VARDHAMAN COLLEGE OF ENGINEERING
(AUTONOMOUS)

MBA III Semester Regular Examinations, January - 2014
(Regulations: VCE-R11)
ENTREPRENEURSHIP DEVELOPMENT AND GOOD GOVERNANCE
(Master of Business Administration)

Date : 04 January, 2014   Time : 3 Hours   Max. Marks : 60

Answer any FIVE Questions. All Questions carry equal marks
All parts of the question must be answered in one place only

1. a) Discuss in detail the various characteristics of an Entrepreneur.   6M
    b) List the differences between an Entrepreneur and a Manager.   6M

2. a) What is Competitive advantage with reference to Technological Advancement? How   6M
        SWOT analysis can be used to gain the competitive advantage?
    b) Explain the objectives and functions of DIC, KVIC, SIDBI, NABARD, and IDBI.   6M

3. a) What is business ethics? Explain the need for Business Ethics. Discuss basic Principles.   6M
    b) How migrations effect the business activities? Explain.   6M

4. a) Explain Corporate Governance mechanism with respect to Indian Companies.   6M
    b) Discuss the initiatives taken up by Confederation of Indian Industries towards   6M
        Corporate Governance.

5. a) State the interrelationship between Business and Society. Explain Corporate Social   6M
        Responsibility.
    b) What is Ethical Investing? Explain the dimensions of ethical investing.   6M

6. a) What are the constraints of Project Management?   6M
    b) Explain with a block diagram the phases of Project Management Cycle.   6M

7. a) Discuss the benefits and importance of project financing.   6M
    b) What is social cost benefit analysis of a project? When it is to be done?   6M

8. a) Explain how training programmes helps to upgrade the entrepreneurial skills?   6M
    b) Discuss how the benefits of training programmes lead to organizational success.   6M

VARDHAMAN COLLEGE OF ENGINEERING
(AUTONOMOUS)

MBA III Semester Regular Examinations, January - 2014
(Regulations: VCE-R11)

COST AND MANAGEMENT ACCOUNTING
(Master of Business Administration)

Date : 06 January, 2014   Time : 3 Hours   Max. Marks : 60

Answer any FIVE Questions. All Questions carry equal marks
All parts of the question must be answered in one place only

1. Explain the following:
   a) "Management Accounting is an extension of Financial Accounting"   6M
   b) "Management Accounting assists in Corporate planning process"   6M

2. From the following information work out the production hour rate of recovery of overhead in departments P_1, P_2, P_3 :   12M

Particulars	Total (Rs)	Production departments			Service departments	
		P_1	P_2	P_3	S_1	S_2
Rent	1,000	200	400	150	150	100
Electricity	200	50	80	30	20	20
Fire insurance	400	80	160	60	60	40
Plant depreciation	4,000	1,000	1500	1000	300	200
Transport	400	50	50	50	100	150
Estimated working hours		1,000	2,500	1,800		

Expenses of service departments S_1 and S_2 are apportioned as under:

	P_1	P_2	P_3	S_1	S_2
S_1	30%	40%	20%	----	10%
S_2	10%	20%	50%	20%	---

The expenses of service department may be apportioned with the help of
i. Simultaneous equation method
ii. Repeated distribution method

3. The information given below has been taken from the cost records of an engineering works in respect of the Job no. 303:   12M
   Materials Rs.4,010.
   Wages:
   Department A: 60 hours @ Rs.3 per hour
   Department B: 40 hours @ Rs.2 per hour
   Department C: 20 hours @ Rs.5 per hour
   The overhead expenses are as follows:
   Variable:
   Department A: Rs.5,000 for 5,000 hours.
   Department B: Rs.3,000 for 1,500 hours.
   Department C: Rs.2,000 for 500 hours.
   Fixed expenses: Rs.20,000 for 10,000 working hours.
   Calculate the cost of job no. 303 and the price for the job to give a profit of 25% on the selling price.

4. The following particles are taken from the records of Hypothetical Ltd, engaged in manufacturing two products A and B, from a certain material: 12M

Particulars	Product A (Per unit)	Product B (Per unit)
Sales	Rs.2,500	Rs.5,000
Material cost (Rs.50 per kg)	Rs. 500	Rs.1,250
Direct labour (Rs.30 per hour)	Rs. 750	Rs.1,500
Variable overhead	Rs. 250	Rs. 500
Total fixed overheads Rs.10,00,000	-	-

Comment on the profitability of each product when:
i. Total sales value is limited.
ii. Raw materials are in short supply.
iii. Production capacity is the limiting factor.
Total availability of raw materials is 20,000 kgs and maximum sales potential of each product is 1,000 units, find the product mix to yield maximum profits.

5. From the following data for company ABC Limited, calculate: 12M
i. Break-even point expressed in amount of sales in rupees.
ii. Number of units that must be sold to earn a profit of Rs.50,000 per year.
iii. How many units are to be sold to earn a net income of 10% of sales?
iv. The revised break-even sales if the selling price is reduced by 10% with fixed and variable costs remaining the same.
Selling price per unit Rs.30
Variable manufacturing costs Rs.10 per unit.
Variable selling costs Rs.5 per unit.
Fixed factory overheads Rs.1,50,000 per annum.
Fixed selling costs Rs.50,000 per annum

6. From the information given below prepare flexible budget for 60% and 80% capacities and fix the total overhead rates as a % on direct wages at these capacities.   12M

	At 75% capacity (Rs)
Variable overheads:	
Indirect material	7,500
Indirect labour	22,500
Semi-variable overheads:	
Electricity(40% fixed, 60% variable)	37,500
Repairs and maintenance (80% fixed, 20% variable)	3,750
Fixed overheads:	
Salaries	1,00,000
Insurance	5,000
depreciation	25,000

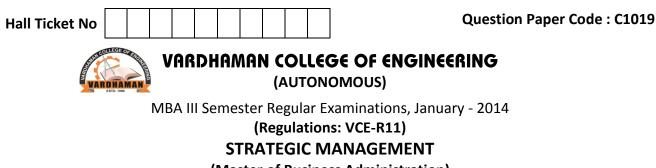Estimated direct wages Rs.40,250 at 75% capacity.

7. What is meant by cost Audit? Discuss the advantages of cost Audit.   12M

8. A factory is engaged in producing a product using two grades of materials A and B mixed in   12M
    the ratio of 3:2. The standard price of material A is Rs.4 per unit and that of B Rs. 3 per unit.
    Normal loss in production is expected at 10%. However, normal loss is still expected to be
    10% as earlier.
    The actual result was as follows:
    Material A 280 tons at Rs.3.80
    Material B 120 tons at Rs.3.60
    Actual production is 364 tons.
    Calculate:
    i.   Material price variance
    ii.   Material mix variance
    iii. Material yield variance and
    iv.   Material cost variance

VARDHAMAN COLLEGE OF ENGINEERING
(AUTONOMOUS)

MBA III Semester Regular Examinations, January - 2014
(Regulations: VCE-R11)

STRATEGIC MANAGEMENT

(Master of Business Administration)

Date : 08 January, 2014   **Time : 3 Hours**   **Max. Marks : 60**

Answer any FIVE Questions. All Questions carry equal marks
All parts of the question must be answered in one place only

1. What do you understand by 'Strategic Planning'? Describe the levels of Strategic Planning in an organization.   12M

2. What do you understand by 'Strategic Intent'? Explain the Hierarchy of Strategic Intent in an organization.   12M

3. Choose a company of your choice and highlight the 'Critical Success Factors' for the company. Compile the Objectives and Goals based on the Critical Success Factors.   12M

4. What is a 'Value Chain'? Explain the steps in conducting a Value Chain Analysis for an organization.   12M

5. Explain the characteristics of Porter's Five Forces model.   12M

6. What do you mean by 'Diversification'? Describe the various types of Diversification strategies employed by companies.   12M

7. What is 'Restructuring'? Explain the different restructuring strategies that a company can implement.   12M

8. What do you understand by Strategy Evaluation and Control? Explain the various Strategic Evaluation criteria used by companies.   12M

VARDHAMAN COLLEGE OF ENGINEERING
(AUTONOMOUS)

MBA III Semester Regular Examinations, January - 2014
(Regulations: VCE-R11)
MANAGEMENT OF TECHNOLOGY
(Master of Business Administration)
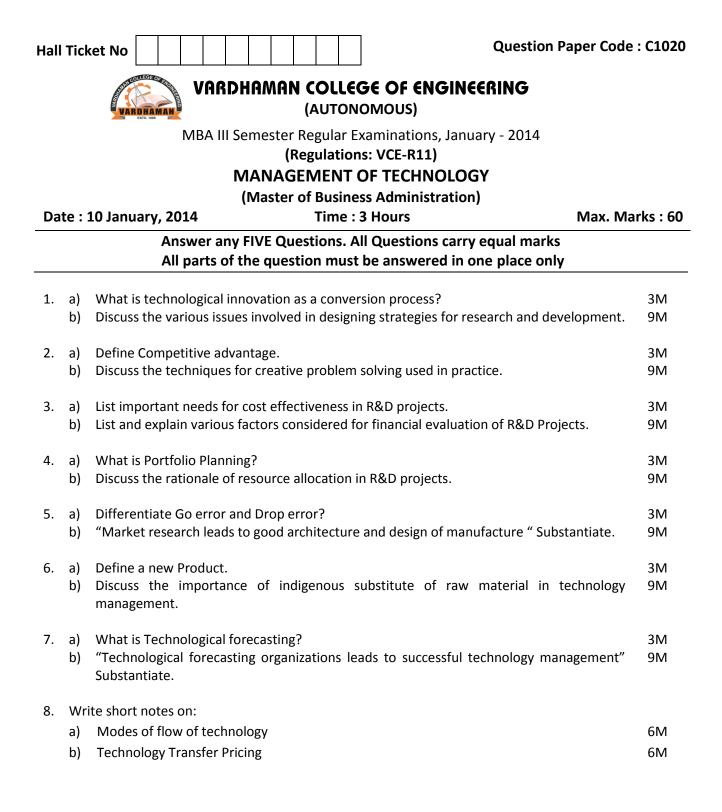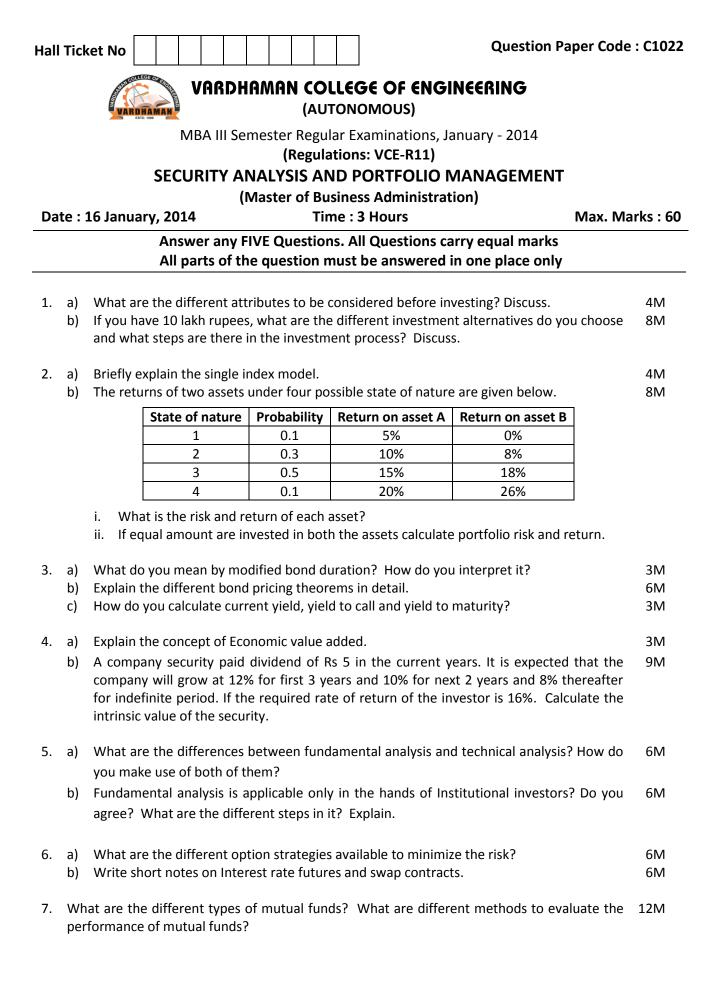
Date : 10 January, 2014   **Time : 3 Hours**   **Max. Marks : 60**

Answer any FIVE Questions. All Questions carry equal marks
All parts of the question must be answered in one place only

1.	a)	What is technological innovation as a conversion process?	3M
	b)	Discuss the various issues involved in designing strategies for research and development.	9M
2.	a)	Define Competitive advantage.	3M
	b)	Discuss the techniques for creative problem solving used in practice.	9M
3.	a)	List important needs for cost effectiveness in R&D projects.	3M
	b)	List and explain various factors considered for financial evaluation of R&D Projects.	9M
4.	a)	What is Portfolio Planning?	3M
	b)	Discuss the rationale of resource allocation in R&D projects.	9M
5.	a)	Differentiate Go error and Drop error?	3M
	b)	"Market research leads to good architecture and design of manufacture " Substantiate.	9M
6.	a)	Define a new Product.	3M
	b)	Discuss the importance of indigenous substitute of raw material in technology management.	9M
7.	a)	What is Technological forecasting?	3M
	b)	"Technological forecasting organizations leads to successful technology management" Substantiate.	9M
8.		Write short notes on:	
	a)	Modes of flow of technology	6M
	b)	Technology Transfer Pricing	6M

VARDHAMAN COLLEGE OF ENGINEERING
(AUTONOMOUS)

MBA III Semester Regular Examinations, January - 2014
(Regulations: VCE-R11)
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(Master of Business Administration)

Date : 16 January, 2014	Time : 3 Hours	Max. Marks : 60

Answer any FIVE Questions. All Questions carry equal marks
All parts of the question must be answered in one place only

---

1. a) What are the different attributes to be considered before investing? Discuss. — 4M
   b) If you have 10 lakh rupees, what are the different investment alternatives do you choose and what steps are there in the investment process? Discuss. — 8M

2. a) Briefly explain the single index model. — 4M
   b) The returns of two assets under four possible state of nature are given below. — 8M

State of nature	Probability	Return on asset A	Return on asset B
1	0.1	5%	0%
2	0.3	10%	8%
3	0.5	15%	18%
4	0.1	20%	26%

   i. What is the risk and return of each asset?
   ii. If equal amount are invested in both the assets calculate portfolio risk and return.

3. a) What do you mean by modified bond duration? How do you interpret it? — 3M
   b) Explain the different bond pricing theorems in detail. — 6M
   c) How do you calculate current yield, yield to call and yield to maturity? — 3M

4. a) Explain the concept of Economic value added. — 3M
   b) A company security paid dividend of Rs 5 in the current years. It is expected that the company will grow at 12% for first 3 years and 10% for next 2 years and 8% thereafter for indefinite period. If the required rate of return of the investor is 16%. Calculate the intrinsic value of the security. — 9M

5. a) What are the differences between fundamental analysis and technical analysis? How do you make use of both of them? — 6M
   b) Fundamental analysis is applicable only in the hands of Institutional investors? Do you agree? What are the different steps in it? Explain. — 6M

6. a) What are the different option strategies available to minimize the risk? — 6M
   b) Write short notes on Interest rate futures and swap contracts. — 6M

7. What are the different types of mutual funds? What are different methods to evaluate the performance of mutual funds? — 12M
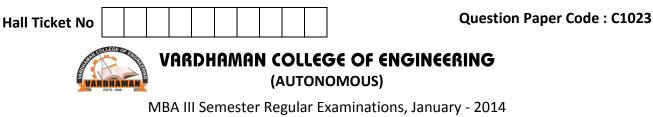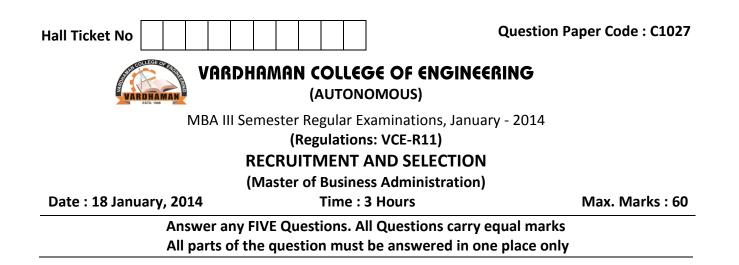
8. From the following information relating to three mutual funds of Avaneesh Limited and the   12M
   market index, calculate Treynor measure, Sharpe's measure and Jenson's measure.

Fund	Mean Return in %	Standard Deviation in %	Beta
ABC	30	22	1.3
XYZ	23	15	0.9
Gold	22	24	1.2
Market index	15	18	-

Risk free rate is 6%.

VARDHAMAN COLLEGE OF ENGINEERING
(AUTONOMOUS)

MBA III Semester Regular Examinations, January - 2014
(Regulations: VCE-R11)
HUMAN RESOURCE PLANNING
(Master of Business Administration)

Date : 16 January, 2014   Time : 3 Hours   Max. Marks : 60

Answer any FIVE Questions. All Questions carry equal marks
All parts of the question must be answered in one place only

1. a) State the objectives of Human Resource Planning.   3M
    b) List and explain the Factors affecting Human Resource Planning.   9M

2. a) What is career planning?   3M
    b) "Internal candidate is better than external candidate", Elaborate.   9M

3. a) What is age and grade distribution mapping?   3M
    b) Describe the Process of Human Resource Planning.   9M

4. a) What is exit strategy?   3M
    b) Explain the Wastage analysis in Human Resource Planning.   9M

5. a) What is career development?   3M
    b) Discuss the Functions and challenges of Human Resource Development (HRD)   9M
        Professionals.

6. a) What is HRD culture?   3M
    b) Discuss the HRD trends and practices in India.   9M

7. a) Define the term "training need".   3M
    b) "Effectiveness of training manager is influenced by the Organizational Training Climate",   9M
        Substantiate.

8. Write short notes on:
    a) Training evaluation   6M
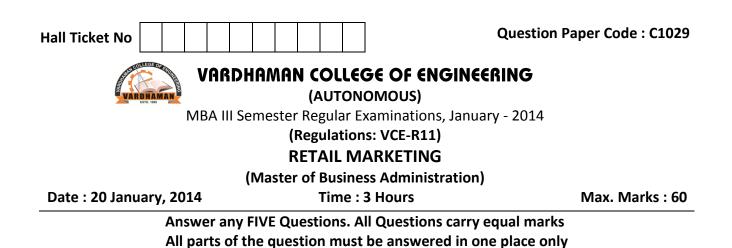   b) Competency based training   6M

VARDHAMAN COLLEGE OF ENGINEERING
(AUTONOMOUS)

MBA III Semester Regular Examinations, January - 2014
(Regulations: VCE-R11)
FINANCIAL INSTITUTIONS AND MARKETS
(Master of Business Administration)

Date : 18 January, 2014   Time : 3 Hours   Max. Marks : 60

Answer any FIVE Questions. All Questions carry equal marks
All parts of the question must be answered in one place only

1.	a)	How do you determine the Equilibrium in financial market?	6M
	b)	Discuss the different criteria to evaluate the financial sector of a country.	6M
2.	a)	"Reserve Bank of India acts as a promoter of the financial system". Justify.	6M
	b)	Discuss the objectives and functions of SEBI in brief.	6M
3.	a)	Explain the various methods of measurement of interest rate risk.	6M
	b)	What are the special measures introduced by Government and RBI to revive and strengthen co-operative banks in India?	6M
4.	a)	What are the statutory functions of IRDA?	6M
	b)	What are the recent changes that have taken place to regulate the mutual funds in India?	6M
5.	a)	"The prices of Government securities have been remained stable over the periods". Explain.	6M
	b)	How has the growth of commercial paper market taken place in India?	6M
6.	a)	Analyse the behavior of stock prices and their yields in India during the liberalization period.	6M
	b)	Do fundamentals determine stock returns? Explain.	6M
7.	a)	What are the different types of housing finance? Explain.	6M
	b)	Explain the different advisory services of credit rating agencies.	6M
8.	a)	Discuss the major functions of Investment Banker.	5M
	b)	How did the investment banking company Lehman Brothers collapsed?	7M

VARDHAMAN COLLEGE OF ENGINEERING
(AUTONOMOUS)

MBA III Semester Regular Examinations, January - 2014
(Regulations: VCE-R11)
RECRUITMENT AND SELECTION
(Master of Business Administration)

Date : 18 January, 2014   Time : 3 Hours   Max. Marks : 60

Answer any FIVE Questions. All Questions carry equal marks
All parts of the question must be answered in one place only

1. Recruiting the right candidate for the right job is a challenging task. Explain how to make recruitment efforts successful.   12M

2. Differentiate between external and internal sources of hiring and explain various external sources of recruitment.   12M

3. Prepare a list of interview questions for selecting a candidate for the post of head hunter in charge of hiring candidates for Sales job to its various clients.   12M

4. Reference and Back ground check is important in Recruitment. Discuss.   12M

5. What is personality test? What do employers seek in a Personality test?   12M

6. "Graphology can provide rich insights into all those facts about a candidate the conventional interviews, Group Discussions and the various tests cannot". Explain the advantages of graphology test.   12M

7. Explain the significance of verifying character, criminal antecedent and work behavior of a candidate in the selection process.   12M

8. Nowadays the recruitment and selection policy of companies is more often than not highly negligible, though it is an important research area that provides valuable insights into how the labour market functions and the social reproduction of organizations (Windolf 1986). It is an ongoing perception that some companies in Cameroon have influence in the labour market in the allocation of resources. By doing so, the Cameroon labour market is being transformed into the buyer's market where companies' preferences become dominant in a manner that, discrimination in employment relation practices is interpreted as an outcome of rational decision making of formal organizations rather than the idiosyncrasies of individuals (ibid). This is assumed to have been inspired by the several ethnic groups in the country. The ethnic succession strategy has become a cultural practice. It is more often employed as a power-sharing instrument as well as a tool to divide and rule, (Nyamnjoh 2011). Appointments to government and other important political positions are made strictly across ethnic lines. This has the tendency to have infested prestigious companies as well resulting to marginalization of some categories of the employable individuals irrespective of their contingencies in human capital. In the mean time, there is a persistent media caption on the top official of SONARA soon to face the legal authorities for accountability about the company's corporate social responsibility (CSR) to the South West Region where the company is located. The media also reveals that, in 2009, the President of the Republic instructed an investigation of SONARA about the alleged marginalization of Anglophones in this company housed in LIMBE, which is a typical anglophone city.   12M

Findings that were made public in 2010 showed that 80% of SONARA's sponsored development programmes do not involve development projects in the South West Region, whereas its leaders take it for granted. It has been a popular opinion that since the company was founded in 1976, the practice of recruitment and selection is visionary based on bias and continues to sideline certain social categories. This is an indication that the recruitment policy fails to demonstrate a Corporate Social Responsibility even in the recruitment of the immediate local people but in favor of some particular classes. Of course, this is in sharp contrast to the 1992 Cameroon Labour Code section 2 (ii) that defines work as a national duty incumbent on every able-bodied adult citizen, (Yanou, M. 2009). This provision serves not only as a legal requirement, but also gives the best opportunities for employers to get the right persons for the right jobs (Armstrong, 2006). Scholars and practitioners claim that today's companies are in the middle of a "war for talent". This implies that companies that can attract and recruit the most talented employees will be the most successful. This war for talent is based on the assumption that the employees' competence is the key for success. The recruitment process is therefore very important. Mistakes in the recruitment process can have serious consequences for companies survival and success. (Storey et al., 2009). Contrary to this premise and as cited above, information from the Cameroon National Institute of Statistics (2006) reveals that underemployment in the country which stands at 68.3% is a product of corruption and discriminatory practices by some employers. Recruitment policies often include issues about considering internal applications, developing existing employees, handling and processing applications in a fast and proper way, not exaggerating or making false claims in the job advertisement and not discriminating in any way (Stredwick, 2000). The high rate of underemployment in the country is an indication that most recruitment strategies are flawed. Corruption has been identified as an important factor in the discriminatory practices that characterizes the Cameroon labour market and/or employment policies. The Transparency International's Corruption Perception Index (CPI) for 2009 ranked Cameroon number 146 on a scale of 180 corrupt countries. Moreover, that for 2011 Cameroon has been ranked 134 out of 182 countries considered in the classification. In this assessment, Cameroon obtained a score of 2.5 out of 10. The classification explains that a country whose rating is close to 10 is the least corrupt and that whose score is close to zero is the most corrupt. New Zealand is the least corrupt with a score of 9.5 out of 10, followed by Denmark, Finland and Sweden. The report noted that corruption erodes economic freedom by introducing insecurity and uncertainty into economic relationships. Lien (2002) also indicates that, there is a possibility of allocation inefficiencies in corrupt practices. He acknowledges that though empirical verification of discrimination is difficult, discrimination is a general phenomenon in competitive bribery games. It is the risk taken by some corrupt or discriminatory managers in SONARA who likely do not outsource the right people in the right places that motivate this study. Even though Cameroon has an overall legal framework for a well functioning labour market in place, discriminatory recruitment and selection approaches tend to render this inflexible and inefficient hence posing a threat to broader normative and institutional framework of democratic governance thus, requiring some attention.

i.   What is the issue in the above case?
ii.   Explain various flaws in the recruitment policies of SONARA.
iii. What are the features of a good recruitment policy?

VARDHAMAN COLLEGE OF ENGINEERING
(AUTONOMOUS)
MBA III Semester Regular Examinations, January - 2014
(Regulations: VCE-R11)
RETAIL MARKETING
(Master of Business Administration)

Date : 20 January, 2014　　　　　Time : 3 Hours　　　　　Max. Marks : 60

Answer any FIVE Questions. All Questions carry equal marks
All parts of the question must be answered in one place only

1. Discuss the socio, economic and technological influences on retail management with specific reference to India.　　12M

2. Many retailers have tried to make their store entertaining. What are the pros and cons of providing entertainment in retail store?　　12M

3. What are the factors which play a significant role in the locational choice of a particular store in a particular city?　　12M

4. List the various dimensions of retail store that have an impact on the consumer attitude /image towards a retail store. To what extent you feel these retail dimensions are important to attract consumers towards a store?　　12M

5. What are various store based and non – store based retailing formats? Discuss the factors that have lead to the growth and consolidation of multi brand retailing in India.　　12M

6. What are the factors that have contributed to the rise of retail in India? Explain the challenges that global retail will face in India?　　12M

7. If you are interested in starting a retail business mall in a particular locality, what are the factors that you will take into account while choosing a location for your retail store/mall?　　12M

8. Write short notes on the following:　　12M
   a) Franchising as a retail business model
   b) Retail organization structure
   c) Merchandise presentation techniques and atmospherics
   d) Communication strategies of retail marketing