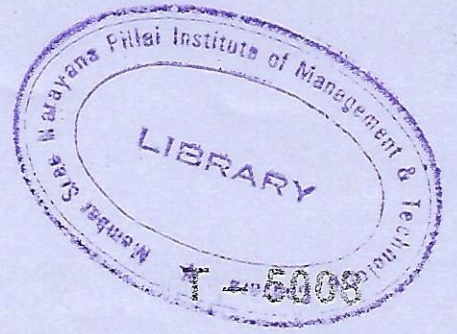


Core



(Pages : 2)

Reg. No. :

Name :

**Third Semester M.B.A. (Full Time/Travel & Tourism)
Degree Examination, May 2024**

**MGT 533 : INFORMATION SYSTEMS AND CYBER SECURITY
(2020 SCHEME)**

Time : 3 Hours

Max. Marks : 75

PART – A

Answer all the questions. Each question carries 4 marks.

1. Write a brief note on cyber security
2. What do you mean by Enterprise Resource Planning?
3. Briefly explain the legal perspectives of cybercrime and cyber security.
4. Briefly explain the SDLC approach.
5. How Firewalls provide protection against outside cyber attackers?

PART – B.

(5 × 4 = 20 Marks)

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

6. Explain the most common software security vulnerabilities.
7. What is KBES? Explain its features and components.

P.T.O.



8. Distinguish between DBMS and RDBMS.
9. What is System Design Tool? Explain its different types.
10. Explain the security issues in cloud computing.

(3 × 10 = 30 Marks)

PART – C

Compulsory.

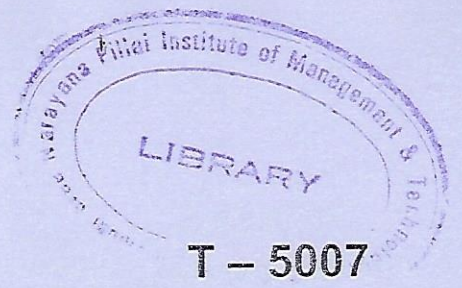
11. What do you mean by Software Vulnerabilities? How to mitigate the risk of software vulnerabilities?

(1 × 25 = 25 Marks)



24-05-228
9-30 to 12-30

Core



(Pages : 4)

T - 5007

Reg. No. :

Name :

**Third Semester M.B.A.(Full Time/Travel & Tourism)
Degree Examination, May 2024**

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 Types
2. Cloud Computing
3. Big Data Analytics
4. Machine Learning
5. Predictive Analytics

(5 × 4 = 20 Marks)

PART - B

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

6. "By using data effectively, a company is able to streamline the process of getting a product made and putting it in the hands of the customer". Substantiate this statement.
7. Describe about the relevance of online data processing with a special mention regarding the practices and application's of Amazon and Google.

P.T.O.



8. Write short notes on
 - a) Customer Analytics and
 - b) Fraud Analytics
9. Discuss in detail about Business Intelligence and list down major BI tools.
10. Explain the major applications of Data Analysis using
 - (a) PYTHON
 - (b) SPSS
 - (c) AMOS and
 - (d) MS-Excel

PART – C

(3 × 10 = 30 Marks)

Compulsory.

11. Online content provider Netflix keeps in contact with over 100 million customers in 190 countries using Amazon Simple Email Service (Amazon SES). Netflix has achieved very high inbox placement rates while delivering hundreds of millions of emails every day. Before migrating to Amazon SES, Netflix maintained an in-house solution for sending email. This solution carried its own operational overheads including running dedicated servers with email delivery software, optimizing email-sending practices for each Internet Service Provider (ISP) etc. Scaling this setup dynamically in new regions was not easy, because it required replicating this setup in data centers co-located in each new region. This solution created a single point of failure for email delivery.

Another challenge had to do with Netflix's diverse email portfolio; it included transactional messages (such as account information and password reset emails), product messages for current customers (including personalized recommendations and new features), and marketing messages for potential and former customers. Each type of email sent to each of these customer segments came with its own level of importance, as well as its own potential risks to Netflix's reputation as an email sender. Why Amazon SES?

Netflix needed an email solution that was flexible and affordable, that was highly scalable, that had global reach, and that promised excellent deliverability. "We believed Amazon SES could help us be elastic, that we could pay as we went along, and that we could stop worrying about optimizing settings for each ISP and so we embarked upon a plan to test and migrate to Amazon SES," said Devika Chawla, Director of Engineering for Netflix's Messaging and Platform team.

Netflix began by creating pools of dedicated IP addresses. Each of these pools was dedicated to sending a particular type of email. For example, transactional messages sent to existing customers (which carry a very low risk of being reported as unsolicited email) were sent from one pool of IP addresses, while marketing messages sent to potential or former customers (which carry a higher risk of being reported) were sent from another. By creating these dedicated IP pools, Netflix was able to isolate the reputations of different pools of IP addresses, thereby maximizing the delivery of its most critical communications.

Netflix then started routing small amounts of outbound email to Amazon SES, in order to help ISPs understand the type and volume of email they would be receiving from Netflix's dedicated IP addresses. After sending these messages, Netflix then evaluated the impact that sending from Amazon SES had on its bounce and complaint rates, its sender reputation, and its inbox placement rates. Once Netflix was satisfied that these metrics were within acceptable rates, they gradually started sending more and more email through Amazon SES. After repeating this send-and-evaluate process numerous times, Netflix was able to migrate its email sending activities to Amazon SES. To evaluate the effectiveness of using Amazon SES to deliver its marketing and transactional emails, Netflix worked with a third party to gauge its inbox placement rates and sender reputation scores. The results of these analyses showed inbox placement rates exceeding 99%, and a reputation score of 97/100. "We felt very good given these rates and scores," said Chawla. Delighted by these results, Netflix was able to shut down its in-house email solution and migrate 100% of its email sending activities to Amazon SES. An additional benefit of Amazon SES is its ability to seamlessly integrate with other AWS services. "We are able to get feedback through Amazon SNS about deliveries, bounces and complaints. We integrated with the feedback API, took the data, and graphed it using our internal graphing systems, giving us real-time insight into our email delivery," noted Chawla.



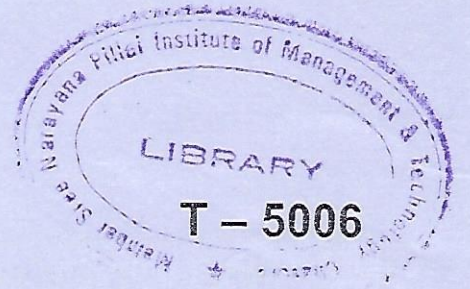
Questions:

- (a) Discuss the scope of Big Data Analytics here.
- (b) List down the benefits of using Amazon SES to deliver its marketing and transactional emails.
- (c) What are the Big Data Analytics challenges business enterprises face today in companies like Netflix?

(1 × 25 = 25 Marks)



Core



(Pages : 3)

Reg. No. :

Name :

**Third Semester M.B.A. (Full Time/Travel & Tourism)
Degree Examination, May 2024**

**MGT 531 : INNOVATION MANAGEMENT AND ENTREPRENEURSHIP
(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. Role of Entrepreneurship
2. Venture Capital
3. Corporate Entrepreneurship
4. Technological Innovation
5. Social Innovation

(5 × 4 = 20 Marks)

PART - B

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

6. Define of the term *Entrepreneur* Explain the role of consultancy organizations in scaling up Entrepreneurs.
7. Describe the steps in starting a small scale industry, with an example.

P.T.O.



8. Write short notes on:

- (a) Role of Central and State Govts. in promoting Entrepreneurship and
- (b) Fiscal and Tax benefits to EOU's.

9. List down the various issues in technological innovations and discuss the methods to overcome this.

10. Elaborate on any two major *Theories of Innovation*.

(3 × 10 = 30 Marks)

PART - C

Compulsory

11. With a population of 1.38 billion people, India is the second most populous country in the world. More than 6% of this population lack access to safe water and about 15% of India's population practices open defecation. A lack of household water connections and toilets contributes largely to water-borne illnesses, stunting, and death. In India and around the world, millions are navigating the COVID-19 pandemic with the added challenge of living without access to safe water. Now more than ever access to safe water is critical to the health of families in India. These factors, combined with the current political push to end this crisis, has created unprecedented urgency to implement effective solutions to increase access to safe water and sanitation.

A couple of hours south of Bhubaneswar is the village that Rehana and her family call home. Rehana's property is near the village primary school, where her children once attended. Almost all adults now, some of Rehana's daughters are married with children of their own. The family share the house, enjoying one another's support and resources. While some work, others babysit the grandkids and cook. Rehana's youngest daughter, Sumaila, contributes to the household income by sewing and selling garments. Homes in Rehana's village are simple. Made of thatch, mud, and concrete, the humble structures offer a haven for rest and play, but rarely do they have water or sanitation connections. While her husband worked and her children went to school, Rehana walked up to six hours a day to get water for cooking, laundry, and baths. She retrieved the water from a water pump managed by the government. As with many municipally managed water sources, the water was available infrequently. Running some days, shut off





others. So, on the days it was unavailable, Rehana purchased water from a vendor. In either case, Rehana paid high prices for water in time and money. For these reasons, households like Rehana's find the small loans offered by Water.org's partners in India to be affordable, practical solutions to their family's water and sanitation needs. Through her local microfinance bank, Rehana took out a loan amounting to 10,000INR, which is about \$ 145USD to pay for the construction of a water connection on her property. Less than two years later, her loan was paid off. Her family continues to enjoy access to water at home. On their way through productive days, Rehana and her children can fill vessels of water just a few feet from their door, rather than miles from home.

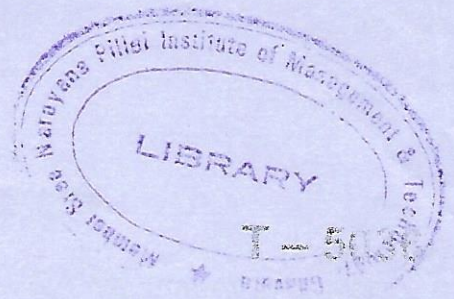
Since 2005, **Water.org** has played a significant role in India's progress toward improved water and sanitation, empowering more than 15.6 million people with access to safe water or sanitation. By collaborating with different types of organizations, including microfinance institutions, self-help group federations, state rural livelihoods missions, commercial banks, payment banks, social enterprises and the government of India, they are mobilizing resources and sharing knowledge to increase access to improved sanitation and safe water.

Water.org is heavily invested in India and strategically positioned to catalyse the national push to end the country's water crisis. They continue to coordinate and collaborate closely with key multilateral development finance institutions and government partners in India, such as the Ministry of Drinking Water and Sanitation's Swachh Bharat Mission, UNICEF, the World Bank, WaterAid, and smaller local organizations. Through these partnerships, they are working to influence public policy and practice changes that make more funds available for water and sanitation solutions across the country.

Questions:

- (a) Appraise this case under the backdrop of Social Innovation in India.
- (b) How Rehana was able to pay off her loan?
- (c) Explain the relevance of Social Innovation projects in Rural India.

(1 × 25 = 25 Marks)



(Pages : 2)

Reg. No. :

Name :

**Third Semester M.B.A. (Full Time / Travel and Tourism) Degree
Examination, May 2024**

**MGTL 03 : FACILITIES AND WAREHOUSE MANAGEMENT
(2020 Scheme)**

Time : 3 Hours

PART – A

Answer all the questions. Each question carries 4 marks.

1. Describe the importance of site selection for facility.
2. What is the use of assembly line in layout planning?
3. Mention the different types of plant services.
4. What is meant by cost control in material handling?
5. Describe the usage of Artificial Intelligence in Facility Selection.

(5 × 4 = 20 Marks)

PART – B

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

6. Explain the factors affecting layout decision.
7. What are the different methods used in select a location? Discuss it briefly.
8. Explain the factors in considering a warehouse in terms of environmental aspects.

P.T.O.

9. What is meant by AGV System? Explain the operational control of an AGV System.
10. Discuss in detail about benefits and drawbacks of Sustainable Materials Management.

(3 × 10 = 30 Marks)

PART – C

Case Study:

11. Case Study:

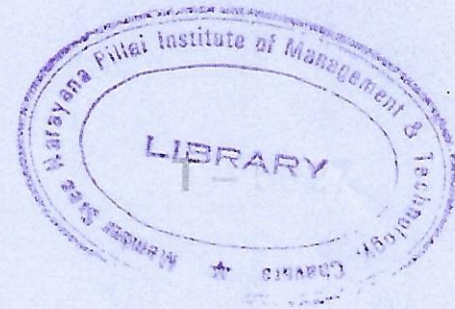
Khalid was recently promoted as Assistant Product Manager in Al-Mafia Furniture, a manufacturer of quality furniture. During his work in the new position he has discovered that the Purchase Manager had recently started buying an inferior wood to make table. The table would last about half as long as the regular table; but the lower quality could not be detected by the buyer. When Khalid revealed this information to his boss, he was told that the Purchase Manager was following orders from top management. The company was having financial difficulties and had to cut costs. The change in table quality was a quick and safe way to do so. Khalid argued that selling inferior merchandise as quality product was no way to solve budget problems, but his opinion was not heard by anyone in the management. Al-Mafia Furniture products are always known for quality which, he could imagine that image of the shop going down quickly as consumers began to experience the low quality materials in near future.

Questions :

- (a) What did Khalid discover in his company when he was promoted as Asst. Product Manager?
- (b) What was the reaction of his boss when Khalid informed him about this matter?
- (c) If you were in the place of Khalid what would you do?

(1 × 25 = 25 Marks)

(Pages : 3)



Reg. No. :

Name :

**Third Semester M.B.A. (Full Time/Travel and Tourism) Degree
Examination, May 2024**

MGTOM 04 : INNOVATION MANAGEMENT

(2020 Scheme)

Time : 3 Hours

Max. Marks : 100

PART – A

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

1. Differentiate between the pull and push approach of Innovation.
2. Define the term Innovation. Highlight the major types of Innovation.
3. Explain the Six Thinking Hats Model and its importance to innovation management.
4. Elucidate the concept of Open Innovation in an organizational context.
5. Highlight major barriers to innovation in Business.

(5 × 4 = 20 Marks)

PART – B

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

6. Explain the various sources of finance for innovation with suitable examples.
7. "The evolution of entrepreneurship in recent years offers strong arguments regarding the role of entrepreneurial initiatives to stimulate economic growth and development and innovation has proven an essential tool for entrepreneurs. Justify this statement by explaining the interrelationship between innovation and entrepreneurship."

8. Write a short essay on various creative approaches to support the process of Innovation.
9. Discuss the step-by-step innovation process for the in-house business development of the organization.
10. Briefly explain the benefits of innovations with examples adopted by the business organization in India.

(3 × 10 = 30 Marks)

PART – C

Compulsory

Case Study

11. Based on the below case study answer the following questions

Since its formation, Amul has been mindful that a vast majority of its consumers have limited purchasing power. In accordance with this understanding, the cooperative adopted a low-price strategy to make its products affordable and guarantee value to the consumer. Indeed, to penetrate diverse markets, it engaged in differential pricing, charging urban consumers more than rural ones. Part of its ability to keep its costs (and prices) low was due to its limited advertising and promotion budget (1% of revenue, compared to 10–12% by multinationals). It has been able to do this through an “umbrella brand” strategy that showcased its entire product range rather than any individual category. Moreover, Amul’s advertising, which featured a little girl and her take on current events, has remained topical and witty, ever since it began in 1967. This novel advertising strategy ensured that the organization got a strong “bang for the buck” even as it spent relatively little on marketing. As a cooperative, Amul engaged in a number of innovations over the years that were relevant to the communities it served. In the 1950s, its engineers pioneered a commercially viable process to produce powder (and later on, baby food and cheese) from buffalo milk, a feat deemed unachievable by Western dairy experts. Another instance of innovation involved cattle feed. Traditionally, cattle were primarily fed straw mid feed concentrate in the form of cottonseed. When cottonseed prices started to rise, the cooperative sought a balanced feed manufactured from nutrients and grains available locally. This composite cattle feed, Amuldan, was provided to the farmers at a cost price and resulted in a gradual increase in milk production. On

8. Write a short essay on various creative approaches to support the process of Innovation.
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(3 × 10 = 30 Marks)

PART – C

Compulsory

Case Study

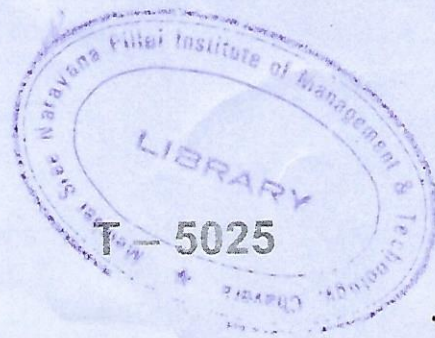
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another front, efforts in the area of embryo transfer technology helped create a high-yield breed of cattle. Besides these initiatives, Amul's plants incorporated automation and its innovations in the areas of energy conservation and refrigeration also contributed to a reduction in its operational costs. Finally, the organization indigenously developed a low-cost process for providing long shelf life to many of its perishable products. Equally important, given that a majority of its milk suppliers were small farmers who were often illiterate and had no prior training in dairy farming, the cooperative invested a substantial number of resources and effort to implement a multipronged program of education and support that enabled its innovations to be more widely adopted by these individuals.

- (a) Explain the strategies adopted by Amul to become a trusted brand product in the Indian market
- (b) In what way Innovations affect the business environment of Amul?
- (c) What would be Amul's biggest obstacles in creating a strategic innovation plan?

(1 × 25 = 25 marks)



(Pages : 3)

Reg. No. :

Name :

**Third Semester M.B.A. (Full Time/ Travel and Tourism) Degree
Examination, May 2024**

**MGTOM 02/ MGT L01 : 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. Portray Logistics as a key process to supply chain management.
2. Write the importance of framework for network decisions.
3. Discuss the factors affecting transportation decision.
4. Define the process of Reverse logistics.. What are the Five Rs of Reverse Logistics?
5. Write any four recent trends in supply chain management.

(5 × 4 = 20 Marks)

PART – B

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

6. What do you mean by supply chain management? Mention the goals and advantages of supply chain management.
7. Analyse the role of distribution in supply chain and explain the different factors influencing distribution network design.

P.T.O.

8. Critically analyse the significance of cyclic view of supply chain.
9. What is Bullwhip effect? What are causes of Bullwhip effect and explain the methods to minimize the bullwhip effect?
10. Analyse the recent trends in logistics and supply chain management.

(3 × 10 = 30 Marks)

PART – C

Compulsory

Case Study

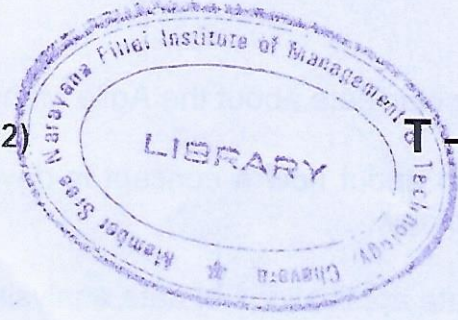
11. The world's largest retailer Wal-Mart was founded by Sam Walton in the year 1962. He opened his first store in Rogers, Ark. On 31st October 1969, the company was incorporated as Wal-Mart Stores. Key success factor was the guidance of Sam. Presently they are operating in fifteen countries with more than 8,000 stores with 2.1 million employees (2009). Major features of Wal-Mart stores are its store area, cleanliness and its shelves which is filled with varieties of quality items that includes health care products, family apparels, electronic items, automotive products, hardware items, jewelry etc. Wal-Mart is giving more emphasis for customer needs and tried to reduce cost through the effective usage of supply chain management system. Wal-Mart's efficiency in supply chain management was due to two key factors namely automated distribution center and the computerized inventory system. This brought in minimizing a lot of time the later not only reduced the checking out time but also recorded the transaction which is much needed to know envisage demand. Demand forecast is a constant issue which could be a threat when not handled properly. This is due to the fact that demand prediction is always inaccurate. Aggregation would be a remedy for this unpredictable demand. Wal-Mart's focus has always been to sell goods at a lower price to the customers. They ensured direct purchase form the companies bypassing the intermediaries. This by passing is one of the ways to reduce cost. Wal-Mart preferred small vendors to the big players however the vendor who provides the best price qualifies and gets the deal. This applies to the giants like P and G as well. Their practice these days had been choosing few vendors and they literally negotiate the best price the one that comes up with best price qualifies. This does not blindly mean that they have been ruthless. Wal-Mart also work with the vendors for improving its supply chain efficiency. Wal-Mart with its power distribution system made quite innovative changes like reducing paper work, reduced its lead time drastically, used bar codes to bill which recorded

inventory levels and the access to the stock levels served as the valuable data for management. The movements of products are systematic and strategically aligned in a way that it reduces the most valuable time and cost and results in efficiency. Wal-Mart had a very effective rather responsive and flexible distribution system to transport goods from docks to stores. Sam Walton claims that Wal-Mart's vision had always been to increase sales through lowering the costs through organized distribution system with the help of the Information Technology. It is said that Wal-Mart's extreme success could be attributed to its effective supply chain management.

- (a) Understand how IT/Internet could be effectively used to enhance the efficiency of the supply chain thereby by reducing costs.
- (b) Critically evaluate the impact of information technology developments in supply chain management. Also critically analyse the case of Wal-Mart in this regard.

(1 × 25 = 25 Marks)

(Pages : 2)



T – 5026

Reg. No. :

Name :

**Third Semester M.B.A. (Full Time/Travel & Tourism)
Degree Examination, May 2024**

**MGTOM03 : TRENDS IN PRODUCTION AND OPERATIONS MANAGEMENT
(2020 Scheme)**

Time : 3 Hours

Max. Marks : 75

PART – A

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

1. Distinguish between production and operations management.
2. Discuss the role of computers in design and manufacturing.
3. Illustrate your understanding about Business Process Re-Engineering.
4. Elaborate the function of IT in operations management.
5. How the data analytics support operations management?

PART – B

(5 × 4 = 20 Marks)

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

6. Explain the role of operations in Service Industries.
7. Discuss the overview of JIT.

P.T.O.



8. Briefly elucidate about the Agile Manufacturing.
9. Explain about how a concept is development into a prototype using 3D printing technology.
10. Illustrate applications of data analysis in supply chain management.

(3 × 10 = 30 Marks)

PART – C

Compulsory

11. Deliberate your view about how the health professionals, like business entrepreneurs are capable of collecting huge amounts of data and applying data analytics to reduce the costs of treatment, predict outbreaks of epidemics, avoid preventable diseases and improve the quality of life in general.

(1 × 25 = 25 Marks)





(Pages : 2)

Reg. No. :

Name :

**Third Semester M.B.A. (Full Time/Travel and Tourism) Degree
Examination, May 2024**

**MGTF 01 : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(2020 Scheme)**

Time : 3 Hours

Max. Marks : 75

PART – A

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

1. Enumerate the scope of investment decision.
2. Explain the functions of new issue market.
3. What are the major risk involved in bonds?
4. Describe the importance and limitations of Sharpe ratio.
5. Discuss the features of dematerialization.

(5 × 4 = 20 Marks)

PART – B

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

6. Explain the performance evaluation of mutual fund.
7. Explain the types of secondary market and their functions.
8. What is technical analysis? Describe the Dow theory and its components.

P.T.O.

9. BC industries have a beta of 1.5. The risk-free rate is 8% and the expected return on the market portfolio is 13%. The company presently pays a dividend of \$5 a share, and investors expect it to experience a growth in dividends of 10 percent per annum for many years to come.
- (a) What is the stock's required rate of return according to the CAPM?
- (b) What is the stocks present market price per share, assuming this required return?
10. Write note on mutual fund. Explain the types of funds and advantages.

(3 × 10 = 30 Marks)

PART – C

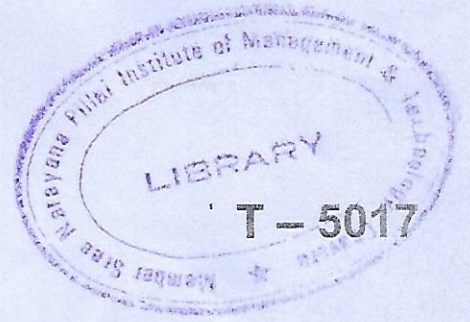
Compulsory

11. (a) Discuss Markowitz portfolio theory and its assumptions.
- (b) On the basis of expected Rate. Standard Deviation, Variance and Coefficient of variation decided which of the following company is best for investment (Single company Risk analysis).

| Possible outcomes | Probability | Rate of Return | |
|-------------------|-------------|----------------|-----------|
| | | Company G | Company H |
| Bullish Trend | 0.3 | 50% | 25% |
| Normal Trend | 0.4 | 20% | 15% |
| Bearish Trend | 0.3 | (10)% | 15% |

(1 × 25 = 25 Marks)

(Pages : 3)



Reg. No. :

Name :

**Third Semester M.B.A. (Full Time/Travel & Tourism)
Degree Examination, May 2024**

MGTF04 : FINANCIAL SERVICES

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART -- A

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

1. Write a note on the scope of financial services.
2. Outline the concept of buy back of shares.
3. Discuss about the features of treasury bills.
4. What are the agency functions of commercial banks?
5. Explain briefly about the concept of credit rating.

(5 × 4 = 20 Marks)

PART – B

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

6. Explain the weaknesses of Indian financial system in detail.
7. Discuss in detail about the types of issues in primary market.
8. What are the products available in capital market? Explain the products in depth.

P.T.O.



9. Describe the policies and program initiated by EXIM Bank.
10. Define Factoring. Explain the benefits of Factoring.

(3 × 10 = 30 Marks)

PART – C

Compulsory

11. Sunlight Industries Ltd manages its accounts receivables internally by its sales and credit department. The cost of sales ledger administration stands at Rs.9 crore annually. It supplies chemicals to heavy industries. These chemicals are used as raw material for further use or are directly sold to industrial units for consumption. There is good demand for both the types of uses. For the direct consumers, the company has a credit policy of 2/10, net 30, past experience of the company has been that on average 40 percent of the customers avail of the discount while the balance of the receivables are collected on average 75 days after the invoice date. Sunlight industries also have small dealer networks that sell the chemicals. Bad debts of the company are currently 1.5 percent of total sales.

Sunlight industries finances its investment in debtors through a mix of bank credit and own long-term funds in the ratio of 60:40. The current cost of bank credit and long-term funds are 12 percent and 15 percent respectively.

There has been a consistent rise in the sales of the company due to its proactive measures in cost reduction and maintaining good relations with dealers and customers. The projected sales for the next year are Rs.800 corer, up 15 percent from last year. Gross profits have been maintained at a healthy 22 percent over the years and are expected to continue in future.

With escalating cost associated with the in-house management of debtors coupled with the need to unburden the management with the task so as to focus on sales promotion, the CEO of sunlight Industries is examining the possibility of outsourcing its factoring service for managing its receivables. He assigns the responsibility to Anita Guha, The CFO of sunlight. Two proposals, the details of which are given below, are available for Anita's consideration.

Proposal from Canbank Factors Ltd: The main elements of the proposal are

- (a) Guaranteed payment within 30 days.
- (b) Advance, 88 percent and 84 percent for the recourse and non recourse arrangements respectively.
- (c) Discount charge in advance 21 percent for with recourse and 22 percent without recourse.
- (d) Commission, 4.5 percent without recourse and 2.5 percent with recourse.

Proposal from Indbank Factors:

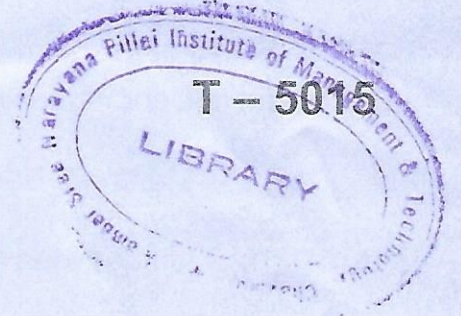
- (i) Guaranteed payment within 30 days.
- (ii) Advance, 84 percent with recourse and 80 percent without recourse.
- (iii) Discount charge upfront without recourse 21 percent and with recourse 20 percent.
- (iv) Commission upfront, without recourse 3.6 percent and with recourse 1.8 percent.

The opinion of the chief marketing manager is that in the context of the factoring arrangement, his staff would be able to exclusively focus on sales promotion which would result in additional sales of Rs.75 crore.

The CFO of Sunlight Industries seeks your advice as a financial consultant on the alternative proposals. What advice would you give? Why? Calculations can be up to one digit only.

(1 × 25 = 25 Marks)

(Pages : 2)



Reg. No. :

Name :

**Third Semester M.B.A.(Full Time/Travel & Tourism)
Degree Examination, May 2024**

MGTF02 : PROJECT FINANCE

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART – A

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

1. What are Commercial Banks?
2. What is Economic Appraisal?
3. What is a deferred Payment Guarantee?
4. What is Venture Capital?
5. Define the term Industrial Sickness.

(5 × 4 = 20 Marks)

PART – B

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

6. What are the functions of SFCs?
7. What are the recommendations of Chore Committee in financing working capital financial mix?

P.T.O.



8. What is Debt Financing? Explain its major features.
9. What is Merchant Banking? Discuss its functions.
10. Distinguish between Loan Syndication and Consortium Finance

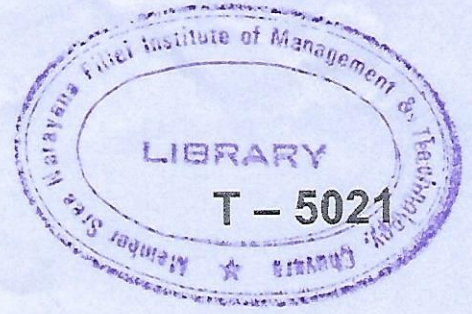
(3 × 10 = 30 Marks)

PART – C

Compulsory.

11. What do you mean by Project Appraisal? Give a detailed explanation on different types of Project Appraisal.

(1 × 25 = 25 Marks)



(Pages : 3)

Reg. No. :

Name :

**Third Semester M.B.A. (Full Time / Travel & Tourism) Degree Examination,
May 2024**

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. Discuss the forces of change.
2. Write a short note on QC and Business Process Reengineering.
3. Analyse the impact of Cloud Technology in HR.
4. State the underlying principles of OD.
5. Explain Action research model of OD.

(5 × 4 = 20 Marks)

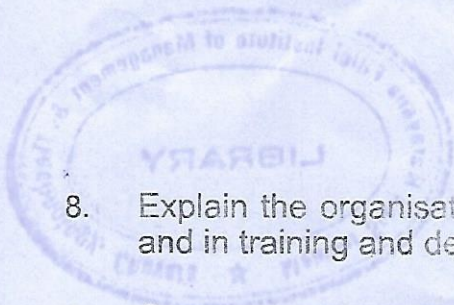
SECTION – B

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

6. Discuss the phases and strategies of planned change.
7. Enumerate the reasons for employees resistance to change and mention the strategies for dealing it.

P.T.O.



- 
8. Explain the organisational implication of technological change in communication and in training and development.
 9. Compare and contrast between diagnosis model and action research model of OD.
 10. Describe grid organisation development and its process. How does it help in improving individual performance in an organisation?

(3 × 10 = 30 Marks)

SECTION – C

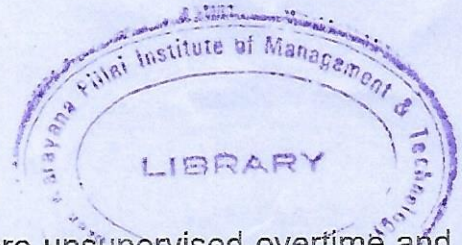
Compulsory.

11. Optima Door Company manufactured large sliding doors. The company had grown rapidly in its early years mainly due to the expansion of the building programme of the firm's major customer which accounted for nearly 90% of the company's business. When Mr. Pandey began the business, his was the only company that manufactured the large sliding doors. Recently, however several other firms began to market similar doors. Fearing that the competitors might be able to underbid his company, Mr. Pandey began urging his assistant, Mr. Pujari to increase efficiency and cut production costs.

A family type atmosphere had existed at Optima Door Company before the cost reduction programmes were instituted. There was very little direct supervision of the workers from the front line office and no pressure was put on them to meet production standards. Several employees worked overtime regularly without supervision. Mr. Pandey was on friendly terms with all the employees. Mr. Pujari was entrusted with the task of seeing that the company achieved its new goals.

Rakesh Pandey (son of the owner) had only recently become the production manager of the door company. Many workers voiced the opinion that the only reason Rakesh was the production manager was that his father owned the company. Wages paid at the company were considered low for the area.

Shortly after, Mr. Pandey stressed the need to reduce waste and increase production; Mr. Pujari called the supervisor together and told them that they would be responsible for stricter discipline among the employees. Unless each supervisor could reduce waste and improve production in his department, he would either be replaced or receive no pay increase. The workers didn't change their work habits because of the pressure put on them by the supervisors, but a growing spirit of antagonism between the workers and supervisors became apparent.



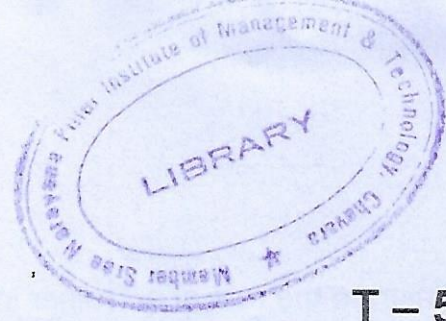
Next, Mr. Pujari started that there would be no more unsupervised overtime and all overtime had to be approved by Mr. Rakesh Pandey. Those who had been working overtime, protested by saying that this would only result in lagging behind schedule, but Mr. Pujari remained firm on this rules. There has never been a time in the history of the company when there has been so much anti company sentiments among the workers. Rakesh was unpopular with the workers but the events of the past week made him to be resented even more. The resentment had increased to such a point that several of the workers had quit. Mr. Pujari wondered what steps he would take to solve the problems. Efforts of the management to increase efficiency and reduce costs had definitely caused resentment among the workers. Even more disappointment was the fact that the company accountant had just announced that waste and costs had increased since the new programmes had been instituted and the company scheduler reported that the company was further behind on shipments than even before.

Questions:

- (a) What would you advise Mr. Pujari to do in order to correct the situation?
- (b) What interventions would you implement if you are hired as an organisation development change agent?
- (c) What results would you expect these interventions to yield?

(1 × 25 = 25 Marks)





(Pages : 2)

T – 5019

Reg. No. :

Name :

**Third Semester M.B.A. (Full Time/Travel & Tourism)
Degree Examination, May 2024**

MGTH 01 : TRAINING AND DEVELOPMENT

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART – A

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

1. Mention the objectives of Training.
2. State the role of Task Analysis in TNI.
3. How far Budgeting is vital while designing a Training Programme?
4. Substantiate the need of Cost Benefit Analysis with respect to Training.
5. List out the steps of Management Development Process.

(5 × 4 = 20 Marks)

PART – B

Answer any **three** questions. Each question carries **10** marks.

6. "The future of Training is almost unpredictable." How far this statement is practical?
7. Elucidate the importance of Job Competency identification.

P.T.O.



8. Illustrate the role of a Trainer in the design of a Training Programme.
9. Critically evaluate the models of Training Evaluation.
10. Describe the need and importance of Management Development in the modern business world.

(3 × 10 = 30 Marks)

PART – C

Compulsory question, the questions carries 25 marks.

11. You are asked to prepare a training proposal for the marketing executives of an online educational app. The company is concentrating on south-west region of India. How will you manage this situation? Give reasons for your response.

(1 × 25 = 25 Marks)



(Pages : 2)



Reg. No. :

Name :

**Third Semester M.B.A. (Full Time / Travel and Tourism) Degree
Examination, May 2024**

MGTH 04 : PERFORMANCE MANAGEMENT

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART – A

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

1. Distinguish between Performance Appraisal and Performance Management.
2. Mention the relevance of 360 Degree Feedback.
3. How can we enhance the performance at individual level?
4. "Linking performance with pay will increase the output of employees." Is this applicable for public sector organizations?
5. State the process of Automation with regard to Performance Management.

(5 × 4 = 20 Marks)

PART – B

Answer **any three** questions. **Each** question carries **10** marks.

6. Compare and contrast the traditional and modern methods of Performance Appraisal.
7. Explain the role of a Transformational Leader in Performance Management.

P.T.O.

8. "Performance of Learning Organizations will always lag behind that of Virtual Teams." Evaluate this statement according to your logical thinking.
9. Elucidate the modes in which we can curb the unethical practices in Performance Management.
10. "Automation sidelines the real performance of employees." Do you agree to this? Give reasons for your response.

(3 × 10 = 30 Marks)

PART – C

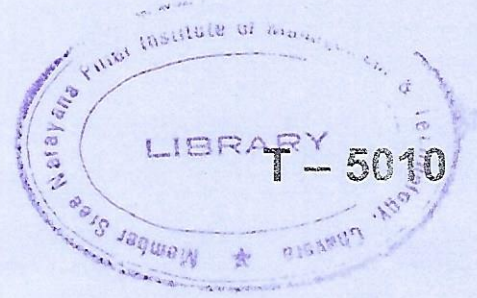
Compulsory questions, the question carries **25** marks.

11. Design a Performance Management System for the employees of a newly launched Branded Textile Shop at your hometown.

(1 × 25 = 25 Marks)



(Pages : 3)



Reg. No. :

Name :

**Third Semester M.B.A. (Full Time/Travel and Tourism)
Degree Examination, May 2024**

MGTMO2 : INTEGRATED MARKETING COMMUNICATION

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART – A

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

1. How do customers perceive marketing communication?
2. Discuss the factors influencing selection of an advertising agency.
3. "Sales promotions are only short term incentives to boost sales" Discuss.
4. "Direct marketing is equally advantageous to the marketers," List out the various reasons in support of your answer.
5. State the importance of integrated marketing communication.

(5 × 4 = 20 Marks)

PART – B

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

6. Describe the significance of models of marketing communication. Explain AIDAS model and DAGMAR model in detail.
7. Explain the role of digital media in advertising.

P.T.O.



8. Analyse the significance of personal selling and its process involved.
9. What do you mean by public relation? Explain the role, functions and tools of PR.
10. Evaluate the possibilities of 360 degree marketing campaign. How to build a profitable 360 degree marketing campaign? Explain it with suitable examples.

(3 × 10 = 30 Marks)

PART – C

Compulsory

CASE STUDY

11. ICT the tobacco-to-hotels major has changed the identity of its lifestyle apparel brand from Thrills Lifestyle to WLS. It will now sell apparel that is 100% natural – from fabric to threads, buttons and labels. Having made it all natural, it had introduced a sharp differentiator in the apparel market riding on the current bandwagon of preference for natural and organic products. It has become the first mainstream Indian apparel brand to go natural. By renaming its premium apparel retail brand to WLS, it has effectively removed the brand's connection with the Thrills cigarette brand and made the brand name small, simple and trendier, in line with other brands like AJIO, M&S and D&G. However, it remains to be seen how much impact rebranding will have on the prospects of ICT's lifestyle retailing business. The segment has been under pressure in recent years – effectively pulling down the growth rates of the company's FMCG business. According to the latest annual report, 2017-18, it was another challenging year for the branded apparel segment. On the contrary, e-commerce players continued with their aggressive push to capture market share amongst value seeking consumers by offering heavy discounts and launching exclusive labels and brands.

Merely rebranding alone may not help the company unless combined with change in marketing communication strategy and execution. Although this rebranding will help to some extent, still the company needs to take more steps to get back strong growth in this business. The tectonic shift comes at a time when consumers are increasingly becoming conscious of their impact on environment.

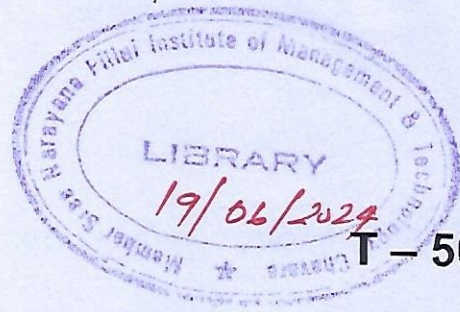


Questions:

- (a) Was rebranding their apparel business the right decision? Justify your opinion.
- (b) Propose an integrated marketing communication mix strategy for the rebranded apparel business of the company.

(1 × 25 = 25 Marks)





(Pages : 3)

T – 5009

Reg. No. :

Name :

**Third Semester M.B.A. (Full Time/Travel & Tourism)
Degree Examination, May 2024**

MGTMO1 : CONSUMER BEHAVIOUR

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART – A

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

1. Discuss how consumer behaviour knowledge can be applied in marketing.
2. Illustrate Maslow's *theory* of hierarchical needs.
3. Describe the levels of consumer decision making.
4. Enumerate the features of reference group.
5. State the objective of Consumer Protection Act.

PART – B

(5 × 4 = 20 Marks)

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

6. Discuss the models of consumer behaviour.
7. Elaborate Trait theory.
8. Explain the models of consumer decision making.

P.T.O.



9. Describe the types of reference groups.

10. Explain Consumer Protection Act.

(3 × 10 = 30 Marks)

PART – C

Compulsory

11. International spirits woo consumers with desi-flavour ads.

One more MNC- United Distillers Vintners (UDV)- goes desi. It began with the theme song of the commercial for Gilbey's Green Label – Kuch pana hai, kuch kar dikhana hai- and now, with Smirnoffs Pure Perfection tag, the brand is clearly eyeing the top slot of the premium spirit market in India. The challenge, admit UDV Marketing Controller Mohita Arora, comes from Royal Challenge. Indian consumers are notoriously brand loyal. So UDV is planning to exhaust all possible mediums (for advertising spirits), from the telly to the Net- in a bid to hook them.

Like with every other MNC, advertising in India for UDV started with their international campaigns. But they soon realised the importance of going local in order to strike a chord with the Indian consumer. And the new, indigenously done Smirnoff campaign aspires to deliver the goods. Done by HTA, Mumbai, the commercial has Inder Sudan and Tulip as lead models. The commercial shows s hero making a conquest and being noticed by his peer group in general and the opposite sex in particular. The ad attempts to sustain the world-class character of the brand and there are plans to release the commercial in South East Asian countries as well. On Indian screens, this fast-paced commercial may do better on cinema screens rather than the telly. It has also been released on rediff.com's broadband.

UDV's strategies for the two of its flagship brand-names are as different as are the targeted segments. "For Gilbey's Green Label, we are targeting socio-economic group A", says Mohita. Accordingly, the Green Label campaign is being aired on reach channels such as Sony, Zee and regional channels, while for Smirnoff the slots have been booked on image channels.

But the corporate, that owns nearly 20 premium international spirit brands, has no immediate plans of introducing its other products in the open market. Some of its better-known products such as Johnie Walker are not yet available over-the-counter because of duty structures, says Mohita. But It doesn't seem to matter, because, as of now, Smirnoff is hot enough.

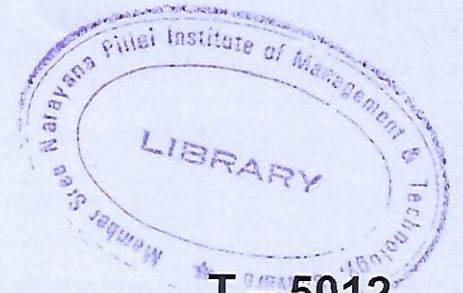


Questions:

- (a) Why is it important to study cross culture?
- (b) What are various barriers MNCs face to successfully launch their product in a foreign country?
- (c) Analyse the situation mentioned above on the light of cross culture.

(1 × 25 = 25 Marks)





(Pages : 3)

T - 5012

Reg. No. :

Name :

**Third Semester M.B.A. (Full Time/Travel & Tourism)
Degree Examination, May 2024**

MGTM04 : SERVICES MARKETING

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART – A

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

1. Explain the recent trends in service sector.
2. Why is it important to maintain high service quality?
3. How does the inseparability feature of services necessitate requirement of intermediaries in the distribution of services?
4. Judge the value of service scape in service delivery.
5. Describe the expanded marketing mix used in tourism industry.

PART – B

(5 × 4 = 20 Marks)

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

6. What are the characteristics of services? How we can classify the services?
7. Explain the Gap model of service quality and its significance in measuring service quality.

P.T.O.



8. How service providers manage the demand and supply of services? Also explain the demand forecasting methods.
9. Suppose you are the marketing head of a travel and tour company. What factors will you keep in mind while deciding prices for your tour packages? What strategies would you use to price your services?
10. Suppose you are the marketing manager of an international banking firm which has just started its operations in India. Prepare a suitable marketing mix for it.

(3 × 10 = 30 Marks)

PART – C

Compulsory

CASE STUDY

Study the case given below and answer the questions given at the end.

11. ABC Educational Institute is one of the few management institutes started early in the 1960s in India. The institute was regarded by many as one of the premier management institutes in the country. The old students of the institute occupied very important positions in the government and private enterprises within as well as outside the country. The strengths of the institute are qualified teaching staff and infrastructure. The established image of the institution draws crowds for admission into the course. Mr. Parasuraman, the newly appointed director of the institute, was not happy with the happenings in the institute. Demand management was not the problem. In spite of the mushrooming of a number of institutes at university and private levels, the number of candidates seeking admission was more than the seats available. Mr. Parasuraman, however, recognised that the number of applications was falling at a slow rate for the last five years. When he pointed this out to some of the senior faculty, they discounted the factor as an effect of increased competition. Besides the demand issue, there are many more issues that cause concern to the director.
- (a) Class work is not properly conducted.
- (b) Absenteeism among students is high.
- (c) Teachers give more importance to personal and private works.



- (d) Placement cell is unable to have network with established companies.
- (e) Enthusiastic participation is absent, both from faculty and students.
- (f) Teacher-student relationships are neither positive nor negative.
- (g) The facilities offered by the institute are not used by the faculty and students optimally. Mr. Parasuraman certainly was not happy with these findings. He wanted to rebuild the institute. He did not want to hang onto an image of the institute. He sensed that if something constructive was not done by him, the institute is certainly going to face some very serious problems in the future. Parasuraman identified that the core strengths of the institute is faculty and the personnel in support services. He strongly believe that if the faculty really work with involvement and commitment there won't be any problem in the institute and all the problems identified get solved automatically. He does not know exactly where to begin with and how to deal with the problem, particularly, when senior professors are involved. He sought the services of a consultant in this respect.

Questions

- (i) What internal marketing strategies would be helpful in tackling the situation above? Discuss.
- (ii) Discuss the Challenges involved in marketing of educational services.

(1 × 25 = 25 Marks)

