marks)

SECTION – C

Compulsory

11. In a major clamped down for “suppression of material facts’ in IPO documents, Security and Exchange Board of India (SEBI) recently penalised merchant banking arms of State Bank of India (SBI), ICICI Bank, Kotak Mahindra Bank, IDBI Bank, DSB- Merrill-lynch- and edelweiss-groups for lapses during the public offer of rating agency CARE two years ago. The six merchant banks have been asked to pay a fine of Rs. 1 crore, the maximum penalty applicable for violation of disclosure related norms in IPO documents, within 45 days. Taking a strong view about the violation of SEBI norms as also the code of conduct for merchant banks and book running lead managers (BRLMS) for public issues, SEBI said in its 86 page order “while making disclosures in the Red Herring prospectus, the BRLMS cannot pick and choose some material facts that they prefer to disclose and suppress some material facts”.

The IPO came in December 2012, prior to which these 6 bankers had filed a Red Herring prospectus for the public issue involving sale of nearly 72 lakh shares. In this case, the bankers had made disclosure of one of the conditions under FDI route in the RHP, terming it as a “material disclosure because CARE had specifically sort such approval from the Reserve Bank of India (RBI). At the same time, they omitted the disclosure of another condition applicable to the offer under the FDI route by unilaterally assuming the non-applicability of the said condition.

- (a) Discuss how it affects the investors, if disclosure norms are violated by the merchant bankers?
- (b) If you are a consultant for SEBI, what are your recommendations to avoid such violations in future?

(1 × 25 = 25 Marks)



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P – 7326

Reg. No. :

Name :

**Third Semester M.B.A. (Full Time / Travel and Tourism)
Degree Examination, March 2023**

MGTOM 05 – QUALITY MANAGEMENT SYSTEM

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** the questions. **Each** question carries **4** marks.

1. Define Quality. Enumerate quality dimensions.
2. Explain benchmarking and its significance.
3. Discuss the goals of Six Sigma.
4. State ISO 9000 standards and its objectives.
5. Give a brief note on any one National Quality Awards.

(5 × 4 = 20 Marks)

PART – B

Write in detail on any **three** questions. **Each** question carries **10** marks.

6. Analyse the contributions of Dr. Walter and Dr. Kaoru Ishikawa to Quality Management.
7. Discuss Advanced QC Tools.

P.T.O.

8. Compare DMAIC approach and SIPOC approach.
9. Determine the requirements of ISO registration.
10. Write a short note on Quality bodies in India.

(3 × 10 = 30 Marks)

PART – C

Compulsory

11. "Total quality management tool focuses on improving the existing process of the organization in an efficient and productive way". Justify the statement. Briefly discuss different tools and techniques of TQM.

(1 × 25 = 25 Marks)

(Pages : 3)

P – 7336

Reg. No. :

Name :

**Third Semester M.B.A. (Full Time/Travel and Tourism) Degree
Examination, March 2023**

MGTL 05 : TRENDS IN SUPPLY CHAIN MANAGEMENT

(2023 Scheme)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** the questions. Each question carries **4** marks.

1. What is block chain? Discuss the benefits of block chain in logistics.
2. What is Green Logistics? What are its characteristics?
3. Explain the emerging trends in business.
4. Explain the following:
 - (a) SaaS
 - (b) IaaS
 - (c) PaaS
 - (d) XaaS
5. Explain different business models for Knowledge Process Outsourcing.

(5 × 4 = 20 Marks)

P.T.O.

PART – B

6. Discuss new products and trends in the supply chain to improve a business's productivity.
7. Discuss and exemplify the product flow in the pharmaceutical supply chain.
8. What is Business Process Outsourcing? What are the business models for BPO? Explain the advantages and disadvantages of BPO.
9. How could Covid 19 pandemic affect the logistics of the drug market? Explain.
10. Discuss the Agile supply chain and Lean Supply chain. Differentiate agile and lean supply chains.

(3 × 10 = 30 Marks)

Compulsory

11. "Build Your Dreams" is a publicly-listed Chinese conglomerate manufacturing company headquartered in Shenzhen, Guangdong, China. Since 2003, BYD began the development of national self-branded car journey and entered the field of automobile manufacturing and sales. In these years, BYD always stick to independent R&D, it created its own brand and intended to "create the best car in the world".

As a successful automobile enterprise, BYD not only seeks profit and the expansion of its scale but should also take responsibility for the environmental problems and seek harmony between people and nature. As one of the largest automobile enterprises in China, BYD should advocate green management ideas, actively develop innovative technology, pursue an excellent quality of products and eventually spread the environmental protection concept to all.

Green supply chain management mainly began with product design and finished product recycling. It mainly includes the following five aspects. They are Green design, Green Procurement, Green Production, Green Marketing and Transport, and Stage of Recycle.

Considering it, describe how a manufacturing company like BYD can develop strategies for establishing green supply chain management.

(1 × 25 = 25 Marks)

(Pages : 2)

P – 7304

Reg. No. :

Name :

Third Semester M.B.A.(Full Time/Travel and Tourism) Degree Examination,
March 2023

MGT 531 : INNOVATION MANAGEMENT AND ENTREPRENEURSHIP

(2020 SCHEME)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** the questions. Each question carries 4 marks.

1. Distinguish between entrepreneur and intrapreneur.
2. State the concept of venture capital. give some examples for the same.
3. List out the reasons behind low rate of women entrepreneurs.
4. Recall the types of innovations of social innovation.
5. Mention the importance of social innovation.

(5 × 4 = 20 Marks)

PART – B

Write in detail on any **three** questions. Each question carries 10 marks.

6. Discuss the role of consultancy organizations in promoting entrepreneurs.
7. "Managing early growth of new ventures require some professional skills". check the validity of this statement.

P.T.O.



8. Elucidate the role of central government in promoting entrepreneurship.
9. Explain the process of innovation phases.
10. Critically evaluate the theories of innovation.

(3 × 10 = 30 Marks)

Part — C

Compulsory

11. As a part of your local government authority, you are asked to support them for developing the entrepreneurs in your locality. Design separate plan of actions for developing upcoming entrepreneurs focusing on both professional and non-professional graduates.

(1 × 25 = 25 Marks)



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Reg. No. :

Name :

**Third Semester M.B.A. (Full Time / Travel and Tourism) Degree
Examination, March 2023**

MGT 532 : DATA ANALYTICS

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** questions. Each question carries 4 marks.

Write short notes on the following :

1. Data Cleaning
2. E-Commerce
3. Customer Analytics
4. Business Intelligence
5. Prescriptive Analytics

(5 × 4 = 20 Marks)

PART – B

Write in detail on any **three** questions. Each question carries **10** marks.

6. *“Running a successful business calls for proper management of financial and organizational data and statistics, via quality information systems. It's true that there is no substitute for the right information at the right time in the business world”. Substantiate this.*
7. Narrate about the characteristics of online data processing, with a special reference to the cloud based services of AMAZON and IBM.

P.T.O.



8. Write short notes on :

(a) Big Data Analytics and

(b) Fraud Analytics.

9. Discuss in detail about Machine Learning and explain major ML algorithms.

10. Explain the major applications of Data Analysis taking

(a) R-Programming

(b) SPSS, and

(c) AMOS as examples.

(3 × 10 = 30 Marks)

PART – C

Compulsory

11. Insurance claims fraud has been a consistent source of frustration for carriers for decades. Despite their best efforts, insurers are still left paying millions of dollars in fraudulent claims annually. According to the FBI, the total cost of insurance fraud is more than \$40 billion per year. Unfortunately, that impact trickles down to consumers, who in turn are paying anywhere between \$400 – \$700 per year in increased premiums.

Fortunately, there is light at the end of the tunnel. While totally eliminating insurance fraud is highly unlikely, carriers have a new weapon that is changing the game – insurance fraud analytics. Through advanced data technology made possible by digital insurance tools, insurers are finally getting ahead of the criminals executing fraudulent schemes. Beyond reducing fraud, insurance fraud analytics can help insurers in a number of different functions. Here is the latest



on insurance fraud analytics and eight of the biggest benefits of implementing this a This model proved to be very time-consuming and therefore very costly for insurers, as claims were often largely paid out before the fraud was concretely proven.

Today, insurance fraud analytics is speeding up and improving the accuracy of fraud detection. Leveraging the capabilities of artificial intelligence (AI), machine learning, and predictive modeling, insurers are now able to identify instances of suspicious behavior and proactively protect themselves against fraudulent claims. These technologies work together to learn over time and automatically flag claims that fit similar patterns of previous fraud. Fraud analytics can even use regionally-specific AI modeling to identify typical incidences of fraud based on laws and schemes common in a particular region. This method of analysis provides a host of benefits over traditional means of fraud detection, advanced data technology.

There are three primary levels of insurance fraud that carriers are regularly combatting. Individual Fraud: An individual who tries to get more money out of a claim than they are entitled to. Provider-Driven Fraud: A provider, such as a health care professional, who tries to bill insurers for unnecessary services or services they didn't actually provide. Organized Crime Fraud: An orchestrated effort to continually collect claims for fraudulent incidents. Think staged accidents, falsified doctor appointments and other schemes. These types of fraud really boil down to opportunistic fraud vs. organized fraud. While both classes of fraud are equally damaging, the way they are handled and tracked by insurers are very different.



Overall, insurers are seeing a consistent increase in all types of fraud, making early and ongoing fraud detection even more critical. The key to early detection is high-quality referrals, which in laymans' terms means almost certain evidence of fraud. And with insurance fraud analytics, insurance fraud departments are providing a higher number of these high-quality referrals. This, in turn, is helping carriers discover and stay ahead of trends in crime that they would have ordinarily missed.

Questions :

- (a) *Discuss the role and scope of Fraud Analytics in Big Data Analytics, in general.*
- (b) List down and explain the benefits of using Insurance Fraud Analytics.

(1 × 25 = 25 Marks)



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Reg. No. :

Name :

**Third Semester M.B.A. (Full Time/Travel & Tourism) Degree Examination,
March 2023**

MGTF 01 : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer **all** questions. **Each** question carries 4 marks.

Write short notes on :

1. Money market instruments
2. Book building process
3. Random Walk theory
4. Portfolio Selection
5. Demat account.

(5 × 4 = 20 Marks)

SECTION – B

Write in detail on **any three** questions. Each question carries **10** marks.

6. Discuss briefly various investment avenues.
7. What are the functions of new issue market? Explain.

P.T.O.

8. State and explain the concept of Fundamental analysis.

9. Explain the Jensen's performance index.

10. Write notes on :

(a) Stock trading Platforms

(b) Specified Securities.

(3 × 10 = 30 Marks)

SECTION – C

Compulsory

11. Stocks L and M have yielded the following returns for the past two years.

Year	Return	Percentage
	L	M
2019	12	14
2020	18	12

(a) What is the expected return on a portfolio made up of 60% of L and 40% of M?

(b) Find out the standard deviation of each stock.

(c) What is the co-variance and co-efficient of correlation between stocks of L and M?

(d) What is the portfolio risk of a portfolio made up of 60% of L and 40% of M?

(1 × 25 = 25 Marks)

(Pages : 2)

Reg. No. :

Name :

Third Semester M.B.A. (Full Time/Travel & Tourism) Degree Examination,
March 2023

MGTH01 TRAINING AND DEVELOPMENT

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART -- A

Answer **all** the questions. **Each** question carries 4 marks.

1. Discuss the types of training.
2. Explain the scope training needs assessment.
3. Discuss the roles of trainers in training the employees.
4. Describe the levels of training evaluation.
5. Explain the need for management development.

(5 × 4 = 20 Marks)

PART -- B

Write in detail on **any three** questions. Each question carries **10** marks.

6. Explain the concept of cognitive learning theory in learning and development.
7. Explain the process of training.
8. Discuss the importance of training budget in organization.

P.T.O.



9. Illustrate the CIO model of training evaluation.
10. Discuss the design of training for executive level management.

(3 × 10 = 30 Marks)

PART - C

Compulsory

11. Anuroop runs a law firm in Hyderabad. His firm offers valuable financial and legal consultancy services to the clients. Whenever the firm hires any new employees, on the first day of their joining, they are welcomed to the organization and are given details about hours of work, holiday requests, sickness procedure, dress code, lunch arrangements, introduced to the daily operations and key people in the workplace, etc. They are also familiarized with the organization's policies and procedures, including complaints and dispute resolution, sexual harassment, emergency exits and evacuation procedure. In the context of the above case :
- (a) Name the type of training which is being referred to in the above lines.
- (b) Identify and explain the human needs of the new employees that are being fulfilled by Anuroop through this training.

(1 × 25 = 25 Marks)

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P – 7320

Reg. No. :

Name :

**Third Semester M.B.A. (Full Time / Travel and Tourism)
Degree Examination, March 2023**

MGTH04 – PERFORMANCE MANAGEMENT

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** the questions. **Each** question carries **4** marks.

1. Explain about the principles of management.
2. Discuss the steps in performance goals setting.
3. Explain the EFQM model.
4. Explain the Pay bands for performance.
5. Explain the need for automation in performance management.

(5 × 4 = 20 Marks)

PART – B

Write in detail on any **three** questions. **Each** question carries **10** marks.

6. Explain the management by objective method of performance appraisal.
7. Discuss in detail about the characteristics of healthy organizations.

P.T.O.



8. Illustrate the guidelines for implementation and evaluation of performance management
9. Discuss in detail about the Role of Line Managers in Performance Management
10. Explain the benefits of automation in performance management.

(3 × 10 = 30 Marks)

PART – C

Compulsory

11. Kapil and Co. is a large manufacturing unit. Recently the company had conducted time and motion studies and concluded that on an average, a worker could produce 300 units per day. However, it has been noticed that the average daily production per worker is in the range of 200-225 units.
 - (a) Name the function of management and identify the steps in the process of this function which helped in finding out that the actual production of a worker is less than the set target.
 - (b) To complete the process of the function identified in (a) and to ensure the performance as per time and motion studies, explain what further steps a manager has to take?

(1 × 25 = 25 Marks)



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P – 7323

Reg. No. :

Name :

**Third Semester M.B.A. (Full Time / Travel & Tourism)
Degree Examination, March 2023**

**MGTOM02 / MGTL01 : LOGISTICS AND SUPPLY CHAIN MANAGEMENT
(2020 SCHEME)**

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** the questions. Each question carries 4 marks.

1. Discuss the scope of Logistics Management.
2. "The global network design decisions are made in four phases". Describe each phase.
3. What is tailored transportation? Explain the various forms of Tailored transportation.
4. What is the whipsaw effect in the supply chain? What are the initiatives to control this effect?
5. Explain the functions of Warehousing.

(5 × 4 = 20 Marks)

PART – B

Write in detail on any **three** questions. Each question carries 10 marks.

6. Explain the evolutionary stages of Supply Management.
7. What are the enablers or drivers that support the supply chain decision-making framework? How can these help in determining efficiency and responsiveness?

P.T.O.



8. A well-designed transportation network allows a supply chain to achieve the desired degree of responsiveness at a low cost. Explain in detail the design options for a transportation network.
9. Discuss in detail the elements of Materials Requirement Planning.
10. What is DRP? Explain the logic, benefits and constraints of DRP.

(3 × 10 = 30 Marks)

PART – C

Compulsory.

11. The dabbawallas (also spelt dabbawallas or dabbawallas, called tiffin wallahs in older sources) constitute a lunchbox delivery and return system that delivers hot lunches from homes and restaurants to people at work in India, especially in Mumbai. The lunchboxes are picked up in the late morning, delivered predominantly using bicycles and railway trains, and returned empty in the afternoon. It is safe to say that Dabbawallas are the lifeline of Mumbai. Every day many people living in Mumbai get ready for their office and leave their house to reach their workplace from one part of the city to another whilst braving the traffic jams, crowded trains, buses etc. Meanwhile, the homemakers get busy putting together a delicious handmade healthy meal that will be served at the lunch hour to their better halves. Enter the Dabbawallas, who promise to deliver the tiffin box at a fixed hour, every day!. In Mumbai, a 'dabba' is actually the stainless-steel tiffin box, about 15 cm in diameter and 30 cm high that people carry from home to office. The men engaged in collecting, organising, and transporting these dabbas between homes and offices, are known as the Dabbawallas.



Answer to the following questions :

- (a) Explain in detail, Ten Management Practices which are the strengths of dabbawalla and which are increasing the market share and trust of their customers and employees.
- (b) Explain in detail the modes of the supply chain and its benefits and challenges for their business.
- (c) What type of supply chain strategy is suitable for food supply chain like Dabbawallas of Mumbai and Why?

(1 × 25 = 25 Marks)



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03/04/2023
Monday.
9.30 - 12.30

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Reg. No. :

Name :

Third Semester M.B.A. (Full Time/Travel and Tourism)
Degree Examination, March 2023

MGTM 04 : SERVICES MARKETING

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer **all** questions. Each question carries **4** marks.

1. Write about Service Marketing Mix.
2. Discuss about the quality audit in service.
3. Write in brief about the physical channels of services.
4. Give a brief note on service product development services.
5. Explain about the strategies that can be adopted in the marketing of financial services.

(5 × 4 = 20 Marks)

SECTION – B

Write in detail on **any three** questions. Each question carries **10** marks.

6. Explain about the classification of services in detail.
7. Write in detail about service failure and the recovery strategies to improve service quality.

P.T.O.



8. Explain about the management of service life cycle with examples.
9. Describe the Branding, educating and promoting of service and their significance.
10. Discuss the challenges and strategies in the Marketing of Education Service.

(3 × 10 = 30 Marks)

SECTION – C

Compulsory

11. Case Study / research oriented question.

The Starbucks group is a premium coffee roaster and retailer. While travelling in Italy in 1983, Starbucks' marketing director, Howard Shultz, visited a coffee house. Until this trip, the business model had been to sell roasting and grinding machines for home use. Shultz recognized people want coffee on the go and understood that Starbucks' future lay in retailing gourmet coffee by the cup but with the unique blend of Italian elegance and American informality. Howard Schultz became president of Starbucks in 1987. He set about by recreating the brand's image. The aim thereafter was rapid growth. Starting with 17 coffee shops in Seattle in 1987, the group has grown to over 21,000 outlets in 60 plus countries today. To achieve this internationalization, the company had to start to expand outside of the US. Their market penetration in North America had become significant. Faced with diminishing new market opportunities, the group decided to expand into the Asia-Pacific region. Starbucks' former International President, Howard Behar, already had overseen the introduction of the brand in Japan and Singapore. Starbucks Coffee International opened in Philippines with a local licensee Rustan Coffee Corporation

Discuss the above case and answer the below questions

- (a) List the concepts of services marketing used in the above case.
- (b) What would the suitable strategies to promote the services by Starbucks in India
- (c) Critically examine the strategies mentioned by you and give a strong recommendation.

(1 × 25 = 25 Marks)



(Pages : 4)

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Reg. No. :

Name :

**Third Semester M.B.A. (Full Time / Travel & Tourism) Degree Examination,
March 2023**

MGT 533 : INFORMATION SYSTEMS AND CYBER SECURITY

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART A

Answer **all** questions. **Each** question carries **4** marks.

Write short notes on the following :

1. Cyber Security
2. KBES
3. Indian IT Act
4. Classical SDLC Approach
5. System Vulnerability & Abuse.

(5 × 4 = 20 Marks)

PART B

Write in detail on **any three** questions. Each question carries **10** marks

6. *'An effective MIS is a user-machine interface system for providing information to support the organizational operations, management, analysis, and decision making functions, which escalates the organizational effectiveness phenomenally'. Discuss this.*

P.T.O.



7. Write short notes on :
 - (a) ERP
 - (b) GDSS and,
 - (c) Cloud Based DSS
8. Discuss the role of Database and DBMS to improve business performance and decision-making.
9. Describe the major tools and techniques of system design and explain the salient features of data structure.
10. Write short notes on :
 - (a) *Cyber Vandalism*
 - (b) *Firewalls, and,*
 - (c) *Encryption and Public Key Infrastructure.*

(3 × 10 = 30 Marks)

PART C

Compulsory

11. The disclosure of ransomware attacks grows as U.S. municipalities and city services – all rich in data – find themselves the target of cyber hijacking. Beyond payment (or not) of the ransom, little has been shared about the cost for an organization to recover from this form of attack. Recent news from three entities is helping shed light on the recovery costs and on-going learnings from ransomware attacks.

1. *City of Baltimore Discloses Data Loss From Ransomware Attack*

Hackers successfully infiltrated systems operated by the City of Baltimore in May, 2019. The attackers encrypted data files and demanded a ransom in exchange for the decryption keys. Mayor Bernard C. "Jack" Young refused to pay and IT leaders were instructed to rebuild the municipality's computer systems. City of Baltimore officials placed a price tag of \$18 million on the estimated cost of the



ransomware attack. In August, city leaders voted to divert \$6 million of parks and recreation funding to IT "cyber-attack remediation and hardening of the environment," according to the city's spending panel known as the Board of Estimates.

Now, Baltimore's auditor told city officials that IT performance data was lost during the attacks, according to reports in the Baltimore Sun. Without backups of the locally stored data, the auditor is unable to verify some claims made by the IT department. This is the first notification made by City of Baltimore that data loss occurred from the attack.

2. Western Connecticut School District Hit With Second Ransomware Attack

It is unfortunate when a ransomware attack occurs. And it is nearly unfathomable that a second attack would even be a consideration. However, Wolcott Public Schools in Connecticut finds its school district in this predicament. In June of this year, the school district was hit with a ransomware attack. The cyber hijackers requested \$12,000 to release the encryption keys though the school board has not been paid it. Reports in the Hartford Courant say that Wolcott Public Schools noticed suspicious activity in the district's computer systems in early September. Since the district was still recovering services locked out from the June attack, officials voluntarily shut down the network out of caution.

City of Albany Shares Costs For Overtime, System Upgrades And Professional Services In March, the city of Albany, New York had its computer systems shut down when a ransomware attack locked its data. Details have not been shared about the ransom amount requested to release the data.

WNYT, an Albany news channel, requested the city disclose details of expenditures associated with the ransomware attack. City officials responded with a cost of \$161,000 related to employee overtime for re-entering lost data, hardware and software system upgrades, credit monitoring services for city employees and professional cyber security services. The amounts differ from the \$300,000 that Mayor Kathy Sheehan shared during an event. Kathy Sheehan also said that a municipality such as Albany always has unexpected events. "Sometimes, it's a catastrophic storm, this past year it was an unexpected ransomware attack." The city has invested to rebuild its former capabilities to deliver services to its citizens and invested to make sure this type of attack does not happen again.



Without a full post-mortem review of actions and best practices available, organizations can still action the security team with information that is known about ransomware attacks. "Take these examples of ransomware attacks as a template to run a desktop exercise ... to identify and determine how well your organization could cope in a similar situation," said Brian Honan, founder and head of IRISCERT, Ireland's first CERT. These cities will not know the full scope of lost data until recovery efforts are complete. Lost data will include not only files not backed up, but also, transactions that cannot be rolled forward or recreated. 'Beyond reviewing your IT assets to ensure appropriate backups are in place regularly, also document and revalidate areas where the risk of data loss has been accepted,' said Lee Neely, a Senior Cyber Analyst at Lawrence Livermore National Laboratory.

Questions :

- (a) *Appraise this case of series Ransomware Attacks, under the backdrop of Cyber Security platform.*
- (b) *List down the major Ransomware Attack mentioned here and discuss how badly it affected the organizations.*
- (c) *Develop a framework to handle these attacks in an organization through a system manager's perspective.*

(1 × 25 = 25 Marks)

