

BACHELOR OF BUSINESS ADMINISTRATION EXAMINATION, 2024

(3rd Year, 5th Semester)

SUBJECT: QUANTITATIVE TECHNIQUE OF MANAGEMENT**PAPER CODE: MAN 501**

Time : 3 hours

Full Marks : 100

Answer *any five* questions, each question carries 20 marks.

5×20=100

1. Find the optimal assignment for the following :

<i>Worker / Jobs</i>	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>
<i>W1</i>	5	3	2	8
<i>W2</i>	7	9	2	6
<i>W3</i>	6	4	5	7
<i>W4</i>	5	7	7	8

20

2. The entries in the matrix indicate the cost in rupees of transporting a unit from a particular source to a particular destination. Find an optimum solution.

Factory	Destination				Supply
	A	B	C	D	
1	10	8	11	7	20
2	9	12	14	6	40
3	8	9	12	10	35
Demand	16	18	31	30	95

20

3. Solve the following game using Dominance Property and find the Value of the Game :-

$$\begin{bmatrix} 9 & 3 & 1 & 8 & 0 \\ 6 & 5 & 4 & 6 & 7 \\ 2 & 4 & 3 & 3 & 8 \\ 5 & 6 & 2 & 2 & 1 \end{bmatrix}$$

20

4. The time estimates (in hours) for the activities of a PERT network are given below :

<i>Activity</i>	<i>Optimistic Time</i>	<i>Most Likely Time</i>	<i>Pessimistic Time</i>
<i>1-2</i>	4	3	4
<i>1-3</i>	5	2	5
<i>1-4</i>	6	4	2
<i>2-5</i>	1	2	3
<i>3-5</i>	3	2	1
<i>4-6</i>	5	1	3
<i>5-6</i>	2	3	2

[Turn over

You are required to :-

- a) Draw the Network
- b) Find all possible paths and
- c) Find the Critical Path.

20

5. A newspaper agent is thinking of selling a special onetime edition of a sports magazine to his regular newspaper customers. Based on his knowledge of his customers, he believes that he can sell between 8 to 12 copies. The magazine can be purchased at Rs. 8 each and can be sold for Rs. 12 each. Magazines that are not sold can be returned to the publisher for a refund of 50%.

- a) Construct the decision matrix for the above inventory problem indicating possible monetary consequences.
- b) Determine the best decision from the standpoint of
 - (i) Maximum criterion, (ii) Maximax criterion, (iii) Minimax regret criterion, (iv) Laplace criterion, (v) Hurwicz α criterion assuming $\alpha = 0.70$
- c) If the probability distribution of the demand is as under:-

8	9	10	11	12
0.05	0.05	0.25	0.35	0.30

Determine the best decision from the stand point of expected payoff.

$$4+(2+2+2+2+2)+6=20$$

6. Solve the LPP graphically:

Minimize $z = 3x + 5y$

subject to

$$2x + 3y \geq 12$$

$$-x + y \leq 3$$

$$x \leq 4$$

$$y \geq 3$$

20

7. Find the dual of the following problem :

Maximize $Z = 2x_2 + 5x_3$

Subject to the constraints

$$x_1 + x_2 \geq 2$$

$$2x_1 + x_2 + 6x_3 \leq 6$$

$$x_1 - x_2 + 3x_3 = 4$$

$$x_1, x_2, x_3 \geq 0$$

20

8. From the following matrix, the elements of which indicate costs, obtain the best strategy using the following principles

- i) Laplace
- ii) Huerwicz ($\alpha = .6$)
- iii) MinMax
- iv) Minmin

	E ₁	E ₂	E ₃	E ₄
S ₁	26	13	22	22
S ₂	26	34	30	22
S ₃	18	18	18	22
S ₄	22	18	18	22

S represents strategy E represents events.

BACHELOR OF BUSINESS ADMINISTRATION EXAMINATION, 2024

(3rd Year, 5th Semester)

SUBJECT: LEGAL ASPECTS OF BUSINESS**PAPER CODE: MAN 502**

Time : 3 hours

Full Marks : 100

Answer **any five** questions, each question carries equal marks.

1. a) Define consideration as per the Indian Contract Act 1872. 3+5+6+6=20
 b) Elucidate different kinds of contract based on performance with appropriate examples.
 c) "All agreements are not contract but all contracts are agreement". Explain the statement.
 d) Discuss legal rules as to consideration.
2. a) Discuss various modes of discharge of contract with examples as per the law of Contract Act 1872. 8+4+8=20
 b) Explain coercion from the perspective of free and genuine consent.
 c) Quasi contract is a contract which is imposed by the court. Discuss various types of Quasi contract with suitable examples.
3. a) Discuss different types of companies based on incorporation and liability. (3+3)+10+4=20
 b) State the various contents of memorandum of association as per the Companies Act 2013.
 c) Discuss how a director plays the role of a trustee in a company?
4. a) Define the terms 'sale' and 'agreement to sell' with examples.
 b) What are the rights of unpaid seller under the Sale of Goods Act 1930?
 c) What is the purpose of Contract of Guarantee – Explain.
 d) "In a Contract of Sale of Goods, there is no implied condition or warranty as to the quality of the goods or their fitness for any particular purpose." Comment. 5+5+5+5=20
5. a) Explain the features of Promissory notes, Bill of Exchange and Cheques.
 b) State the types of Hundis.
 c) What are the circumstances when a banker is justified in dishonouring a cheque?
 d) What are the different types of crossed cheques? 5+5+5+5=20
6. a) Explain all the characteristics of the Limited Liability Partnership Act 2008.
 b) What are the eligibility criteria to be a partner under the LLP Act 2008?
 c) What would be the process of disillusion and winding up under the LLP Act 2008?
 d) Can a minor be a partner under the LLP Act 2008? Explain. 5+5+5+5=20

7. a) Define the term 'Bailment' with an example.
b) What are the duties of a bailor with regards to the care of goods bailed.
c) What are the rights of the finder of lost goods?
d) A lends his horse to B for his own riding only. B allows C, a member of his family to ride the horse. C rides with care, but the horse accidentally falls and is injured. What remedy has A against B? Explain. 5+5+5+5=20
8. Write short notes on **any four** : 4×5=20
- a) Salient features of Right to Information Act, 2005.
 - b) Articles of Association
 - c) Issue of sweat equity share.
 - d) Voidable agreements
 - e) Agency by Ratification
 - f) Hire Purchase
 - g) State Forum (under Consumer Protection Act 1986)

BACHELOR OF BUSINESS ADMINISTRATION EXAMINATION, 2024

(3rd Year, 5th Semester)

SUBJECT: INTERNATIONAL FINANCE**PAPER CODE: MAN 503 - DSE (A1):1**

Time : 3 hours

Full Marks : 100

Attempt **any five** questions, each question carries equal marks.

1. a) Explain the comparative cost advantage theory of David Ricardo and state how it is different from the absolute cost advantage theory of Adam Smith.
- b) Discuss the mercantile theory of International Trade.
- c) Explain the various benefits of international trade financing in India. (8+4)+4+4=20
2. Following are the data for India's BOP year 202x-202y

	Cr Rs. in million	Dr Rs. in million
Merchandise	362,661	533,778
Invisibles	347,098	204,477
Capital Account	494,918	351,393
Errors & Omissions	1878	

Calculate: (i) Balance of Trade, (ii) Current Account Balance, (iii) Balance of Capital Account and (iv) Overall Balance. 20

3. The following balance of payments data are available for an economy:

Increase in Forex Reserves	500
Short Term Capital Outflow (Net)	1,000
Merchandise Exports	1,900
Merchandise Imports	1,700
Export of Services	3,100
Import of Services	1,500

Determine long term Capital Account. (Amounts are in Currency units of that economy.) 20

4. a) Explain Interest rate parity theory with example.
- b) Discuss the relationship between Purchase power parity theory and Interest rate parity theory.
- c) Explain demand supply approach of models of exchange rate forecasting. 6+6+8=20

[Turn over

5. On 26th August an exporter tenders for purchase a bill payable 60 days from sight and drawn on New York for USD 25,650. The Dollar/Rupee rates in the interbank exchange market were as under:

Spot	USD 1 = INR 69.65/68
Spot/September	15/14
Spot/October	28/27
Spot/November	42/41
Spot/December	56/55

Exchange margin of 0.10% is to be loaded.

Rate of interest is 10% p.a.

Out-of-pocket expenses INR 500 to be recovered.

What would be the exchange rate to be quoted to the customer and the rupee amount payable to him?

6. a) Explain in brief the Investment modes of Foreign Direct Investment.
 b) State the characteristics of International Bonds.
 c) State the cost of receivable that one should keep in mind while managing the receivables in international context.
 d) Calculate adjusted present value of the project from the following information.

Initial investment of the project is Rs. 500 Crores.

Life of the project is 5 years.

Rate of return required by the shareholders of an unlevered firm is 16%.

Cash flow after Tax is Rs. 140 Crores each year.

Tax rate is 30%

Loan to be taken for funding the project is Rs. 200 Crores @ 14% p.a. and

Loan will be repayable at one shot after 5 years.

$5+5+5+5=20$

7. MNC India Ltd is a subsidiary of an US company. It manufactures Electronic goods with 50,000 units of domestic and 50,000 units of export sales. Corporate Tax rate for the company is 25%. Annual depreciation charged to Plant & Machinery is Rs. 2,00,000. Outstanding Debt is Rs. 5,00,000 with annual interest rate of 8%, repayable in 3 years time. The company's projected unit price is Rs. 20 per unit for both Export and Domestic sales. Operating expenditure being Rs. 5,00,000 and Overhead expenditure is Rs. 1,00,000.

[3]

- i) Calculate projected Revenue and Cash flow for the year 2022 based on present exchange rate of 1 US\$ = Rs. 25.
- ii) Calculate Economic exposure when US\$ is devalued 1 US\$ = Rs. 30.

Domestic sales volume and price increases by 10% and Export sales volume and price increases by 30%, Operating expenditure increases by 5% and Overhead expenditure by 2%.

Present value of Economic exposure is to be calculated using 12% discounting rate for 3 years period.

PVIF	Year 1	Year 2	Year 3
12%	0.893	0.797	0.712

6+14=20

8. Answer *any four* Short Note from the following:

4×5=20

- a) World Bank.
- b) Tax Evasion.
- c) Direct and Indirect Quotation.
- d) Multinational Corporation.
- e) European Monetary Union.
- f) Forms of Political risk.
- g) Firm specific strategy for Foreign Direct Investment.

BACHELOR OF BUSINESS ADMINISTRATION EXAMINATION, 2024

(3rd Year, 5th Semester)

SUBJECT: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**PAPER CODE: MAN 504 - DSE (A1):2**

Time : 3 hours

Full Marks : 100

Attempt **any five** questions, each question carries equal marks.

1. a) Differentiate between Speculation, Gambling and Investment.
- b) "Total Risk Comprises of Systematic and Unsystematic Risk." — Explain the statement elaborating at least two examples of each systematic and unsystematic risk respectively. 10+10
2. a) A stock priced in the market at Rs. 120, pays no dividend. At the end of the year, the possible prices that the stock might sell for along with the respective probabilities are given below:

Price (Rs.)	Probabilities
115	0.10
120	0.10
125	0.20
130	0.30
135	0.20
140	0.10

- i) Calculate the expected rate of Returns.
- ii) Calculate the Standard deviation of the Returns.
- b) Discuss the different types of risks associated with various Investment opportunities. 10+10
3. a) Mr. S invested Rs. 25,000 in 5 stocks each and also invested Rs. 1,00,000 in Nifty IT Index on 01/10/2023. Nifty IT Index was trading at Rs. 105 and the stocks at Rs. 60 on 01/10/2023. On 31/10/2023 Index was valued at Rs. 130 and the stocks at Rs. 75. On 15th November 2023 Index was valued at Rs. 120 and the stocks at Rs. 70. Find the Beta (β) value as on 1st October 2023 and 15th November 2023.
- b) An investor has purchased 100 shares @ Rs. 70 per share of AB Ltd on 1st August 2021. During the month, a dividend of Rs. 5 per share was declared and paid on 31st July 2023, the shares were sold for Rs. 130/share. You are required to calculate the following :
 - i) Return on Investment for the first year.
 - ii) Holding period Return on Investment. 12+(4+4)

[Turn over

4. a) Mr. Ramesh wants Rs. 40,000 for his son's college educational expenses after two years. He has the choice of two types of Bonds:

- Bond A has a coupon rate of 6%, a maturity period of 4 years with a current yield of 10%. Current price of the bond is Rs. 905 and the par value of the bond is Rs. 1000.
- Bond B has a coupon rate of 5%, a maturity period of 1 year, and a current yield of 10%. Current price of the bond is Rs. 960 and the par value of the bond is Rs. 1000.

Mr. Ramesh can solve the problem by investing a part of the money in the 1-year bond and the balance in the 4-year bond.

- i) Calculate the amount of money to be invested by Mr. Ramesh in each of these bonds (1-year and 4-year bonds).
- ii) Calculate the number of bonds to be purchased by Mr. Ramesh for each of the 1-year and 4-year bonds.

(discount factor at 10%: 1st year: 0.909; 2nd year: 0.826; 3rd year: 0.751; 4th year: 0.683)

b) 'Changes that occur in the interest rates and purchasing power affect the Bond price and return respectively'. Discuss the statement with a suitable example of each.

(10+2)+8=20

5. a) According to the Financial Express report, October 2022, ACC Ltd earned Rs. 7 per share and paid Rs. 4 per share dividend in the previous year. Its earnings and dividend are expected to grow at 14% for 5 years and then at a rate of 7% indefinitely. What is the intrinsic value of the share today assuming that the equity capitalization rate is 17%?

b) 'Relative Valuation technique is more popular than Discounted Cash Flow Technique to value the equity shares'. Comment on the statement explaining any two ratios used in the Relative valuation technique with examples.

10+10=20

6. a) Rumors regarding ABC Limited's tie-up with a large multinational corporation (MNC) has triggered the market prices of its shares to increase. In case the rumors turn out to be false, ABC's share prices are likely to fall. To counter this risk an investor bought the following option contracts (1 call or put option contract comprises 100 equity shares):

- Purchased a 3-month call option with a strike price of Rs. 80, at a premium of Rs. 3
- Purchased a 3-month put option with a strike price of Rs. 84, at a premium of Rs. 4

- i) Determine the investor's position if the tie-up with the MNC raises the price of ABC's share to Rs. 88 in 3 months.
- ii) Determine the investor's position if the tie-up fails and the price of ABC's share falls to Rs. 76 in 3 months.

b) A derivative is a contract and not an asset – elucidate.

c) Highlight the reasons why investors are attracted to invest in Mutual Funds although all investments in Mutual Funds are subject to market risk.

(5+5)+5+5=20

7. a) A portfolio comprises three securities (1, 2, 3) with proportions $x_1 = 0.4$, $x_2 = 0.3$, $x_3 = 0.3$. Their expected returns, variances and covariances are given below. Calculate the portfolio standard deviation.

$$\begin{aligned} r_1 &= 12\% & \text{Var}(r_1) &= 120 & \text{Cov}(r_1, r_2) &= 90 \\ r_2 &= 15\% & \text{Var}(r_2) &= 150 & \text{Cov}(r_1, r_3) &= 110 \\ r_3 &= 18\% & \text{Var}(r_3) &= 180 & \text{Cov}(r_2, r_3) &= 140 \end{aligned}$$

- b) An investor has bought XYZ company shares at a current price of Rs. 83 per share. It declares a dividend of Rs. 3.85 per share at the end of the year. The share price at end of year is expected to be Rs. 90. The stock has a beta of 1.15, risk free rate is 5%, and expected return on the market index is 12%. Using the CAPM model assess whether the security is fairly priced. Also suggest whether he should buy, sell or hold the stock.

$$10+10=20$$

8. Write short notes on *any four* of the following :

$$4 \times 5 = 20$$

- a) Importance of correlation in portfolio management
- b) Modified Duration in case of Bond
- c) Immunization of Bond
- d) Efficient Frontier
- e) Minimum-Variance Portfolio
- f) Lump sum investment vs SIP
- g) Advantages and Disadvantages of the Capital Asset Pricing model

BACHELOR OF BUSINESS ADMINISTRATION EXAMINATION, 2024

(3rd Year, 5th Semester)

SUBJECT: RETAIL MANAGEMENT

PAPER CODE: MAN 503 - DSE (A2):1

Time : 3 hours

Full Marks : 100

Attempt *any five* questions from the following.

1. Define retailing. Explain the key drivers of retailing in India. What are the major challenges that retailers face in India? 2+10+8
2. Elaborate on the various retail formats based on ownership and merchandise offered using suitable illustrations. 20
3. Define retail market segmentation. Enumerate the strategies for effective market segmentation. 20
4. What do you understand by retail communication mix? Explain its elements using appropriate examples. 20
5. a) What factors should a retailer consider while selecting the location for his store?
b) What is retail store positioning? State how mark-up and mark-down in merchandising management differ from each other? 10+10
6. Elaborate on the different types of retail pricing methods using suitable examples. 20
7. a) "Understanding consumer behaviour is very significant to the success of retail business".
Comment.
b) Explain the various shopping motives and patterns in consumers as applicable in retail business. 8+12
8. Write short notes on *any four* of the following : 4×5=20
 - a) Customer Relationship Management in Retailing
 - b) Retail Value Chain
 - c) Advertising in Retailing
 - d) Floor Space Management
 - e) Non-traditional selling
 - f) Retail Marketing Mix
 - g) Emerging trends in Retailing
 - h) Retailing image mix

BACHELOR OF BUSINESS ADMINISTRATION EXAMINATION, 2024

(3rd Year, 5th Semester)

SUBJECT: MARKETING OF SERVICES**PAPER CODE: MAN 504 - DSE (A2):2**

Time : 3 hours

Full Marks : 100

Attempt **any five** questions, each question carries equal marks.

1. a) How are services different from goods? – Explain with proper reasoning and examples.
b) What is Tangibility Intangibility Spectrum?
c) Explain the reasons behind criticality of service standardization with shedding a light on the probable solution to sort it out. 8+4+8=20
2. a) 'Ikea is very strict vigilant of its service audit, when they take a secret feedback from the suppliers and customers about the top management people.' Identify with reasons, which Service Quality Dimensions Ikea is trying to maintain with utmost importance.
b) 'An organization provides services at promised time dependably and accurately' – is related to which Service Quality Dimension – Explain.
c) A well developed website, mobile app and a better infrastructure are indicative to improve a certain Service Quality Dimension. Identify and expound the dimension. 10+5+5=20
3. a) 'A set of customers are constantly complaining that ABC pizza company should deliver a softer base for their pizza' – which service quality gaps should be corrected by ABC pizza company – explain with root cause of the problem?
b) A customer praises a waiter and orders a recommended item. The new chef cooks it differently, causing the customer to agitate and shout, and raising curiosity among other customers. Would you consider it as service failure? If so, explain with reasons, the concept of service failure.
c) How could the waiter or the restaurant manager recover from it. State your recommendations from service failure and recovery point of view. What the steps for service recovery? 5+5+10=20
4. a) Discuss in brief the various gaps in the service delivery process in light of the service GAP model.
b) What are the various types of service failures and how should an employee in a service firm respond to those? 10+10=20
5. a) What are the various stages in consumer purchase decision process?
b) Briefly explain the parameters of SERVQUAL model developed by Parasuraman, Zeithamal and Berry as the predictors of quality of services. 10+10=20

[Turn over

6. a) What is service blueprint? Explain with an example.
- b) 'Intangibility poses the biggest challenge in describing the utility of service consumption' –
–Elaborate how intangibility can be addressed.
- c) 'Service Recovery is closely linked with Employee Empowerment' – 10+5+5=20
7. a) 'Customer Bonding and Life-time Value are two key concepts of service marketing' –
elucidate.
- b) How value could be added to any service? 10+10=20
8. Write Short notes on **any two** :
 - a) Service Triangle
 - b) Risk Analysis in service sector
 - c) Customer Relationship Management (CRM)
 - d) Service Product Mix 2×10=20

BACHELOR OF BUSINESS ADMINISTRATION EXAMINATION, 2024

(3rd Year, 5th Semester)

**SUBJECT: HRD: SYSTEMS AND STRATEGIES
PAPER CODE: MAN 503-DSE(A3):1**

Time: 3 hours

Full Marks: 100

Attempt any five questions, each question carries equal marks.

1.

“Productivity through people.”- One of the eight attitudes that characterize the excellent, innovative companies. **Peters and Waterman** (In Search of Excellence)

Discuss fundamental principles of Human resource Management.

(20)

2.

What are the major resources an organization operates with? Critically analyze the role of human resources in fulfilling organizational goals.

(20)

3.

Draw six spokes of HRM. Discuss HR Objectives with interpretation of HR Programs.

(20)

4.

Make diagrammatic representation of Systems approach of Human Resource Management.

(20)

5.

Draw diagram of Training Needs Assessment model. Put your insightful discussion of the process.

(20)

6.

‘Change is the only constant...change quickly, change effectively and change for the better...’

As HR professional, how you envision change as a pivotal point to make organizational climate conducive to sustainable growth!

(20)

7.

What do you understand by career life cycle? Suggest the application of mentoring and counselling to tackle difficulties one faces at different stages of career.

(20)

8.

Write short notes on any four:

- a) Distinguish between Training and Development
- b) Steps of Control Process
- c) Personnel Audit
- d) Human Resource Accounting
- e) Competency Mapping
- f) Balanced Score Card
- g) Performance Appraisal System

(4x5= 20)

BACHELOR OF BUSINESS ADMINISTRATION EXAMINATION, 2024

(3rd Year, 5th Semester)

SUBJECT: MANAGEMENT OF INDUSTRIAL RELATIONS

PAPER CODE: MAN 504 - DSE (A3):2

Time : 3 hours

Full Marks : 100

Attempt *any five* questions, each question carries equal marks.

1. a) State the different issues of IR.
b) What are the different statutory provisions laid down to prevent IR.
c) Describe any two of the mechanisms. 5+7+8=20
2. Examine the role of Indian Constitution in safeguarding interests of workers in an organization. 20
3. a) What is Trade Union?
b) Explain the process of registration of TU?
c) Discuss primary objectives behind formation of TU as laid down by Act, 1926? 3+10+7=20
4. Name the parties to IR. Discuss thesis, antithesis and synthesis in view of IR. 3+17=20
5. a) Define discipline.
b) What are the different steps of negative discipline?
c) List out different punishments which could be awarded based on the offences created by an employee? 3+5+12=20
6. Critically analyse the concept of workers' participation in management. Do you think small group activities, suggestion system can increase productivity? 10+10=20
7. List down the causes of employee grievances. Make diagrammatical representation of grievance redressal machinery. Discuss. 5+3+12=20
8. Write Short Notes on *any four* : 4×5=20
 - a) Collective Bargaining
 - b) The Industrial Employment (Standing Orders) Act, 1946
 - c) The Industrial Disputes Act, 1947
 - d) The Payment of Wages Act, 1936
 - e) The Payment of Gratuity Act, 1972
 - f) The Minimum Wages Act, 1948
 - g) The Payment of Bonus Act, 1965