



Alva's Institute of Engineering & Technology

P G Department of Business Administration

1<sup>st</sup> Internal Assessment

USN

Semester:2 -Scheme 2020

Date: 17 Jun 2021

Subject: Financial Management (20MBA22)

Time: 1.30 AM – 3.00 PM

Faculty: Mr. Arun G Dsouza

Max Marks: 50

### Instructions

All the questions are compulsory

Question Mapping			
Q.No	Marks	CO	BT/CL
PART A			
1.a	3	CO1	L1
1.b	7	CO1	L1
1.c	10	CO1	L2
2.a	3	CO2	L2
2.b	7	CO2	L3
2.c	10	CO2	L3
PART B	10	CO1&2	L5

### PART A

#### Question No. 1

- What is financial management? Is it relevant for a service company? **3 marks**
- Discuss the objectives of financial management in a firm. How the concept of wealth maximization is evolved over the years? **7 Marks**
- Assume that you are appointed as a CFO of a Retail Organization. What are your roles as CFO of that organization? What advice you would give to the CEO and BOD regarding the firm's operations during Covid time. **10 marks**

#### Question No. 2

- Discuss the meaning of Time Value of Money. **3 marks**
- Suppose you invest Rs. 200000 in a bank FD that provides 8% interest. How much you would receive after 5 years.
  - Suppose you invest 20000 every year for 8 years in a NSC that provides a return of 8%. How much money you would receive after 8 years? **7 marks**

- c. Explain in detail the Indian financial system according to the functional classification.  
**10 marks**

#### PART B

1. Rex Ltd is a company that operates in the FMCG Sector. The company's ownership structure consists of Promoters (65%), Institutions (10%) and retail investors (15%) and remainder is FII's. The company earned a profit of Rs. 300 crores for the financial year 2019-2020. The management of the company planned for an expansion of business which would cost the company Rs. 700 crores. The proposal was kept for voting in the AGM but the shareholders of the company were not happy with the proposal. Hence the proposal was rejected and shareholders demanded for dividend instead of expansion. The management proposed 25% payout but the expectation was for 50% payout. There were angry and sad faces after the Annual General Meeting.
  - a. What problem is faced by Rex Ltd. How the above conflict might affect the firm?
  - b. Do you think wealth maximization goal can take care of this conflict?
  - c. What other alternative solutions do you suggest for the above conflict? **10 marks**



**Alva's Institute of Engineering & Technology**  
**Department of Business Administration**  
**Internal Assessment**

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Semester:2 -Scheme2020

Date: 17 Jun 2021

Subject: Human Resource Management (20MBA21)  
PM

Time:09.00 AM–10.30

Faculty: Dr. Claret MendoncaMax Marks:50

Instructions to Students:

Answer ALL questions from Part A and Part B

#### PART A

Q. No		Marks	CO	BT/CL
<b>1 a</b>	What is competency? Mention a few major competencies for managers.	3	CO2	L2
<b>b</b>	Explain how Personnel Management differs from Strategic HRM.	7	CO1	L3

	<b>c</b>	Describe the Job Analysis process followed in today's organizations.	10	CO2	L3
<b>2</b>	<b>a</b>	Define Human Resource Planning?	3	CO2	L1
	<b>b</b>	List the challenges encountered in Human Resource Planning.	7	CO2	L2
	<b>c</b>	Discuss the five steps involved in Human Resource Planning.	10	CO2	L3
<b>PART B</b>					
<b>3.</b>		"In a fast moving economy, jobs are rigid solutions to an elastic problem." Elucidate.	10	CO2	L4



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**Alva's Institute of Engineering & Technology**  
**Department of Business Administration**  
**Internal Assessment**

Semester:2 -Scheme2020

Subject: STRATEGIC MANAGEMENT (20MBA25)

Faculty: Dr. CLARET MENDONCA Max Marks:50

Date: 19 Jun 2021

Time:09.00 AM–10.40 AM

Instructions to Students:					
Answer ALL questions from Part A and Part B					
<b>PART A</b>					
Q. No			Marks	CO	BT/CL
<b>1</b>	<b>a</b>	Provide examples for sustainable competitive advantage in case of any three industries.	3	CO1	L3
	<b>b</b>	Using any suitable model explain macro environment of an organization.	7	CO2	L3
	<b>c</b>	Explain competitive advantage using Porter's Generic Competitive Advantage.	10	CO1	L3
<b>2</b>	<b>a</b>	Mention the three tests of a winning strategy.	3	CO1	L2
	<b>b</b>	How is business model related to a company's strategy?	7	CO1	L4
	<b>c</b>	Discuss Strategic Management Process using a model.	10	CO1	L3

PART B				
3.	"Nothing focuses the mind better than the constant sight of a competitor that wants to wipe you off the map." Analyze the above situation, using Porter's Five Force Model.	10	CO2	L4

ALVAS INSTITUTE OF ENGINEERING AND TECHNOLOGY, MIJAR

MBA DEPARTMENT

### **Management Organization Behavior**

#### **Course Outline**

Course Facilitator: Mrs Priya Sequeira

Batch : 2020 - 2021

Semester : First Semester

No. of sessions : 56

Subject Code : 20MBA11

Duration : 27<sup>th</sup> January 2021 to April 21<sup>st</sup> 2021

#### **Introduction**

Organizational Behavior (OB) can be defined as the understanding, prediction and management of human behavior both individually or in a group that occur within an organization.

Internal and external perspectives are the two theories of how organizational behavior can be viewed from an organization's point of view

#### **Objectives of the course:**

1. The student will be able to recite the theories and models of Management and Organisational Behavior.
2. The student will be able to apply and solve the workplace problems.
3. The student will be able to classify in differentiating between the best methods to solve the problem.
4. The student will be able to compare the appropriate framework for solving the problems at the workplace
5. The student will be able to design model in dealing with the problems in the organisation

#### **Learning Objectives:**

At the end of the course students will be able to:

1. Gain practical experience in the field of Management and Organization Behaviour
2. Acquire the conceptual knowledge of Management, various functions of Management and theories in Organizational Behaviour.
3. Apply managerial and behaviour knowledge in real world situations.
4. Develop a greater understanding about Management and Behavioural aspects to analyse the concepts related to individual behavior, attitude, perception and personality.
5. Understand and demonstrate their exposure on recent trends in management.

## Session Plan

Session	Topics	References
1 to 10	<b>Module-1 Introduction to Management 9 hours</b> <b>Management</b> -Introduction, Meaning, Nature, Objectives, Importance, Difference between Administration and Management, Levels of Management, Types of Managers, Managerial Skills, Managerial Competencies, Scope of Management, Functions of Management, Evolution of Management Thought, Fayol's fourteen principles of Management, Recent Trends in Management.	1 & 2
11 to 20	<b>Module -2 Functions of Management 10 hours</b> <b>Planning</b> - Definition, Features, Nature, Importance, Types, Steps in Planning, Planning Tools and Techniques, Essentials of a Good Plan. <b>Organisation</b> -Definitions, Importance, Principles, Types of Organisation Structures, Span of Control, Centralisation and Decentralisation of Authority. <b>Directing</b> -Definitions, Importance, Elements of Directing, Principles of Directing, Characteristics of Directing; <b>Controlling</b> -Definitions, Need of Controlling, Characteristics of Control, Steps in the Controlling Process, Resistance to Control, Design of Effective Control System, Types of Control, Control Techniques. <b>Decision-making</b> - Concepts, Types, Models, Difficulties in Decision-making, Decision-making for Organisational Effectiveness, Decision-making Styles.	1 & 2
21	Case studies on Indian context	3 & 4
22 to 28	<b>Organisational Behaviour:</b> Introduction, Definitions, Nature, Goals, Importance, Approaches to Organisational Behaviour, Models. <b>Attitude</b> -Meaning, Definition, Types, Components, Attitudes and Behaviour, Changing Attitudes in the Workplace; <b>Perception</b> -Perception, Perceptual Process, Factors Influencing Perception, Perception and Decision-making; <b>Personality</b> -Definitions, Factors Influencing Personality, Big Five Personality Traits, Myers–Briggs Type Indicator (MBTI), Personality Tools and Tests; <b>Motivation</b> -Definitions, Process of Motivation (Cycle of Motivation), Nature, Importance, Types, Theories	1 & 2
29	Group wise discussion on the Management functions	
30 to 36	<b>Module -4 Managing Human at Work 7 hours</b> <b>Group Dynamics</b> - Meaning of Group, Group Characteristics, Classification of Groups, Models of Group Development, Meaning of Group Dynamics, Group Behaviour, Impact of Group on Individual's Behaviour, Impact of External Factors on Group Behaviour. <b>Teamwork</b> - Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams.	1 & 2
37 to 46	<b>Module-5 Organizational Power, Politics and Culture 7 hours</b> <b>Power and Politics</b> - Nature of Power and Politics, Early Voices, Questioning Power and Authority, Sources of Power for Individuals, Managing Organisational Politics. <b>Culture</b> - Definitions of Organisational Culture, Strong Versus Weak Culture, Characteristics, Types, Levels, Dimensions, Creating Organisational Culture, Changing Organisational Culture.	1 & 2

47	Case study analysis	3& 4
48 to 55	<b>Change-</b> Nature, Characteristics, Process, Forces Responsible for Change in Organizations, Resistance to Change, Managing Resistance to Change. <b>Stress Management-</b> Definitions, Understanding Stress, Relation between Stress and Performance, Level, Signs and Symptoms of Stress, Types of Stress, Causes of Stress, Managing Stress.	1 & 2

### Text Books:

1	Essentials of Management	Koontz	McGraw Hill	8e, 2014
2	Principles and Practices of Management and Organisational Behaviour	Chandrani Singh and Aditi Khatri	Sage Publication	2016
3	Organizational behaviour	Stephen P Robbins, Timothy	Pearson	14e, 2012

### Reference Books

1	Organizational Behaviour	Fred Luthans,	McGraw Hill International	12/e, 2011
2	Principles of Management	Ramesh B. Rudani	Tata McGraw-Hill	2013
3	Masters of Management Thought	Mahanand Charati & M M Munshi	Swapna Book House	2015

### Pedagogy :

Lectures, Videos, Power point presentations, Case analysis, Discussions, Brain storming

### Evaluation Scheme:

Internal Assessment	: 40 Marks <sup>[P]</sup> <sub>[SEP]</sub>
External Assessment	: 60 Marks