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RV INSTITUTE OF MANAGEMENT, BENGALURU-5600041
(Autonomous Institution Affiliated to BCU)
Second Semester MBA Semester End Examinations, Nov/Dec- 2022
Subject Name: FINANCIAL MANAGEMENT

Time: 3 Hours   **Maximum Marks: 100**

Course Outcomes (COs)	
CO1	Apply the time value concepts for basic financial decision making.
CO2	Calculate the cost of capital for a business or a project.
CO3	Evaluate projects using capital budgeting techniques.
CO4	Analyse the Impact of different kinds of dividends on shareholder wealth and the optimum capital structure for a business.
CO5	Evaluate working capital effectiveness of a firm
Cognitive Levels (CL)	
L1	Remember / Recall the concept or Knowledge
L2	Understanding the Concept of Knowledge
L3	Application of the Concept of Knowledge
L4	Analyzing / Evaluating the concept of Knowledge
L5	Synthesis or Creating new knowledge

Instructions to Candidates:

Present value table is allowed

Sl. No	Section – A	C L	Marks	COs
**Answer any SIX of the following questions. Each question carries five marks. (5 x 6 =30)**			
1	Define the scope of financial management. What role should the Finance manager play in a modern enterprise? Explain.	L1	5	CO4
2	Discuss the factors that should be considered while deciding a firm's Capital Structure.	L2	5	CO1
3	Walter's model considers that retentions influence stock prices only through their effect on future dividends. Discuss.	L2	5	CO1
4	Explain the superiority of the objective of wealth maximization over the objective of Profit maximization.	L3	5	CO1
5	Determine the payback period for a project which requires a cash outlay of ₹ 1,00,000 & generate cash inflow of ₹ 20,000, ₹ 40,000, ₹ 30,000 & ₹ 20000 in the first, second, third & fourth year respectively.	L3	5	CO2
6	A Company has ₹ 40,00,000 8% debenture outstanding today. It has to redeem the debentures after 5 years and establishing a sinking fund to Provide funds for redemption. Sinking fund investment can earn interest at 12% per annum. The investments are made at the end of each year. What annual payment must the firm make to ensure that the needed ₹40,00,000 is available on the designated date?	L3	5	CO3

7	If the Combined leverage & operating leverage of a Company are 2.5 & 1.25 respectively. Find the financial leverage & P/V ratio. Given that the equity dividend per share is ₹ 2. Interest payable per year is ₹ 1, 00,000, total fixed Cost ₹ 50,000 and Sales ₹ 10, 00,000.	L3	5	CO4
8	You are given the following facts about a firm i) Risk free rate 11% ii) Beta 1.25 Compute the Ke using CAPM assuming market return of 15% next year. What would be the cost of equity if beta rises to 1.75?	L1	5	CO5

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Section – B
Answer any FIVE of the following questions. Each question carries ten marks. (10 x5 =50)

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9	What are the different methods of appraising capital investments? Discuss briefly each of the methods.	L3	10	CO1
10	Explain the different sources of financing working Capital needs of an organization.	L4	10	CO5
11	A Company has in its books for the following amount & Specific Cost of each type of capital Determine WACC using (1) Book Value weights & (ii) Market value weights.	L2	10	CO5
12	The existing capital structure of XYZ Ltd, is as follows;	L3	10	CO5
13	You are given the following estimates and are instructed to calculate the average amount of working capital which will be required after adding 10% to your computed figure allow for contingencies.	L3	10	CO3

Question 11 table:

Type of Capital	Book value (₹)	Market Value (₹)	Specific Cost (%)
Debt Cap	4,00,000	3,80,000	5
Pref. Share	1,00,000	1,10,000	8
Equity share	6,00,000		15
Retained Earnings	2,00,000	12,00,000	13

Question 12 details:

Particulars   Amount
Equity Shares ₹100 each   40,00,000
Retained earnings   10,00,000
9% Preference Shares   25,00,000
7% Debentures   25,00,000

- Company earns a return of 12% & tax on income is 35%
- The Company wants to raise ₹25,00,000 for its expansion project for which it is considering following alternatives.

1) Issue of 20,000 equity shares @ a premium of ₹25 Per Share.
2) Issue of 10% Preference shares
3) Issue of 9% Debentures

- Projected that P/E ratios in case of Equity, Preference & Debenture financing 20, 17, 16 respectively.
- Which alternative would you consider to be the Best? Give reasons for your choice.

		Particulars	Amount			
		1) Average amount for Stocks				
		* Stock of finished goods	5,000			
		* Stock of Stores & material	8,000			
		2) Average Credit given				
		* Inland Sales, 6 weeks Credit	3,12,000			
		* Export Sales, 1.5 weeks Credit	78,000			
		3) Average time lag in payment of wages & other outgoings				
		* Wages 1.5 weeks	2,60,000			
		* Stores & materials, 1.5 months	48,000			
		* Rent & royalties, 6 months	10,000			
		* Clerical staff, 0.5 month	62,400			
		* Manager, 0.5 month	4,800			
		* Miscellaneous Expenses, 1.5 Month	48,000			
14	Loan amount ₹ 10,00,000, rate of interest 12%, loan period 4 years. From the given information prepare amortization schedule.			L3	10	CO4
15	EPS = ₹ 8, Ke=10%, The Company has an option of adopting (1) 50, (ii) 75 and (iii) 100 percent Dividend payout ratio. Compute the market price of the Share as per Walter's model when r =15%, 10% & 5% respectively.			L3	10	CO2

Section – C
Case Study – Compulsory (1 x15=15)

16	X Company Ltd., is Considering two different investment proposals. Proposal- A has an investment cost of ₹10 lakhs & Proposal - B has an investment Cost of ₹ 28 lakhs. Both the projects are expected to yield returns for a period of 5 years. The estimated Net Cash inflows of the two proposals are as follows:	L4	20	CO3

Year	Proposal-A	Proposal -B
1	3,30,000	9,00,000
2	5,00,000	11,00,000
3	3,70,000	12,00,000
4	3,00,000	8,00,000
5	2,00,000	7,00,000

a. Which is the most attractive investment proposal considering the discount rate of 12%? Use NPV Criteria to answer this questions.

b. Find out the IRR of the 2 proposals.

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RV INSTITUTE OF MANAGEMENT, BENGALURU-5600041
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Third Semester MBA Semester End Examinations, May/June- 2023
Subject Name: DIRECT TAX

Time: 3 Hours   **Maximum Marks: 100**

Course Outcomes (COs)	
CO1	Understand corporate taxation system in India
CO2	Understand the basic concepts of Income tax and apply the same on real world situation
CO3	Understand and Computation of taxable Income under different heads
CO4	Understand and apply the deductions available while computing Income Tax
CO5	Evaluate Indian Company and Foreign company tax liability in Indian context
Cognitive Levels (CL)	
L1	Remember / Recall the concept or Knowledge
L2	Understanding the Concept of Knowledge
L3	Application of the Concept of Knowledge
L4	Analyzing / Evaluating the concept of Knowledge
L5	Synthesis or Creating new knowledge

Sl. No	Section – A	C L	Marks	COs
**Answer any SIX of the following questions. Each question carries FIVE marks. (5 x 6 =30)**			
1	What is meant by allowances? Mention the fully exempted allowances under the head Income from Salary.	L2	5	CO2
2	Mention any five incomes which do not form part of Total Income (Sec.10).	L2	5	CO3
3	List any *five incomes* which are taxed under the head 'Income from other sources'.	L2	5	CO3
4	Agricultural land situated in Agra purchased in 2004-05 for 50,000 and, sold for Rs.12,00,000 on 1.5.2022. The assesse purchased another piece of agricultural land on 1.8.2022 for Rs. 2,70,000. Find out the capital gain chargeable to tax for the assessment year 2023-24. [CII: 2004-05:113; 2022-23: 331]	L3	5	CO3
5	X, a foreign citizen (not being a person of Indian origin), leaves India for the first time in the last 20 years on November 20, 2020. During the calendar year 2021, he comes to India on September 1st for a period of 30 days. During the calendar year 2022, he does not visit India at all but comes to India on January 16, 2023. Determine the residential status of X for the assessment year 2023-24.	L4	5	CO2
6	The book profits of a company in the previous year 2022-23 computed in accordance with sec. 115JB of the income-tax act, is Rs.12,00,000. Its total income under the income-tax act for the same period is computed at Rs.3,50,000. Is the company liable to pay 'minimum alternative tax'? If yes, how much has to be paid?	L4	5	CO5
7	From the following figures you are required to ascertain the depreciation admissible (allowable) & other liabilities if any in respect of the Previous Year relevant to the Assessment Year 2023-24.	L3	5	CO3

Particulars	Plant & Machinery (Rs)	Building (Rs.) (Non-residential)
Depreciation rate	15%	10%
WDV at the beginning of the year (Rs.)	2,50,000	10,00,000
Additions during the year (Rs.) (1-8-22)	3,00,000	-

	Sales during the year	6,00,000	2,00,000			
8	Discuss in brief Set Off or Carry Forward of Loss.	L2	5	CO4

Section – B
Answer any FIVE of the following questions. Each question carries TEN marks. (10 x 5 =50)

9	Explain briefly the concepts of Tax Evasion, Tax Avoidance and Tax Planning.	L3	10	CO1
10	Explain Section 80C, 80D, 80E & 80U of Income Tax Act 1961.	L3	10	CO4

11 From the profit and loss account of X (age:31 years, resident) for the year ending March 31, 2023, ascertain his business income for the assessment year 2023-24:

Particulars	Rs	Particulars	Rs
General expenses	13,400	Gross profits	4,15,500
Bad debts	22,000	Commission	8,600
Advance tax	2,000	Brokerage	37,000
Insurance	600	Sundry receipts	2,500
Salary to staff	26,000	Bad debts recovered (earlier allowed as deduction)	11,000
Salary to X	51,000	Interest on debentures (i.e net amount Rs 22,500 + tax deducted at source: Rs 2,500)	25,000
Interest on overdraft	4,000	Interest on deposit with a company (nontrade) (net interest: Rs11,700 + tax deducted at source: Rs 1,300)	13,000
Interest on loan to Mrs. X	42,000		
Interest on capital	23,000		
Depreciation	48,000		
Advertisement expenditure	7,000		
Contribution to employee's recognized provident fund	13,000		
Net profit	2,60,600		
	5,12,600		**5,12,600**

Other information:
1. The amount of depreciation allowable is Rs. 37,300 as per the Income-tax rules. It includes depreciation on permanent sign board.
2. Advertisement expenditure includes Rs. 3,000, being cost of permanent sign board fixed on office premises.
3. Income of Rs. 4, 500 accrued during the previous year, is not recorded in the profit and loss account.
4. X pays Rs. 6,000 as premium on own life insurance policy of Rs. 70,000.
5. General expenses include
   (a) Rs 500 given to Mrs. X for arranging a party in honour of a friend who has recently come from Canada .
   (b) Rs 1,000 being contribution to a political party
6. Loan was taken from Mrs. X for payment of arrears of income- tax.

(L4 | 10 | CO3)

12 Work out the amount of depreciation allowance for the assessment year 2023-24 from the following particulars of assets of a steel factory:

Assets	W.D.V on 1.4.2022	Depreciation
Buildings	15,47,380	10%
Godowns	2,15,740	10%
Machinery	35,00,000	15%
Motor Bus	1,50,000	30%

(L4 | 10 | CO3)

		Furniture	25,170	10%			

➤ The factory purchased and installed old machinery on 31st October 2022 at a cost of Rs.5,00,000 of the same rate of depreciation.

➤ One Godown (whose W.D.V on 1.4.2022 was Rs.1,15,600) was completely destroyed by fire on 1.9.2022 and Rs.1,00,000 was received from the insurance company in respect thereof.

			L	M	CO
13	Mr. Ajay sold some of his property during the year 1-4-2022 to 31-3-2023 as under: ➤ Jewellery costing 80,000 (which was acquired in June 2020) was sold for Rs. 1,00,000 in May 2022. ➤ House at Kolkata: Let out for residential purposes. It was inherited by him in 1984. Sale Price on 31-10-2022 Rs. 18,00,000. Fair market value on 1-4-2001, Rs. 1,00,000. Cost of improvement made during 2011-12, Rs. 25,000. Expenses on transfer are Rs. 25,000. ➤ Household Furniture costing Rs. 14,000 in 2021 was sold in March 2022 for Rs. 76,000. ➤ Car was sold on 1-12-2022 for Rs. 45,000, its written down value on 1-4-2022 was Rs. 38,000. ➤ Self-cultivated land was compulsorily acquired under a law for Rs. 12,00,000 on 1-1-2022 and its cost in 2003-04 was Rs. 65,400. (CII: 2001-02:100; 2003-04:109; 2011-12:184; 2022-23:331) Compute his total capital gain.	L4	10	CO3

14	X furnishes the following particulars of his income earned during the previous year relevant to the assessment year 2023-24: Rs.	L4	10	CO2

Sl. No	Particulars	Amount (Rs.)
1	Interest on Government Development Bonds (two-fifths is received in India)	60,000
2	Income from agriculture in Bangladesh, received there but later on Rs.50000 is remitted to India (agricultural activity is controlled from Bangladesh)	1,81,000
3	Income from property in Canada received outside India (Rs.76000 is used in Canada for meeting educational expenses of X's daughter in USA & Rs.10000 is later on remitted to India)	86,000
4	Income earned from business in Kampala (Uganda) which is controlled from Delhi (Rs.15000 is received in India)	65,000
5	Dividend paid by a foreign company but received in India on April 10, 2022	46,500
6	Past untaxed profit of 2019-20 brought to India in 2022-23	10,43,000
7	Profits from a business in Madras & managed from outside India	27,000
8	Profits on sale of a building in India but received in Sri Lanka	14,80,000
9	Pension from a former employer in India, received in Rangoon	36,000
10	Gift in foreign currency from a friend received in India on January 20, 2023	80,000

Find out the gross total income of X, if he is (a) resident & ordinarily resident, (b) resident but not ordinarily resident, & (c) non-resident for the assessment year 2023-24.

| 15 | X (age:26 years), a leading tax consultant, who maintains books of accounts on cash basis furnishes the following particulars of income and expenditure for the A.Y 2023-24:
Receipt and Payment Account for the year ending March 31, 2023 | | | | L4 | 10 | CO3 |

Particulars	Rs.	Particulars	Rs.
Balance brought down	12,400	Purchase of typewriter	6,000
Fees from clients:		Car expenses	18,000
Of 2022-23	7,30,500	Office expenses	40,000
Of 2021-22	1,11,500	Salary to staff:	
Of 2023-24	1,13,000	Of 2022-23	32,000
Presents from clients	24,000	Of 2023-24	11,000
Interest-free loan from a client for purchase of a car	2,38,000	Expenses in respect of let out property [municipal tax: Rs.2000, repairs: Rs.1000, insurance: Rs.3000]	6,000
Winning from lottery	46,000	Car purchase on December 10, 2022	2,40,000
Interest from UTI (received on September 11, 2022)	12,000	Repairs of office	12,000
Rent from 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 credit down	7,77,400
	13,62,400		13,62,400

- Car is partly used for official purpose (40%) and partly for private (60%).
- Depreciation on type writer is 15%, Depreciation on Car is 15%. Determine the income from profession of X for the A.Y 2023-24.

Section – C
Case Study – Compulsory (1 x20=20)

| 16 | From the following information compute the tax liability of X & Co., keeping in view the provisions of MAT u/s 115JB for the assessment year 2023-24:
Profit and loss account | | | | L5 | 20 | CO5 |

Particulars	Rs.	Particulars	Rs.
To expenses relating to business	4,50,000	By long term capital gain	1,00,000
To I.T paid	20,000	By sale	7,00,000
To general reserve	40,000	By deferred tax	1,00,000
To provision for contingent liability	40,000		
To Prov. for diminution in value of an Asset	50,000		
To proposed dividends	50,000		
To balance c/d	2,50,000		
	9,00,000		9,00,000

a) B/F loss as per books of account Rs. 1,00,000.
b) B/F depreciation as per books of account Rs. 80,000.
c) B/F loss under the head capital gains (computed as per income tax act) Rs. 60,000.
d) B/F unabsorbed depreciation Rs. 3,00,000 for the assessment year 2022-23.

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RV INSTITUTE OF MANAGEMENT, BENGALURU-5600041
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Third Semester MBA Semester End Examinations, May/June- 2023
Subject Name: SERVICE & RETAIL MARKETING

Time: 3 Hours   **Maximum Marks: 100**

Course Outcomes (COs)	
CO1	Understand and appreciate the opportunities and challenges in Management of retail business and Services in the Indian context
CO2	Sharpen their problem solving skills and enhance their sales practice in Services and retail markets
CO3	Understand and appreciate the services domain from a marketing perspective.
CO4	Explore retailing as a business and have a comprehensive view of store management functions.
CO5	Learn the essential components of a service and retailing business
Cognitive Levels (CL)	
L1	Remember / Recall the concept or Knowledge
L2	Understanding the Concept of Knowledge
L3	Application of the Concept of Knowledge
L4	Analyzing / Evaluating the concept of Knowledge
L5	Synthesis or Creating new knowledge

Sl. No	Section – A	C L	Marks	COs
**Answer any SIX of the following questions. Each question carries FIVE marks. (5 x 6 =30)**			
1	Briefly explain the challenges in service marketing and their relationship to the nature of services.	L2	5	CO1
2	What are the elements of physical evidence? Explain using a business hotel as an example.	L3	5	CO2
3	Explain any 3 unique India-specific models in retail. Can you identify any other country where such models could work?	L3	5	CO3
4	Briefly explain the responsibilities of a Store Manager.	L2	5	CO4
5	How are the following technologies useful to the retail industry – EDI, RFID, Warehouse Management Systems?	L3	5	CO4
6	A domestic airline which is used mainly by business travelers has been experiencing delays in the last three months, because of some of its aircraft being unavailable due to maintenance related issues. What approach do you recommend that the airline take to manage the service failures that have occurred?	L3	5	CO2
7	Discuss the importance of AI/ML applications for retail with some examples.	L2	5	CO5
8	What are private labels in retailing? How are they useful to consumers and the retail store?	L2	5	CO3

	Section – B **Answer any FIVE of the following questions. Each question carries TEN marks. (10 x 5 =50)**			
9	Identify 5 performance measures that are used for evaluating retail stores and the formula for calculating them.	L2	10	CO3
10	a. Develop a simple service blueprint for a car or two-wheeler service outlet. b. What benefits can the organization derive from your blueprint?	L3	10	CO2
11	Draw a chart that illustrates how retail store formats may be classified. Briefly explain each category.	L2	10	CO3
12	An insurance company offers coverage for fire insurance, homeowner insurance, vehicle insurance and travel insurance. How will the 7P's of service marketing be applicable to this organization?	L3	10	CO1
13	Explain the process of merchandise planning for a retail chain that sells garments.	L2	10	CO3
14	a. Explain the differences between a database, a data warehouse and a data lake. b. Give examples of IT applications for retail stores, that will use each of the data storage types listed in the question.	L3	10	CO5
15	Describe the service gaps model in detail. Use any service industry to illustrate your answer.	L3	10	CO2
	Section – C **Case Study – Compulsory (1 x20=20)**			

16	A team of young founders have got a large amount of CSR funding to open up a toy store chain in India. They want to provide safe toys, which are created by traditional artisans in different states. They plan to have a tie-up with co-operative societies from various parts of the country and showcase the toys as well as the creativity of the artisans. It is important that the children coming to these stores are allowed to play with these toys and the parents also get an experience of how these toys will help child development. After doing market research and discussing with child development experts, the team is considering opening up 3 stores, which will be around 25,000 sqft each.
	
	 Based on the information provided above, answer the following questions:
	     a. What criteria should be used to decide on the location as well as the layout of the stores?
	     b. Suggest visual merchandising techniques that could be used in the stores.
	     c. How will the merchandise planning for these stores be different from large departmental stores?
		L4	
			
			7
			
			7
			
			6
				CO4

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RV INSTITUTE OF MANAGEMENT, BENGALURU-5600041

(Autonomous Institution Affiliated to BCU)

Second Semester MBA Semester End Examinations, Nov/Dec- 2022

Subject Name: - DIGITAL MARKETING

Time: 3 Hours   **Maximum Marks: 100**

Course Outcomes (COs)	
CO1	To understand the Digital Marketing practices.
CO2	To be able to understand various social media marketing tools.
CO3	To develop an understanding of Search Engine Optimization.
CO4	To provide insights to Digital Marketing analytics.
CO5	To develop understanding about Digital Innovation and trends
Cognitive Levels (CL)	
L1	Remember / Recall the concept or Knowledge
L2	Understanding the Concept of Knowledge
L3	Application of the Concept of Knowledge
L4	Analyzing / Evaluating the concept of Knowledge
L5	Synthesis or Creating new knowledge

Sl. No	Section – A	C L	Marks	COs
Answer any SIX of the following questions. Each question carries five marks. (5 x 6 =30)				
1	What is Digital Marketing? Enumerate on the differences between Traditional Marketing and Digital Marketing.	L4	5	CO1
2	Explain Google Analytics? What are the benefits of Google Analytics?	L2	5	CO4
3	Why are keywords important in SEO? Explain Different type of keywords with examples.	L3	5	CO3
4	Describe the systematic steps which must be followed in performing A/B testing.	L4	5	CO3
5	Discuss the challenges faced by wearable technology.	L2	5	CO5
6	Examine the benefits of Artificial Intelligence and Machine Learning in Digital Marketing.	L3	5	CO5
7	How can a business be benefited by using different social media platforms? Explain suitability of each social media platforms with suitable examples	L4	5	CO2
8	What is Personalized Marketing? Discuss the benefits of Personalized Marketing.	L2	5	CO5
Section – B				
Answer any FIVE of the following questions. Each question carries ten marks. (10 x 5 =50)				
9	Discuss the key elements of SEO audit which helps in identifying the strengths and weakness of the website.	L3	10	CO3
10	Examine the stages of consumer decision journey and discuss how Digital Marketing can be mapped to each stage.	L4	10	CO1
11	Compare and contrast between the Advantages and Disadvantages of using Mobile Marketing, Twitter and LinkedIn for promoting business.	L4	10	CO2

12	Illustrate the differences between On-Page and Off-Page Optimisation. Explain the procedure involved in On-Page and Off- Page Optimisation.	L3	10	CO3
13	Elaborate on the three key metrics in Digital Analytics in order to obtain actionable insights from the world of web analytics	L2	10	CO4
14	What are the recent trends of Digital Marketing in India? Write a detailed note on the journey of the Banking Industry from Brick and Mortar to Mobile Banking.	L3	10	CO1
15	What is Programmatic Advertising? Explain the players in Programmatic Advertising Ecosystem.	L2	10	CO5

Section – C
Case Study – Compulsory (1 X 20 = 20)

16	The competition in the Fast Food Industry is tough, like fire-blazing. With the aim to boost app downloads and appeal to younger demographics, Burger King recently launched a famous campaign called Burn that Ad. This is one of the few innovative mobile marketing campaigns that have elements of augmented reality (AR) incorporated into it, expanding the potential of mobile marketing even more. While it was only launched in Brazil, the campaign was widely popular worldwide because of the idea behind it. Simply with Burger's King app installed on their smart phone, user could set any of the Burger's King main competitor ads on fire in real time- figuratively, and receive a free whopper for doing so. Although there is no official number from Burger King to prove the effectiveness of this campaign yet, its popularity is already an indicator of which as an Ad can be said to be the future of Augmented Reality Marketing which seamlessly mixes elements of real life with the fictional, digital world			
	a. In what ways Burger's King can use digital marketing services to manage personalised customer services?	L4	5	CO5
	b. What will be the advantage of using SEO tactics for promoting app downloads?	L3	5	CO3
	c. With reference to the above case, highlight the importance of digital marketing strategies in promoting one's business.	L4	5	CO1
	d. How Burger King boosted app downloads and appeal to younger demographics?	L4	5	CO2

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RV INSTITUTE OF MANAGEMENT, BENGALURU-5600041
(Autonomous Institution Affiliated to BCU)
First Semester MBA Semester End Examinations, May/June- 2023
Subject Name: PRINCIPLES OF MANAGEMENT & TEAM BUILDING

Time: 1:30 Hours   **Maximum Marks: 50**

Course Outcomes (COs)	
CO1	Understand the importance of principles of management and being a Team Player and Demonstrate effective leadership and team management skills
Cognitive Levels (CL)	
L1	Remember / Recall the concept or Knowledge
L2	Understanding the Concept of Knowledge
L3	Application of the Concept of Knowledge
L4	Analyzing / Evaluating the concept of Knowledge
L5	Synthesis or Creating new knowledge

Sl. No	Section – A	C L	Marks	COs
	**Answer ALL the following questions. Each question carries TEN marks. (5 x 10=50)**			
1	Mr. Madan Mohan has been hired as a Vice President of sales and Marketing for DLD Laboratories a medium sized manufacturer of Barometric gauges and weather instruments. DLD manufactures, distributes and sells products for both land and marine use. Land instruments are adopted for marine use on boats, docks, sea planes and light house. Their corrosion is prevented by special galvanizing process. Market survey showed a good potential of growth throughout the country. DLD Laboratories is attempting to break into the military market for both land and marine models. This market has the potential to grow larger than the civilian market, but the challenges are related to the political influence on the expenditure. Manufacturing plants are in Mangalore, which services and distributes to the states of Karnataka, Kerala, Goa, Maharashtra and Vijayawada. Mr. Madan Mohan has been given authority by the President to restructure the marketing department to maximize the profits exponentially. In context of the above case 1. Design an Organization Structure for DLD Laboratories for enhanced performance. Critically evaluate and justify your answer. Present a flow chart of the organization Structure. 2. Propose an alternative Structure and discuss its advantages and disadvantages.	L4	10	CO1
2	Mohan das is the supervisor of a busy new clerical section in a bank since six months. He has six clerks under his supervision; one senior and five juniors. Each junior clerk has different regular tasks to perform, all of which interlink and each of which is understood by the senior clerk. Mohan das supervises the output of all the staff very closely, that they joke about it to the senior clerk and complain to each other about Mohan's constant attention. All the clerks complete their day's work between 4:30 p.m. and 5:00 p.m. Mohan on the other hand rarely finishes his work before 6:30 p.m. and also has little time for lunch, because he is so busy checking the work of his subordinates as well as completing his own work. Recently, the section had a bad time, when Mohan was off his work due to illness. The senior clerk was deputed to Mohan's position, but could not manage the work of the section effectively. On the return of Mohan back to the work, the manager of the section complained to Mohan regarding the ineffective performance and his inefficient team. The manager gave a negative feedback about the section and the consequences of the ineffective management and disorganization. But Mohan felt he worked hard and could not understand where things went wrong.	L4	10	CO1

	1. Principles of Management has a significant role in the performance of an organization List out the management principles that not present in the clerical section. 2. Recommend suitable changes to avoid such situation in the future.			

3	Mr. Sachdev Varma is a 50 years old and a successful Chartered Accountant. He did MBA and CA from a top institution in 1995. At present he is working and holding a responsible post in a chartered accounting firm named MNZ. Apart from this, he also delivers lectures in a number of reputed private universities. His colleagues and friends highly appreciate his professionalism. Many people in the society honor him because he is man of magnetic personality. Mr. Varma is also a member of ASSOCHAM and Chittagong Club and actively involved in social work. He is very keen to develop social network and relationship. He likes to play long tennis and golf in his leisure time. He likes to travel abroad with his family.
	    1. Highlight the skills and traits of Mr. Sachdev Varma as a successful man in life with a holistic approach.
	    2. Discuss the various Intellectual and Physical abilities of Mr.Varma to prove himself as a true professional and social worker.
		L4	10	CO1

4	At Saco Defense, lack of quality had created a crisis. When the government shut it down because it wasn't meeting quality standards, Saco brought back a TQM programme that had restored quality, increased production, and decreased costs. Based in Saco, Maine, the 178-year-old defense company was unable to adhere to the U.S. Navy's quality standards. Although Saco's weapons worked well, the government questioned the company's quality practices and policies. For example, if an employee discovered a defective bolt near the completion of an assembly process, the operator would replace the bolt but not document the problem. The presence of one defective bolt might mean that others from the same supplier or batch were also bad but were going undetected. Without follow-up, the underlying materials problem would not be identified and resolved.
	
	    1. Identify and describe the functions of management not followed with reference to the quoted lines of the case "if an employee discovered a defective bolt near the completion of an assembly process, the operator would replace the bolt but not document the problem".
	    2. Suggest management practices and trends that can resolve the quality problem.
		L4	10	CO1

5	Mr. Ranjan was an energetic, enthusiastic and result oriented production manager in Bombay unit of Super Engineering Inc. Mr. Ranjan with qualification of Engineering and Master of Business Administration had a reputed track record of academics. He was known for this exponential performance and challenging achievements in Super Engineering. In the last 5 years he had been recognized form the top management with 2 Promotions. Looking into the consistent performance Mr. Ranjan was transferred with promotion as plant manager to the Delhi unit to set right the production issues.
	The Delhi unit was suffering from production problems from the last 6 months. The production has dropped to 35% from 75% which was a critical concern. Mr. Ranjan after reporting to the Delhi unit made a preliminary analysis, conducted meetings with the section heads to understand the facts.
	In the way to improve the production of the unit Mr. Ranjan instructed all the department to increase the production by 20% by the next 2 weeks, changed the supervisors, ensured tight monitoring on the attendance, hourly output. Those employees not meeting the daily targets were mandated to do OT. Also instruction were given to the HR department to cut salary for employees not reaching targets. In the next month 28% of employees received only 80% of wages for not meeting the monthly targets, 3 supervisors were removed from the job for not showing efficiency. Meanwhile 4 production assistants left the job themselves.
	With all these changes the production raised to 65% within a span of 3 months, the cost was reduced by 6%. Watching these positive results Mr. Ranjan was appreciated by the Management and called back to the Bombay unit. After Mr. Ranjan left, immediately the production went back to the old status.
	    1. Evaluate the personality traits and leadership style of Mr.Ranjan.
	    2. If you were deputed to Mr. Ranjan position, what changes will be implemented to solve the performance problems at Delhi unit.
		L4	10	CO1

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RV INSTITUTE OF MANAGEMENT, BENGALURU-5600041
(Autonomous Institution Affiliated to BCU)
First Semester MBA Semester End Examinations, May/June- 2023
Subject Name: Business Research Methods

Time: 3 Hours   **Maximum Marks: 100**

Course Outcomes (COs)	
CO1	Understand and appreciate research, objectives and type for both qualitative and quantitative research
CO2	Formulate research problem and develop coherent research design
CO3	Use appropriate data collection method, sampling techniques, measurement scale and develop appropriate research instruments
CO4	Demonstrate analytical skills and interpretation abilities
CO5	Demonstrate report writing and data presentation skills for informed decision making
Cognitive Levels (CL)	
L1	Remember / Recall the concept or Knowledge
L2	Understanding the Concept of Knowledge
L3	Application of the Concept of Knowledge
L4	Analyzing / Evaluating the concept of Knowledge
L5	Synthesis or Creating new knowledge

Sl. No	Section – A	C L	Marks	COs
Answer any SIX of the following questions. Each question carries FIVE marks. (5 x 6 =30)				
1	Explain the criteria of good research.	L1	5	CO1
2	How do exploratory and descriptive research design differ from each other?	L2	5	CO2
3	Frame the null and alternative hypothesis for the following research questions: 1. Can flexible work arrangements improve job satisfaction? 2. What effect does daily use of social media have on the attention span of under-16s? 3. What are the health benefits of eating an apple a day? 4. Is attending more lectures leads to better exam results? 5. "Does spending time outdoors influence level of satisfaction of people feel with their lives?"	L3	5	CO5
4	Discuss the various steps involved in testing Hypothesis.	L2	5	CO4
5	Briefly explain the steps involved in the process of sampling.	L2	5	CO3
6	Describe the different ways of graphical presentation of data with example.	L3	5	CO4
7	Explain the following experimental design. (i) Before and after without control design (ii) After only with control design	L2	5	CO2
8	Briefly explain the methods of descriptive research methods.	L1	5	CO1

Section – B
Answer any FIVE of the following questions. Each question carries TEN marks. (10 x 5 =50)

9	Explain with suitable example the different types of research.	L1	10	CO1
10	Discuss the systematic steps employed in designing a research process.	L2	10	CO2
11	Elaborate the techniques involved in defining Research Problem.	L2	10	CO2
12	Describe the types of probability sampling techniques with examples.	L3	10	CO4
13	Elaborate the different types of qualitative techniques of data collection in research.	L2	10	CO5
14	Explain the main and sub components of a written research report.	L2	10	CO5
15	Design a questionnaire to measure the satisfaction of a customer regarding the service rendered by a textile retail outlet.	L5	10	CO5

Section – C
Case Study – Compulsory (1 x20=20)

16	Ashok Leyland, a major manufacturer of Trucks and Buses, has decided to make a foray into small passenger transport vehicles. Their product development team has developed an MUV (Multi Utility Vehicle) with 7 seats and 8 seats configuration. They found that MUVs like Toyota Innova, GM Tavera and many more other models from Mahindra and Tata Motors are doing good business in India. The company outsourced the research to find out the market potential for MUV in India to Market Research Group (MRG). MRG conducted sample market studies in Salem in Tamilnadu and Gorakhpur in Uttar Pradesh. They submitted a market potential report to Ashok Leyland, which suggested that there is good potential in the market for MUV. Based on the research report, the company launched the MUV Stile with technological collaboration with Nissan India Ltd. This product is similar to Nissan Evalia. In May 2015 Ashok Leyland took a decision to withdraw Stile due to weak sales.			
	a) Was the research done by MRG scientific?	L4	5	CO5
	b) What were the limitations in the research methodology?	L4	5	CO5
	c) What could have been appropriate research method? Justify.	L4	10	CO5