

MS-3174

M. B. A. (Semester-II) Examination, 2012

Information Management in Business

(CP-201)

*Time Allowed : Three Hours**Maximum Marks : 70*

Note : Answer *Five* questions in all. Question No. 1 is compulsory. Select *or* question from each Unit.

1. Read the following case study carefully and answer the questions that follow :

Dick's Sporting Goods is a prominent retailer of sporting apparel and equipment based primarily in the eastern half of the United States. The company was founded in 1948 by Dick Stack, who was only 18 years old at the time. Stack's business initially sold only fishing supplies, but gradually expanded to sell general sporting goods. In the 1990s, under the stewardship of Stack's son Ed, the retailer began rapid growth

in an effort to become a national sporting goods chain. Today, Dick's operates over 300 stores in 34 states and earns annual revenue of just under \$4 billion. It also owns Golf Galaxy, a golf speciality retailer. The company planned to add 44 new stores in 2008 and has maintained a strong position during difficult economic conditions.

Dick's has flourished because it focuses on being an authentic sporting goods retailer by offering a broad selection of high-quality, competitively priced brand-name sporting goods equipment, apparel, and footwear that enhances its customers' performance and enjoyment of their sports activities. However, Dick's has had problems managing its inventory and making decisions about how to stock its stores. These problems stemmed from outdated merchandise management software and threatened to curtail Dick's lofty plans for the future.

The company initially used a merchandising system from STS as a basic reporting tool. The system wasn't well suited to the needs of the company. It was able to compile sales figures for

athletic gear and clothing, but it wasn't able to analyze how a specific item, such as a Wilson Tennis n4 racquet, was performing regionally or in a particular store. Instead, it automatically aggregated information from all stores and combined it into a single report. Retrieving data from the database was a long, inefficient process, sometimes taking over an hour to complete, and wasn't satisfactory for answering questions requiring complex analysis.

Because there was no central repository for company information, it was also difficult to tell whether or not a particular report was accurate. There were no standard company-wide sales and inventory reports. The company lacked a unified database that all of the company's employees could access. Employees kept their own analyses of sales and inventory in their own departments and on their own machines. Sometimes they lost their reports because they did not remember the names of their data files. Recognizing the problems, Dick's attempted to roll out new tools intended to update the company's data storage

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and information retrieval processes. But employees resisted the change, preferring the methods they were used to over new tools from Cognos, a maker of business intelligence software.

Dick's decided to perform a complete overhaul of their data storage system in 2003. The new system featured software from MicroStrategy and a database from Oracle. The database Dick's selected was Oracle's 8i database with customized capabilities to extract data and the ability to transform a meet different business requirements. It as since been upgraded to a more advanced 10g model. The new system was able to track the sale of apparel and equipment in each store and by region.

The new system was launched with a training program to promote user adoption, so that employee didn't persist in using the old system that they were more accustomed to. Even with the new training system, employee adoption was slow, but the company offered incentives to using the new system and gradually phased out the old

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one. Only when the old system was phased out completely did adoption of the new system increase tenfold. Some of the failings of previous information systems were attributed to lack of training programs to smooth the difficulties of adopting new systems, and this time around Dick's ensured that the proper programs were in place.

The Microstrategy software was a key element of Dick's overhaul. What sets MicroStrategy apart from competing products is its ability to work with relational databases via relational online analytical processing (ROLAP). Multidimensional OLAP uses a multidimensional database for analysis, whereas ROLAP accesses data directly from data warehouses. It dynamically consolidates data for ad hoc and decision support analyses and scales to a large number of business analysis perspectives (dimensions) while MOLAP generally performs efficiently with 10 or fewer dimensions. The software allows Dick's employees to perform detailed analyses to track sales and inventory levels.

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MicroStrategy allows Dick's employees to create different types of reports. For example, 'canned' reports are reports with settings frequently used by other employees. If an employee needs a report with commonly requested parameters, canned reports save workers the time and energy required to expressly set those parameters. On the other hand, 'self-service' reports have customized inputs and outputs for instances when a unique piece of information is sought. Processes that once took hours now take mere minutes because of the system's interaction with the master database, which consists of multiple tetrabytes of data.

Recent results suggest that the implementation has paid off for Dick's, as their earnings have doubled since the initiative began and their operating margin has been close to double that of their competitors going forward. Sales in Q1 2008 were up 11 percent to \$912 million, and although the company hasn't been immune to the difficult economic conditions, the company is outperforming its competitors and has its sights

set on gaining market share during the downturn. Although the company's stock price has not reached levels that it was expected to in the past several years, the company's future outlook remains positive, in large part due to their successful IT implementation.

Questions :

- (a) What problems did the company face with its data tracking and reporting? How did they affect decision making and business performance? 10
- (b) What did the company do to remedy those problems? 10
- (c) Has improved reporting solved all the company's problems? 10

Unit-I

- 2. How do information systems help businesses use synergies and network based strategies to achieve competitive advantage? 10
- 3. In what ways do Information systems and the Internet pose challenges to the protection of individual privacy and intellectual property? 10

Unit-II

4. Explain how using a competitive forces model and calculating the total cost of ownership of IT assets helps business make good IT infrastructure investments? 10
5. What are the challenges in implementation of enterprise applications? Explain how these challenges can be addressed. 10

Unit-III

6. Describe any five Internet business models for e-commerce. Distinguish between a pure play Internet business model and a clicks-and- mortar business model. 10
7. What are the major types of knowledge work systems and how do they provide value to businesses? 10

Unit-IV

8. Compare object oriented and traditional structured approaches for modelling and designing systems. 10
9. How can business assess the business value of information systems? 10

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M. B. A. (Second Semester)

Examination, 2012

MANAGEMENT SCIENCE

(CP-202)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Attempt *Five* questions in all. Question No. 1 is compulsory. Select *one* question from each Unit. Use of Financial/Scientific calculators is permitted. Area under the normal curve table to be supplied.

1. Attempt all parts : 5×6
 - (a) Enumerate and explain the assumptions under linear programming

(2)

- (b) Show that the following LPP is unbounded :

$$\text{Maximize : } Z = 2x_1 - x_2$$

$$\text{Subject to : } x_1 - x_2 \leq 1$$

$$2x_1 + x_2 \geq 6$$

$$x_1, x_2 \geq 0.$$

- (c) A Post-Office requires different numbers of full-time employees on different days of the week. The number of full-time employees required on each day is given in table below. Each full-time employee must work five consecutive days and then receive two days off. For example, an employee who works Monday to Friday must be off on Saturday and Sunday. The Post-Office wants to meet its daily requirements using only full-time employees. Formulate in LPP that the Post-Office can use to minimize the number of full-time employees who must be hired.

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Day	No. of Full-Time Employees Required
Monday	17
Tuesday	13
Wednesday	15
Thursday	19
Friday	14
Saturday	16
Sunday	11

- (d) For a game with the following pay-off matrix, determine the optimal strategy and value of the game :

$$A \begin{matrix} & B \\ \begin{bmatrix} 6 & -3 \\ -3 & 0 \end{bmatrix} \end{matrix}$$

- (e) Explain the difference between transportation and assignment problem.
- (f) In a public telephone booth the arrivals are an average 15 per hour. A call on average takes 3 minutes. If there is just one phone,

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(4)

Find (i) expected number of callers in the booth at any time. (ii) the proportion of the time the book is expected to be idle.

Unit-I

2. Use Big-M method or two-phase simplex method to find the optimal solution to the following LPP : 10

$$\text{Minimize : } Z = -3x_1 + x_2$$

$$\text{Subject to : } x_1 - 2x_2 \geq 2$$

$$-x_1 + x_2 \geq 3$$

$$x_1, x_2 \geq 0.$$

3. Find the maximum of : $Z = 6x + 8y$

$$\text{Subject to : } 5x + 2y \leq 20$$

$$x + 2y \geq 10$$

$$x, y \geq 0$$

by solving its dual problem.

10

Unit-II

4. A company has three plants at locations A, B and C which supply to warehouses located at D, E, F, G, and H. Monthly plant capacities are 800, 500 and 900 units respectively. Monthly warehouse requirements are 400, 400, 500, 400 and 800 units respectively. Unit transportation

(5)

cost (Rs.) are given below :

		To				
		D	E	F	G	H
From	A	5	8	6	6	3
	B	4	7	7	6	5
	C	8	4	6	6	4

Determine an optimum distribution for the company in order to minimize the total transportation cost. 10

5. (a) What do you mean by unbalanced assignment problem? 2
- (b) There are four jobs to be assigned to the machines. Only one job could be assigned to one machine. The amount of time in hours required for the jobs in a machine are given in the following matrix :

Jobs	Machines				
	A	B	C	D	E
1	4	3	6	2	7
2	10	12	11	14	16
3	4	3	2	1	5
4	8	7	6	9	6

(6)

Find an optimum assignment of jobs to the machines to minimize the total processing time. What is the total processing time to complete all the jobs? 8

Unit-III

6. (a) Giving a suitable example, explain the maximin-minimax principle of game theory. Also explain the concept of Saddle point and value of a game. 4

(b) In a game of matching coins with two players, a player wins one unit of value when there are two heads, wins nothing when there are two tails and loses $\frac{1}{2}$ unit of value when there are one head and one tail. Determine the pay-off matrix, the best strategies for each player and value of the game. 6

7. (a) A car park contains 5 cars. The arrival of cars in Poisson at a mean rate of 10 per hour. The length of time each car spends in the car park is exponential distribution with mean of 5 hours. How many cars are in the car park on an average? 5

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(b) Assuming for a period of 2 hours in a day (8-10 AM), trains arrive at a Y and every 20 minutes. Then calculate for this period :

(i) The probability that the yard is empty.

(ii) Average queue length assuming that the capacity of the yard is 4 trains only. 3+2

Unit-IV

8. Find an optimum integer solution to the following :

$$\text{Maximize : } Z = x_1 + 2x_2$$

$$\text{Subject to : } 2x_2 \leq 7$$

$$x_1 + x_2 \leq 7$$

$$2x_1 \leq 11$$

$$x_1, x_2 \geq 0 \text{ and } x_1, x_2 \text{ are integers. } 10$$

9. A project has the following time schedule :

Activity	1-2	1-3	1-4	2-5	3-6	3-7	4-6	5-8	6-9	7-8	8-9
Duration (Months)	2	2	1	4	8	5	3	1	5	4	3

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Construct the network and compute :

- (i) Total float for each activity.
- (ii) Critical path and its duration. 5+5

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HUMAN RESOURCE MANAGEMENT

(CP-203)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all including Question No. 1, which is compulsory. Attempt *one* question from each Unit.

1. Read the attached case carefully and answer the following questions :
 - (a) Discuss the pros and cons of each of the following alternative courses of action :
 - (i) Take no action. Continue Baleram in employment till he retires.
 - (ii) Appoint the son in his place.

(2)

- (iii) Pay him 25 months salary as compensation and get rid of him.
- (iv) Take disciplinary action against Baleram for his inefficiency and irregularity, and discharge him.
- (b) Recommend suitable HR policies in the area of compensation, motivation, performance retention and discipline in the above situations. 15+15

Unit-I

- 2. "The modern globalised markets have generated the need for complex and strong H.R. system to complement the fiercely competitive markets." Elaborate. 10
- 3. Distinguish between the following :
 - (a) Job analysis and role description
 - (b) Career and succession planning. 5+5

Unit-II

- 4. What are the components required to evolve an effective training and development programme? 10

Case (for Q. No. 1) :

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Baleram was to celebrate his 60th birthday in a few days. As per the rules of the company the age of retirement of all employees was fixed at 60 years. Accordingly, a notice was served on Baleram terminating his services for superannuation. Four days later, Baleram produced a birth certificate, duly endorsed by Municipal Authorities, certifying that his age was 57 years. The company was obliged to withdraw the notice served on him and to continue his employment for three more years.

Baleram worked in the processing section of the company's mills. In his youth, he had a good physique and a dominating personality. He was a group leader in the Communist Party and was always a terror to his workers and supervisory staff. His performance on the job was not bad. However, for the last five years, he had become sick and weak and he could not even walk straight. During the eight-hour shift period, he used to sleep quietly in one corner, within the knowledge of everyone, including the Factory Manager, who did not take action against him because he was to retire in a few years. Baleram also remained absent on many occasions on medical grounds. Fearing that he would be discharged on medical grounds, he produced a fitness certificate from one of the panel doctors of the Employees' State Insurance scheme so that the management would be legally bound to employ him. The management wondered how a fitness certificate was issued to a person who could not stand even for half an hour by a doctor approved by the Employees' State Insurance Scheme.

Baleram himself orally admitted before the management that he could not work at all. He had offered to resign if (1) the management gave him 25 months' salary as compensation in addition to what he was entitled to under the retirement rules (he was then earning Rs 925 per month); or (2) the management appointed his son. Baleram's son was equally active in Party affairs and was believed to be the leader of a group of gangsters. Considering the other alternative of paying him 25 months' wages, the management wondered whether such a course of action, apart from its financial implications, would set a good precedent. The management knew that such a situation never arose before in the history of the company. They also considered why disciplinary action should not be taken against a person who could not stand even for a few minutes. While considering all these alternatives, the management was well aware of the Union's strength and the desirability of avoiding any situation that might disturb union-management relations. The management was certain that some action should be taken in the matter.

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(3)

5. Why is an effective induction policy the backbone for the smooth running of organisations? How can a faulty induction policy sabotage the organisational system? 10

Unit-III

6. How does the continuous performance and potential evaluation overcome the departmental and interdepartmental discontentment? Explain. 10
7. Write short notes on any two of the following :
- (a) Components of a composite wage policy
 - (b) Effective motivation in relation to level of performance.
 - (c) An effective selection policy.
 - (d) Difference between potential appraisal and performance appraisal. 5+5

Unit-IV

8. What are trade unions? How do they contribute towards resolving conflicts and implementing negotiations in organisational systems? 10

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9. How does the effective human resource management satisfy organisational objectives of the employer and the personal objective of the employee for evolving cohesive industrial relationship?

10

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M. B. A. (Semester-II) Examination, 2012

FINANCIAL MANAGEMENT

(CP-204)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Attempt *Five* questions in all. Question No. 1 is compulsory. In addition select *one* question from each Unit.

1. Attempt all parts : $3 \times 10 = 30$
 - (a) Companies sometimes resort to making the payment of stock dividends instead of cash dividends to their shareholders. Give reasons for this practice.
 - (b) What is modified internal rate of return (MIRR)?
 - (c) What are the limitations of payback method?

(2)

- (d) Explain briefly the credit policy considerations.
- (e) Differentiate between operating and financial leverage.
- (f) What are the possible reasons for a weak working capital management in a business unit?
- (g) A company's financials are available, as shown below. Determine the break-even sales from this data :

	Rs.
Sales	45,00,000
Fixed Costs	7,00,000
Variable Costs	18,00,000

- (h) Assuming a 10 percent discount rate, compute the present value of Rs. 1,000, Rs. 800 and Rs. 1,500 received at the end of two years, three years and four years respectively.
- (i) From the following data calculate operating leverage, financial leverage and combined leverage.

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	Rs.
EBIT	10,00,000
PBT	4,00,000
Fixed Cost	6,00,000

- (j) Excel Co. Ltd. has preference shares having face value of Rs. 100 per share. The rate of preference dividend is 14 percent p.a. Shares are redeemable after 12 years at par. The net realised per share is Rs. 95. Determine the cost of preference share.

Unit-I

2. What are the core decision areas of finance manager? In your view, how do the finance decisions in service firms and manufacturing firms differ? 10
3. A firm has owner's equity of Rs. 2,00,000. The ratios for the firm are as shown below :
- | | |
|--------------------------------|----------|
| Current debt to total debt | 0.80 |
| Total debt to owner's equity | 1.20 |
| Fixed assets to owner's equity | 1.20 |
| Total assets turnover | 4 times |
| Inventory turnover | 16 times |

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(4)

Complete the following balance sheet with the help of the information given above : 10

Liabilities	Rs.	Assets	Rs.
Current Debt	—	Cash	—
Long-term Debt	—	Inventory	—
Total Debt	—	Total Current	—
Owner's Equity	—	Assets	—
Total Capital	—	Fixed Assets	—
		Total Assets	—

Unit-II

4. The capital structure of company XYZ is 12% debentures, 9% preference shares and equity shares of Rs. 100 each in the ratio of 3:2:5. The company is thinking to add additional funds by raising term loan at 14% interest rate from financial institution.

The new ratio of above sources of funds will go down by 1/10, 1/15 and 1/10, respectively. What will be the impact on WACC of the firm if the tax rate is 40% and expected dividend of Rs. 9 is given at the end of the year and growth rate g is 5 percent. 10

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(5)

5. Company X is considering a project which will cost Rs. 60,000. It has a life expectancy of 6 years and tax rate is 40 percent. Estimated profit before tax are shown below :

Estimated Profits before tax for Co. X

Year	PBDT
1	10,000
2	12,000
3	15,000
4	18,000
5	20,000
6	22,000

Compute the following :

- Payback period
- Average rate of return
- Internal rate of return
- NPV at 10% discount rate
- Profitability index at 10 percent discount rate. 2+2+2+2+2=10

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(6)

Unit-III

6. From the following, prepare income statement of company A, B and C. Briefly comment on each company's performance : 10

Company	A	B	C
Financial Leverage	3 : 1	4 : 1	2 : 1
Interest	Rs. 2 lakh	Rs. 3 lakh	Rs. 10 lakh
Operating Leverage	4 : 1	5 : 1	3 : 1
VC as % to sales	66.67%	75%	50%
Income - Tax Rate	45%	45%	45%

7. What are the various factors affecting the optimal capital structure? Explain the EBIT-EPS approach of optimising the capital structure of a given business. 10

Unit-IV

8. (a) Discuss the factors influencing the working capital requirement of a firm. 5
 (b) Write a brief note on factoring services in India. 5
9. The Board of Directors of X Ltd. request you to prepare a statement showing the working capital requirement forecast for a level of activity of

(7)

1,56,000 units of production. The following information is available for your calculation : 10

(Rs. per unit)

Raw Materials	90
Direct Labours	40
Overheads	75
Total Cost	205
Profit	60
Selling price per unit	265

- (i) Raw materials are in stock on average one month.
 (ii) Materials are in process on average two weeks.
 (iii) Finished goods are in stock on average one month.
 (iv) Credit allowed by suppliers—one month.
 (v) Time lag in payment from debtors—two months.
 (vi) Lag in payment of wages—1½ weeks.
 (vii) Lag in payment of overdrafts—one month.

20% of out put is sold against cash. Cash in hand and bank is expected to be Rs. 60,000. It is to be assumed that production is carried on evenly

(8)

through out the year. Wages and overheads
accrue similarly and a time period of 4 weeks is
equivalent to a month.

10

MS-3177-8-300

MS-3178**M. B. A. (Semester-II) Examination, 2012****MARKETING MANAGEMENT****(CP-205)***Time Allowed : Three Hours**Maximum Marks : 70*

Note : Answer *Five* questions in all. Question No. 1 is compulsory. Attempt *one* question from each Unit.

1. Read the attached case carefully and answer the following questions : 10×3=30
 - (a) Explain the product line, width, depth and consistency of GCMMF. Take the help of a diagram to illustrate your explanation.
 - (b) Critically analyze GCMMF's growth in the light of Porter's generic strategies.

for the liquid milk market in Mumbai. The alliances helped in keeping the capital costs low on the

for the liquid milk market in Mumbai. The alliances helped in keeping the capital costs low on the one hand and were critical for low shelf life products like milk and curd, analysts said.

However, experts felt that GCMMF's strategies were exposed to certain risks. It could face tough competition from other state cooperatives that sold similar products under their own brands. The company had around 40 products in its portfolio, which might result in dilution of its efforts in marketing and distribution. Further, in the case of high end products like UHT milk and infant food where customers associated a high price with better quality, its strategy of price leadership might not work. There was also the risk of over extending the Amul brand to products such as pizzas, confectionary, and instant coffee.

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(2)

- (c) What are the strengths of the organization which will enable GCMMF to meet the competition effectively in the future? In your opinion, are there any risks associated with the present strategies followed by the cooperative to achieve growth? Give reasons for your answer.

Unit-I

2. According to Kotler and Keller, "Marketing people are involved in marketing ten types of entities." Elucidate. Highlight the factors responsible for creating new opportunities and new challenges for marketers. 10
3. Explain diagrammatically how a holistic marketing orientation can provide insight into the process of capturing customer value. 10

Unit-II

4. What are the bases for segmenting business markets? Explain the various patterns of target market selection. 10

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Case (for Q. No. 1)

The turnover of Amul, India's leading brand in dairy products, crossed Rs. 52 billion for the financial year 2007-08. The Amul brand of products is provided by one of the leading food products marketing organizations in India, the Gujarat Co-operative Milk Marketing Federation (GCMMF), and its 13 district member unions. **The product portfolio of GCMMF under the Amul brand includes milk, butter, a variety of cheese offerings, ethnic sweets, curd products, chocolate and confectionary, pure ghee (clarified butter), ice creams, pizzas, and paranthas (a flatbread that originated in the Indian subcontinent).**

As of 2008, GCMMF was in the process of expanding its processing and packaging capacities in the Indian metropolitan cities of Delhi and Mumbai in order to meet the growing demand for milk. It had also extended its sales and distribution network to reach new markets and had strengthened the marketing and advertising strategies.

GCMMF sold its packaged milk brands on the Internet as well and in 2008 extended its product portfolio by launching Amul Calci, a fortified milk brand. In the long term, GCMMF intended to enter the market in South India.

Over the years, GCMMF's focus had been on providing products which cost less than the competition while not compromising on quality. For instance, its strategy with ice creams had been to expand reach and introduce new products. In the chocolates and confectionary segment, GCMMF aimed to achieve growth by launching new products and it planned to enter value added segments. In 2007, GCMMF launched a variety of milk-based beverages like Amul Kool, Amul Koko, ready to drink coffee Kool Café, and a sports drink Stamina, in addition to Masti Butter Milk. GCMMF had also been exporting to over 40 countries in the world. Its cheese, butter, milk, dairy whitener, and condensed milk were some of the other products that were being sold in the UAE, Bahrain, Oman, Kuwait, the U.S., The Netherlands, Japan, Singapore, Saudi Arabia, and in several African countries.

GCMMF already had a presence in the U.S. since 1998 through Kanan Diary, which markets Amul products to more than 1,000 ethnic Indian grocery stores through a network of seven distributors. GCMMF had tied up with petroleum retailer IBP Co. Ltd. (IBP) for the sale of its products such as ice creams, flavoured milk, pizzas, and sweets through IBP's retail outlets.

5. What is a product life cycle stage of the PLC calls for strategies.

Unit-III

6. Explain the different price-s examples to show how dif adopt different pricing meth
7. What is marketing chan selling buses would requir to reach its customers. marketing flows involved in for buses and highlight the channel intermediary.

Unit-IV

8. Explain the fundam communication with the and a micro model.
9. What do you understan How can it be used to performance?

(5)

With respect to its ice creams, marketed with the pay-off line "Real Milk-Real Ice Cream", GCMMF focused on the 'takeaway' home-segment. In order to ensure high growth rates, GCMMF introduced several new flavours of ice creams to meet consumer demand.

GCMMF also opened retail outlets, Amul Parlors, in the country through which it sold its products. The parlors were a one stop shop for milk, butter, cheese, milk beverages, pizzas, and other products. It intended to follow the franchise route building upon its brand and quality. According to analysts, GCMMF's ability to achieve success despite tough competition from multinational companies such as Nestlé India Ltd. (Nestlé), Britannia Industries Ltd.

Cadbury India Ltd., and Hindustan Unilever Ltd. (HUL) could be attributed to its Price Leadership strategies. In products like long life milk and condensed milk, GCMMF competed with Nestlé on price. Over the years, Amul's products like Mithai Mate had eroded the market dominance of Nestlé's Milkmaid. In the ice cream category, it snatched away the market leadership from HUL in the early 2000s and, as of early 2008 it enjoyed a 37% market share in the category.

GCMMF had also built alliances to fuel its growth. In the confectionary business, it had an alliance with Campero. In the ice creams business, the ice creams were initially manufactured at non-GCMMF factories, outside the state of Gujarat. In 2008, GCMMF had seven manufacturing locations in the country. In the past, it also had an alliance with Maharashtra Dairy and Pune Milk Cooperative for the liquid milk market in Mumbai. The alliances helped in keeping the capital costs low on the one hand and were critical for low shelf life products like milk and curd, analysts said.

However, experts felt that GCMMF's strategies were exposed to certain risks. It could face tough competition from other state cooperatives that sold similar products under their own brands. The company had around 40 products in its portfolio, which might result in dilution of its efforts in marketing and distribution. Further, in the case of high end products like UHT milk and infant food where customers associated a high price with better quality, its strategy of price leadership might not work. There was also the risk of over extending the Amul brand to products such as pizzas, confectionary, and instant coffee.

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5. What is a product life cycle? Explain how each stage of the PLC calls for different marketing strategies. 10

Unit-III

6. Explain the different price-setting methods. Give examples to show how different organizations adopt different pricing methods. 10
7. What is marketing channel? A manufacturer selling buses would require a marketing channel to reach its customers. Explain the different marketing flows involved in the marketing channel for buses and highlight the role played by each channel intermediary. 10

Unit-IV

8. Explain the fundamentals of marketing communication with the help of a macro model and a micro model. 10
9. What do you understand by marketing metrics? How can it be used to check on marketing plan performance? 10

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(5)

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GCMMF also opened retail outlets, Amul Parlors, in the country through which it sold its products. The parlors were a one stop shop for milk, butter, cheese, milk beverages and

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M. B. A. (Semester-II) (Full Time)

Examination, 2012

Production & Operations Management

(CP-206)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Attempt *Five* questions in all. Question No. 1 is compulsory. Select *one* question from each Unit.

1. Answer the following :

- (a) What are the different types of process technologies? 4
- (b) Explain the systems view of operations management. 4

(2)

- (c) Write a note on important traditional engineering techniques of job design. 4
- (d) Explain six sigma approach. 4
- (e) What do you understand by ideal OC curve? 4
- (f) A firm producing paints, plans to use simple exponential smoothing method to forecast weekly demand and has collected the past data for 8 weeks as shown below :

Week No.	1	2	3	4	5	6	7	8
Actual Demand	30	35	20	15	10	10	15	20

Compute forecasted value for 9th month
(α is given as 0.2)

- (g) An auto industry purchases spark plugs at the rate of Rs. 25 per piece. The annual consumption of spark plug is 18,000 nos. If the ordering cost is Rs. 250 per order and

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(3)

carrying cost is 25% per annum, what would be EOQ? If the supplier of spark plugs offers a discount of 5% for order quantity of 3,000 no's per order, do you accept the discount offer? 5

Unit-I

2. Explain the conversion process in any fast food outlet. Also explain the layout for the same outlet. 10
3. (a) Explain the process of service development. 5
- (b) XYZ company is evaluating three locations for a new plant and has weighted the relevant scores as given below. Scores have been assigned with higher values indicative of preferred conditions. Which location will the company prefer? 5

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(4)

Factor	Assigned Weight	Scores for Locations		
		A	B	C
Production Cost	0.35	50	40	60
Raw Material Supply	0.25	70	80	80
Labour Availability	0.20	60	70	60
Cost of Living	0.05	80	70	40
Environment	0.05	50	60	70
Markets	0.10	70	90	80
Total	1.00			

Unit-II

4. What do you understand by MRP II? How is it different from ERP? Explain in detail. 10
5. Discuss operations planning and scheduling system in detail. Explain the terms MPS and CRP. 10

Unit-III

6. Discuss the various steps involved in the method study procedure. 10

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(5)

7. (a) An 8 hour work measurement study in a plant reveals the following :
 Units produced=320 No's
 Performance Rating=120%
 Allowances=12% of normal time.
 Determine the standard time per unit produced. 5
- (b) What are the primary concerns associated with the planning, scheduling and control of projects? 5

Unit-IV

8. Write a short note on the following : 5+5
 (a) ISO-9000 series
 (b) Total Quality Management.
9. Last week's visual inspection carried out to find defects in a manufactured items revealed the following data for a sample size of 30 numbers. This week, 30 pieces were again inspected on

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(6)

each of two occasions and 6 pieces and 9 pieces were found to be defective resp. Determine whether the process is under statistical control or not, this week : 10

Sub - group No.	No. of Defectives	Sub - group No.	No. of Defectives
1	5	11	5
2	4	12	7
3	4	13	4
4	4	14	5
5	7	15	4
6	4	16	5
7	5	17	5
8	6	18	7
9	4	19	6
10	5	20	4

MS-3179-6-100+100

A

MS-3180

M.B.A. (Second Semester) Examination, 2012

RESEARCH METHODOLOGY

(CP-207)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions including Question No. 1 which is compulsory. Attempt *one* question from each Unit.

1. Answer briefly the following questions : $3 \times 10 = 30$
 - (a) If you obtain p-value to be less than 0.05, how would you interpret it for the purpose of accepting or rejecting a null hypothesis.
 - (b) Explain the concept of type one error with the help of an example.
 - (c) Which hypothesis can be tested by using two-way ANOVA?
 - (d) What is meant by systematic error?
 - (e) Give two examples of research in business.

(2)

- (f) Define research in business.
- (g) Distinguish between correlation analysis and regression analysis.
- (h) Distinguish between parametric methods and non-parametric methods. Under what conditions are they used?
- (i) Distinguish between convergent validity and divergent validity with the help of an example.
- (j) Distinguish between kurtosis and skewness.

Unit-I

10

- 2. What are elements in the research process? Explain each one of them.
- 3. Distinguish between primary and secondary data. Explain any three methods of collecting primary data by using examples.

Unit-II

10

- 4. How data is edited for the purpose of analysis? What are the different methods of dealing with missing data? How would you identify outliers? Would you prefer to delete them before making analysis?

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(3)

- 5. What principles should be followed for designing a good questionnaire? Design a questionnaire for measuring job satisfaction of employees.

Unit-III

10

- 6. You want to test for the independence of two attributes. Explain the procedure of testing statistical independence in the case of 2×2 table. Explain the procedure of using Chi-square test for checking independence between two attributes with the help of an example.
- 7. Write a detailed note on the use of regression analysis. Give one example each for simple linear regression and multiple linear regression analysis.

Unit-IV

10

- 8. Distinguish between scatter plot, bar chart and histogram. How would you create them by using SPSS?

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9. What are some of the commonly used elements of a research report? Write in detail about any one of them.

A

MS-3181

M. B. A. (Semester-II) Examination, 2012

International Environment and Management

(CP-208)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. Answer *four* more questions selecting *one* question from each Unit.

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

The subway story began in 1965 when Dr. Peter Buck loaned Fred Deluca USD \$1,000 to open a sandwich shop in Bridgeport, U.S.A. Since that time, subway sandwich shops has grown to more than 32,000 restaurants in 90 countries making its founder a billionaire. Subway remains a 100 percent franchised organisation and all subway restaurants are individually owned and operated.

(2)

More than 7,500 subway stores have opened outside the United States, including developing nations like India, Croatia and China. Initially subway did not seek to expand internationally, but when an entrepreneur from Bahrain approached the company about opening a sandwich shop on the Persian Gulf Island, Subway decided to accept the challenge of global expansion.

Expanding a food venture into a foreign country involves many issues, such as finding quality supplies for use in making sandwiches. Subway insists on a "gold standard of quality" when adapting to international environments. To properly train new Franchise owners in locations around the globe, subway has to adopt to different languages and cultures. When it enters a new market, the primary issues it faces are building brand awareness and learning about potential customer's eating preferences and customs. Subway has positioned its menu as a more health-conscious choice.

MS-3181

(3)

Questions :

- (a) Is Subway's health-conscious positioning the best promotional platform to expand stores internationally? Why or why not?
- (b) What are some advantages and disadvantages of using franchised owner-operators to expand internationally?
- (c) Would you recommend product standardisation or adaptation strategy to the company for its Indian Operations? Justify your choice.
- (d) How important is it for subway to study the cultural factors in India? Explain giving suitable examples.

7½×4

Unit-I

- 2. Political risk management in the international markets can be undertaken pre-investment, or post-investment. What are the options available to an international business for pre-investment planning and strategy options for post-investment planning? Discuss.

10

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(4)

3. Answer any two of the following : 5+5
- (a) What are the factors which cause disequilibrium in the balance of payments (BOP)? Explain.
 - (b) Distinguish between high and low context cultures and discuss their business implications.
 - (c) Discuss the various types of international business.

Unit-II

4. "One of the important features of the international trading environment is the proliferation (multiplication) of the trade barriers."
Elaborate this statement and discuss the various types of trade barriers and their impact on international business. 4+6
5. Answer any two of the following : 5+5
- (a) What are the various pros and cons of the option of (i) make, (ii) buy and (iii) make and buy both?

(5)

- (b) Discuss in brief the theories of independence, interdependence and dependence in relation to international trade.
- (c) What is meant by economic integration? Describe briefly the various degrees of economic integration.

Unit-III

6. Identify and explain the various factors influencing the demand and supply of different currencies and consequently the rate of exchange between them. 10
7. (a) Explain the differences between ethnocentric, polycentric, regiocentric and geocentric (EPRG) orientations. How do these orientations affect international HR practices? 5
- (b) Discuss franchising as a method of market entry in relation to foreign trade. 5

Unit-IV

8. "Analysing the commercial aspects and relative bargaining strengths and understanding the cultural nuances are prerequisites for successful negotiation." Comment. Also discuss the cultural problems in international negotiations. 10
9. Write short notes on any two of the following : 5+5
 - (a) Country evaluation and selection on the basis of 'country attractiveness/competitive strengths' matrix.
 - (b) Multilateral settlements
 - (c) International business diplomacy.

A-7

MS-3182

M. E. B. (Semester-IV) Examination, 2012

Business Transformation & E-Strategy

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. In addition attempt *one* question from each Unit.

1. Read the attached case and answer the following questions : $7\frac{1}{2} \times 4 = 30$

- (a) Relate the actions taken by Mr. Mittal with the eight step of transforming a business.
- (b) 'People have inertia to change.' Comment on HR related issues which Mr. Mittal may have confronted?
- (c) How are security issues handled in the case? What other issues may be required to be addressed if IFFCO moves forward towards e-marketing?

- (d) How is the role of Mr. Mittal as change leader different that just being senior executive? What attributes of change leader are required for successful transformation?

Unit-I

2. (a) Bring out the characteristics of following models of change :
- (i) Activity centered
 - (ii) Strategic programming
 - (iii) Organisational learning. 6
- (b) Outline the various factors you will consider in designing a matrix to assess an organisation's readiness to change. 4
3. Describe any one BPR methodology along with the role IT can play towards its success. 10

Unit-II

4. "Vertically oriented organisations are set up for the convenience of organisations rather than the value that can be created for customers." In this context, describe the process of bringing the shift in the organisation from being vertical to horizontal. 10

Case (for Q. No. 1)

IFFCO is primarily engaged in the production and distribution of fertilizers. In the early part of this decade, IFFCO had a manual procurement system. A system that was plagued by problems of inefficiency. The traditional procurement cycle was lengthy and time consuming. "The interaction between IFFCO and the vendor was by post, fax and at times by e-mail," recalls Mittal. These vendors are IFFCO's registered suppliers who supply the cooperative with items like plant spares, IT equipment, instrumentation equipment, and etcetera. They are also engaged in service agreements like facility management, network management, computer breakdown maintenance and the like. Vendors from distant locations were finding it difficult to contact IFFCO, collect bid documents and submit quotes on time. Many a time, local vendors like transport contractors or local service vendors, material handling contractors and local service vendors formed a cartel and did not allow other vendors to collect tender document, submit quotes or participate in the bid opening and finalization process.

To tackle this problem, Mittal decided to put together an e-procurement system for IFFCO's procurement activities.

The first roadblock before Mittal was security. "We wanted to address security issues like authentication, confidentiality, authorization and non-repudiation for purchases using the Internet. Solutions available at that time in this space were studied, but no software was found to meet IFFCO's requirement of online tendering and bid submission," he says. Undaunted, Mittal decided to develop the software in-house. He recalls, "the technology used was ASP with Oracle as the backend database. PKI, encryption technology and digital certificate issued by licensed certifying agency (CA) recognized by the Controller of Certifying Authority (CCA), were used to address the security and legal compliance issues." Technology was just one of the hurdles; IFFCO also had to address workforce's apprehensions. The whole process of e-procurement was new to vendors, partners and even internal users, says Mittal. "Many of them were not computer savvy and some have not even used computers earlier.

The whole legality of the process was under a cloud," he recalls. In order to get vendors on his side, Mittal organized vendor meets in major Indian cities. However, vendors were still worried about the security of the process. "We informed them that we were using class 3b digital certificates, which integrate the vendor's identity with his digital signature for the highest level of security, and that it has been recognized by courts in India," says Mittal. The vendor can submit his bids in parts and can revise his bid till the allowed submission date and time. The last valid bid submitted is taken into consideration while opening the bid. The bids can be opened only when all the committee members enter their digital keys jointly.

For the smooth rollout of the e-procurement system, Mittal setup help desks at IFFCO's corporate office, plants and major marketing offices to address the queries of vendors. IFFCO was not ready to implement e-commerce applications because internal users were uncertain about the confidentiality and security of the whole process. "The procurement department also had reservations about providing full transparency to vendors," says Mittal. Even the management was not sure if e-procurement was the right way forward. "The major issues raised by the management were about confidentiality and security of the process," points out Mittal.

Mittal explained the entire process to the management, and told them about digital certificates, encryption and decryption of bids, time stamping of bids and the provisions of the IT Act. The management agreed, but added a clause stating that the system should be audited by an internal audit, the finance department, and by IFFCO's legal expert dealing with cyber crimes before roll out. "The purchase and finance departments from all units at IFFCO were associated in various project phases, like redefining the procurement process, defining scope of the project, and implementation strategies," he says. He goes on to add that the concerned department heads were also sent on training for e-commerce programs and associated technologies like digital certificates. He decided that the best way to build confidence in the system was to ensure a quick rollout. He zeroed in on Microsoft's ASP technology.

MS-3182

(3)

5. Write notes on the following :

- (i) The components of building a capable organisation.
- (ii) Matching organisation structure for promoting successful strategy execution. 5+5

Unit-III

- 6. (a) Explain how prescribing policies and procedures aid in the task of strategy implementation. 5
- (b) Give examples of motivation and reward techniques of best practicing companies. 5

7. Write notes on the following :

- (a) Three levels of Strategy System alignment with examples. 5
- (b) Aspects common to TQM and Continuous Improvement. 5

Unit-IV

- 8. (a) Explain how decoupling and mobilization of intelligence can change the competitive landscape for e-business companies. 5

(6)

IFFCO's developers were trained to use digital certificates and encryption and decryption technologies. A certifying agency was also hired to develop the encryption and decryption component for the e-procurement system. The first version was implemented using ASP technology. But the ASP rollout was just the first part of the e-procurement story for Mittal, who wanted to move the system to Microsoft's .Net technology — and this meant that he had to convince Microsoft. "Microsoft partnered with us under their 'Enterprise-GO' program and arranged necessary training on Visual Studio .Net for developers," he says. Rather than merely converting the system from ASP to .Net, Mittal decided that this would be a good time to seek inputs from internal and external users about various components of the system. Thanks to proper planning, Mittal was able to keep costs low.

"The entire system cost us Rs 50 lakh, which included Rs 10 lakh for the blade servers, Rs 4 lakh for the systems software and the encryption component, and Rs 36 lakh for the applications development," says Mittal.

Mittal says that it is difficult to define savings on tendering in terms of direct monetary benefits because the tenders are being floated by six units of IFFCO. However, IFFCO saves on cost of printing, dispatch, human resource, and filing, while vendors save on cost of traveling, preparation of bid, and dispatch. More than this, he stresses that one should look at ROI from a non-monetary angle too. "The objective of e-procurement system was to improve the overall efficiency of procurement, bring transparency, a secure safe and non-repudiated system and break cartels," he says. Through e-procurement these vendors can see the tender document on the Internet, submit their bids online, can check the status online and get the purchase order also online.

(4)

- (b) Describe the different variables constituting 'Customer Value' and 'Competitive Capability' to express value offered by e-business. 5
- 9.
 - (a) Explain the various components of an e-business model framework. 5
 - (b) Describe how an organisation's resourcing and control systems affect strategy implementation. 5

A

MS-3183

M. B. A. (E-Business) (Fourth Semester)

Examination, 2012

Business and Cyber Legislations

(EB-402)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer Five questions in all. Question No. 1 is compulsory. Attempt one question from each Unit.

1. Discuss the following in brief: 3×10=30
 - (a) Void and voidable contracts
 - (b) Caveat emptor
 - (c) Quasi contracts
 - (d) Consequences of dishonour of cheques
 - (e) Red-Hearing prospectus
 - (f) Services covered under Consumer Protection Act
 - (g) Digital signatures

(2)

- (h) Holder in due course
- (i) Differences between ordinary and preference shares
- (j) Powers of the Board.

Unit-I

- 2. Discuss the salient features of the Indian Contract Act, 1872. 10
- 3. Under what conditions can there be a breach of contract? Discuss the legal remedies available in case of breach of contracts. 10

Unit-II

- 4. "Conditions and warranties are basic stipulations in sales." Discuss and distinguish between them. 10
- 5. Define negotiable instruments. Enumerate the important negotiable instruments used in domestic and international business. 10

Unit-III

- 6. Define a company. Explain the procedure for formation of a company. 10

(3)

- 7. Write short notes on any two of the following : 10
 - (a) Memorandum of Association of a company
 - (b) Winding up of a company
 - (c) LLP/LLC.

Unit-IV

- 8. Discuss the consumer disputes redressal mechanism as provided under the Consumer Protection Act, 1986. 10
- 9. Discuss the implications of I. T. Act for E-commerce. 10

A

MS-3184

M. B. A. (E-Business) (Semester-IV)
Examination, 2012

M.B.A. (E-Business)

EB-403

(Software Engineering)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory and attempt *one* question from each Unit.

1. Explain the following : 3×10=30
- (a) Risk analysis
 - (b) Software engineering paradigms
 - (c) Front-end design
 - (d) SRS
 - (e) Principles of Software engineering
 - (f) Operating Systems

(2)

- (g) Evolving role of software
- (h) Role of software engineer
- (i) COTS
- (j) Software reuse.

Unit-I

- 2. Discuss how software engineering helps to solve the Software crisis issues. 10
- 3. The programming language or operating systems decide the process model of software development. How? 10

Unit-II

- 4. Explain the various means of requirement elicitation. 10
- 5. Discuss the importance of DFD in modeling software. 10

Unit-III

- 6. Discuss the advantage of prototyping over other models of S/W evolution. 10

(3)

- 7. "Testing is an important phase in software development." Critically evaluate the need and types of testing. 10

Unit-IV

- 8. Describe the need for CASE tools and its relevance to software. 10
- 9. Discuss the various risks prevalent in the software development. How can these risks be managed? 10

A

MS-3185

M. E. B. (Semester-IV) Examination, 2012

E-Marketing and CRM

Time Allowed : Three Hours

Maximum Marks : 70

Note : Question No. 1 is compulsory. In addition attempt *one* question from each Unit.

1. Read the following case study carefully and answer the questions that follow :

e-Grocery.com, based in Longmont, Colorado, is using the Internet for food retailing services. Founded in 2004, e-Grocery.com is a member of an online grocery/drugstore shopping and delivery service that already has thousands of customers in the Phoenix, Seattle, and Denver areas.

Established on the idea that people will buy groceries over the Internet, e-Grocery.com has

(2)

an online database of over 25,000 grocery and drugstore items, and allows comparison shopping based on price, nutritional content, fat and calories. e-Grocery.com membership offers users additional benefits such as electronic coupons, retailer preferred customer discounts, recipes, and tips.

Eighty-five to 90 percent of e-Grocery.com's orders come in via computer; the rest are faxed or phoned. e-Grocery.com orders are taken centrally and then e-mailed to its local partners. The store receives the order, the delivery address, and driving instructions. Each order is filled by an e-Grocery.com employee who shops the aisles of the store. The employee pays for the groceries at special e-Grocery.com counters in the back of the store. The order is then taken to a holding area in the supermarket, where the appropriate items are kept cold or frozen until the deliverer picks up the orders for delivery. e-Grocery.com members are charged actual shelf

MS-3185

(3)

prices, plus a per-order charges \$5.00 or 5 percent of the order amount, whichever is greater.

Questions :

- (a) What is e-Grocery.com's e-marketing and e-business model and how does e-Grocery.com compete with traditional retailers? 10
- (b) What value com e-Grocery.com offer as a true competitive advantage in this e-marketing environment? 10
- (c) What is the threat of new entrants in this e-market segment? How does e-Grocery.com profit from online customer interaction? 10

Unit-I

- 2. (a) Define e-marketing and explain the purpose of an e-marketing objective-strategy matrix. 5
- (b) What are the advantages of using Java, Dynamic HTML, Java Script, Plug-ins and X HTML? 5

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(4)

3. (a) Why and how do e-marketers evaluate the quality of information on a Website? Explain. 5
- (b) Why do e-marketers need to measure attitude toward technology? What are the types of these measures? 5

Unit-II

4. What are some of the consumer privacy issues related to enabling products for online promotional activities such as targeted advertising and personalized promotions? How would you, as an e-marketer respond to these privacy issues? 10
5. What is the concept of market similarity and how does it apply to companies that target foreign markets? Also, discuss about the cultural factors which are affecting internet shopping (e-marketing) in some countries. 10

MS-3185

(5)

Unit-III

6. (a) What do you mean by relationship marketing? Also, give the difference between mass marketing and relationship marketing. 5
- (b) Describe the concept of propensity-to-buy segments. Give relevant examples in support of your answers. 5
7. (a) What are the measurements of customer satisfaction? What precautions should be kept in mind during the design phase of software development for customer satisfaction? 5
- (b) What is the role of CRM in e-business? Discuss the advantages and disadvantages of CRM in e-business in the current e-marketing environment. 5

Unit-IV

8. Explain the CRM success factors in online marketing context and how one can gauge the factors of CRM success? Also discuss the various requirements of CRM system. 10

MS-3185

9. What are the processes of choosing the CRM tools? Discuss about the requirement-Driven product selection (CRM). Also, discuss the importance of CRM implementation in an organization.

10

A-6

MS-3186

M. B. A. (E.B.) (Semester-IV)

Examination, 2012

Supply Chain Management

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. Select *one* question from each Unit.

1. Read the following case carefully and answer the questions that follow :

It all began way back in the year 1919, with a humble start, as a modest spice manufacturer and trader. Through these glorious eight and a half decades, MDH has witnessed a growth, which is both phenomenal and remarkable. MDH has not only pioneered the marketing of powdered spices in handy attractive consumer packs, but has also established itself as the leader in its own right as a trustworthy processor of pure and high-quality blended spices and condiments.

Keeping pace with the modern times, MDH has constantly been updating and modernizing its units by evolving blended spices and condiment powders for preparation of popular and exclusive dishes for specific cuisines, which India is famous for. MDH stands a class apart, being India's leading manufacturer of blended spices, through automated plants located at New Delhi and also in Haryana and Rajasthan.

MDH has always believed that quality comes first before anything else. MDH spices are unique. MDH maintains its consistency in procurement and blending of spices. The blends are processed from the best and fresh spices, which are ensured by a series of sampling, quality tests, and controls at its well-equipped research and development centers. Its Delhi plant with large stainless steel hoppers, grinders, and blenders continually feeding an automated weighing and packing machine blend ancient recipes with modern technology just as the ingredients passing through the same blend to produce incomparable seasonings. The quality checks at each stage followed by random sampling of packets for weighing shows the concern that the establishment has for purity and accuracy. Each sample packet invariably weighs a little more than the marked weight.

Mahashay Dharampal, MDH's octogenarian proprietor, known for his philanthropic activities and paternal attitude toward his 1,100 plus employees, maintains that honesty, hard work, as well as care and concern of the employees are fundamental to success in business. These in turn have stood the company in

good stead and brought it to its present state as a world famous company. No wonder he is worshipped by his workers, who in the true Indian tradition touch his feet every time they see him. He in turn joins them in all their functions with gay abundance and incomparable verve. His personalized gifts and "Shaguns" on the occasion of marriages of the children of his workers and stockists are heartwarming and endearing earning him their loyalty in great measure. He is respected by the community for his contribution to society, which includes a 210-bedded modern hospital with some of the latest diagnostics and a range of super specializations besides a chain of schools operating under a charitable trust named after his father, Mahashay Chuni Lal. His office is filled with a large number of trophies and testimonials, which he proudly shows to the visitors.

Operations

Procurement MDH sources most of its spices directly from the centers of production throughout the country, where it deputs highly experienced company representatives to select and buy material during the seasonal auctions. The principal criterion for selection of lots to be bought is product quality to ensure uniform taste with price being of secondary consideration. The company buys turmeric (*Haldi*), a cash crop raised over 50,000 acres in Tamil Nadu State, from the famous Erode Market in that state where both the local district produce and also produce from the neighboring districts, like Mysore, Salem, Villupuram, Vellore, and Tiruvannamalai, in Karnataka State arrive almost daily. Around 3,000 quintals of turmeric worth INR 10 million is sold in the market every day, making it one of the largest turmeric centers in India.

Similarly, cumin seeds (*zeera*) are procured from Naugar in Rajasthan where the produce from the neighboring state of Gujarat is also available.

In the process, MDH eliminates the layers of intermediaries that add cost and at times dilute quality. The products being seasonal in nature, the procurement is

undertaken to cover the requirement of the whole year and moved after cleaning, drying, testing, and grading to public cold storages and warehouses from where these are fed to the processing plants in line with the production plans

Production MDH has set up three state-of-the-art plants at Naugar, Gurgaon, and Delhi for meeting the ever-growing demand for their products. The current production level stands at 30 tons of finished packed species per day, 75 percent of which are in the shape of blended spices, while the ground single spices constitute 25 percent of the product portfolio. The company has added a range of allied products like pappad, henna powder, ayurvedic tooth powder, incense, and havan samagri to fill the market demand for quality products, which are so much a part of every day life in India, and in which range the Indian customers expect highest degree of purity.

The company produces over 40 different varieties of MDH spices in 110 different packages of different sizes to cater to households and restaurants and hotels across the country. Incidentally, almost all the major hotel chains in India are clients of MDH.

Quality Control MDH tests both its input material and powdered spices at its fully equipped quality control laboratories. Mr Rajeev Gulati, who among his other duties as director, is responsible for international marketing in which capacity he has put MDH on the world map, has been particularly painstaking over matters of quality to meet international standards (see Figure 17-8). Quality expectations of freedom from pesticide and/or fumigant residues, aflatoxin, and extraneous matters besides microbial contamination have been his chief concerns to ensure that these meet the most stringent standards relating to food safety. These efforts have earned the company a Quality Excellence Award from the National Government and at the international level, the prestigious "Arch of Europe Gold Star" award for excellence and quality

Production Planning Operating in a market where the demand continually exceeds supply, MDH aggregate

production planning is based on the availability of raw material and the plant capacity. Historical experience forms the basis of production planning of individual items of which MDH produces above 50 varieties. Since the products are well established in the market with regular ongoing demand, MDH is able to fill back orders, if and when required. This, according to the company chairman, who keeps a watchful eye over production, allows the company to regulate its batch sizes that in turn enables efficient capacity utilization. The company has its order books full at most of the times except the monsoons period, which is usually the lean season, during which stocks are built up for the following festive and marriage seasons. Company does not experience any slow or non-moving items, as production is readily adjusted to the emerging demand with assured off take by committed distribution network. Their production, which is thus fully matched with demand, may be regarded as approximating to a demand-driven model most appropriate for a product with limited shelf life.

Inventory Control Seasonal nature of the product makes it necessary for the company to procure its whole year's requirement of a given product during its harvesting season. While some varieties like chilies and coriander are no doubt available throughout the year, the quality products that MDH targets are available during limited period only and have again to be procured in bulk. Considering the spread of harvesting seasons and the sources of procurement, the average inventory carried by MDH is around six-month stock in terms of sales.

Brand Image Prior to the Indian partition, Mahashay Dharam Pal's Sialkot-based family business had made a name for their popular red chili "Degi Mirch." When

the business was reestablished in Delhi, he chose the name "Mahashian Di Hatti of Sialkot Degi Mirch Fame." This name and the message struck an immediate chord with the immigrants from west Punjab who were now spread all over India. Soon the name spread and their products picked up demand from all parts of India. The Indian diasporas did likewise to spread the name worldwide, and today MDH is a household name the world over. The picture of Mahshay Dharampal in his now familiar Rajasthan Red Turban has become a logo and a brand ambassador, emphasizing purity and ethical business practices.

Marketing Mr Rajeev Gulati, who among his other responsibilities handles both the domestic and international marketing function, is particularly alert toward emerging trends in spice processing and has been the prime mover in technological upgradation of processes in the company. He has been painstaking over the adoption of standards of cleanliness demanded by the foreign buyers in so far as the treatment of spices and herbs as food ingredients is concerned. He insists on adoption of the same physical, chemical, and microbiological standards for the domestic markets by emphasizing reduced levels of infection in spices and herbs and has been responsible for adoption of some of the best business practices relating to food safety.

The company's export-oriented unit has been actively developing network of dealers around the globe. The network presently covers the United Kingdom, Europe, Canada, the United States, Japan, and Switzerland. Besides direct exports to these countries, large quantities of their products are exported by several export houses in Mumbai. The company hopes to enlarge their presence in the world market substantially in the next five years, exporting 50 percent of their total production.

Distribution MDH follows a multiechelon system of distribution through its 50 super stockists spread throughout the country, who serve other stockists and distributors, from where the product flows to wholesale and retailers. MDH has 1,000 stockists and over 400,000 retailers.

In the true Indian tradition, MDH has built long-term relationships with its stockists and distributors. It is to MDH's credit that not a single stockist has left its supply chain during the last 20 years. The relations are in the nature of an extended family, where the patriarch accommodates the legitimate requirements of all in a fair and equitable manner. Interestingly, during his visits to outstations where the stockists are located, he stays with their families instead of the hotels, building family-like relationships at all times. His personalized message, greetings, and "Shaguns" that he unfailingly sends on the marriages of the children of his stockists and dealers are as heartwarming and endearing as his infectious smile.

While MDH has its own godowns and storages in several stations like the industrial town of Ludhiana in Punjab, the same are in no way in competition with the established stockists who continue to receive their supplies uninterruptedly at all times.

MDH is particularly painstaking over its deliveries, which ensure very high level of assurance of availability of its products at all locations at all times. The super stockists carry 21 days' stocks, and their orders on the MDH plants are invariably filled within a week. Incidence of shelf life-expired stocks being returned to MDH plant have been less than 0.5 percent over the past several years stressing the fast turnover.

Sales MDH turnover, which has been growing continually, presently stands at INR 1.6 billion annually. All sales are made against prepayment, which ensures a comfortable cash flow. The company is one among the highest payers of income tax in the state of Delhi, when the corporate office is based.

(8)

Questions :

- (a) MDH experience presents a blend of business best practices rooted in the Indian culture, value system, and socioeconomic conditions. Identify these practices and relate the same to the universally accepted business best practices for supply chain success in contemporary environment? 10
- (b) What role does charismatic leadership play in bonding the supply chain partners together and sustaining the relationship over long periods? 10
- (c) What ethical business practices can you identify in the MDH experience, and how do these contribute to supply chain success? 10

Unit-I

- 2. In what way do supply chain flows affect the success or failure of a firm? List two supply chain decisions that have a significant impact on supply chain profitability. 10

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(9)

- 3. Explain why strategic fit is critical to a company's overall success. Describe how a company achieves strategic fit between its supply chain strategy and its competitive strategy? 10

Unit-II

- 4. Discuss how e-business has affected the design of distribution networks in various industries. 10
- 5. Identify and elaborate factors influencing supply chain network design decisions and develop a framework for making network design decisions. 10

Unit-III

- 6. What types of industries or situations are best suited to the chase strategy, flexibility strategy and level strategy? 10
- 7. Explain how a reduction in lead time can help a supply chain reduce safety inventory without hurting product availability. 10

Unit-IV

- 8. Elaborate the role of sourcing in a supply chain. Discuss factors that affect the decision to outsource a supply chain function. 10

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(10)

9. What processes within each macro processes are best suited to being enabled by Information Technology (IT)? What processes are least suited? 10

A

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**M. B. A. (E.B.) (Fourth Semester)
Examination, 2012**

**Enterprise Knowledge Management
(EB-406)**

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. In addition select *one* question from each Unit.

1. Read the following case study carefully and answer the questions given at the end :
There is more to networking than just being 'connected'. It is all about being connected to the 'right' kind of people, which is the entire basis on which sites like LinkedIn.com stand. Thanks to the advent of social and networking communities in India's multi-billion dotcom industry, business and corporate networking has become an integral part of working population lives. To tap the growing interest of Indian consumers (rather prosumers) in this niche area of social networking, Apnacircle.com launched itself into the space in 2007 and projects itself as

(2)

India's answer to LinkedIn in the 2.0 domain, where user interest and technology change at the wink of an eye. To their credit, the website has got itself an impressive user base of 36 million professionals worldwide. As a joint business venture—ApnaCircle-Viadeo-Tianji-Unyk—the firm holds a global network of over 100 thousand users per month.

ApnaCircle was established by Yogesh Bansal in October 2007. Yogesh completed his MBA from University of North Carolina in 1997 and was working with McKesson Inc. Soon after that, he shifted to India in 2006 and crafted the idea of ApnaCircle. It was his vision, self-belief and conviction in his brand, which helped him to sail smoothly through troubled waters in the dotcom domain. Serial entrepreneur Sabeer Bhatia joined in as director a year later. On the inspiration behind the venture, Yogesh exclaims, "The social networking fury in the west, especially US, fueled my idea of starting a business on similar lines in India. Backed with extensive research in this domain and how professionals globally will react to it, I anticipated robust growth in this industry. The key was to research and cater to working youth wants." Social media had become the buzzword back then in 2006 itself. But ApnaCircle was formed with the aim to specifically be the answer to a boy-next-door's socialising needs and a professional's networking needs.

Bansal derives his inspiration from the late Apple founder Steve Jobs. Passion and innovation are two things that drive him and he makes endless

(3)

efforts to inculcate the same values in his brand. An adrenaline-junkie, Yogesh is someone who loves to live his life to the fullest. 'Work hard and party harder' are the four words which describe his approach to life. Yogesh believes that success can never be credited to a single attribute or business model and consists of many ingredients such as belief in yourself, forthright vision, the right team and of course the right product. He further goes on to say that success is all about "solving a problem or a need at the right time and being consistent with it."

A lot of work went into the formative years of ApnaCircle to ensure that it would be a unique proposition. And that started with deciding the name itself. The core team conducted a lot of polls through questionnaires and did an intense brainstorming before gaining a consensus on the ApnaCircle name. What also went in favour of the name was the earthy feel to it and the instant connect it could make with Indian audiences. Although there were mixed reactions to the *desi* name, Yogesh was adamant on the same and also derived inspiration from the fact that sites like Naukri.com or Shaadi.com had also achieved unprecedented success with local names.

ApnaCircle considers its global strategy to be a very important part of its positioning. With a combination of global and local professionals on its network, ApnaCircle recently rolled out its Application Programming Interface (API)-based platform, which proposes to uplift the scalability of the website. In this strategic and planned

move, they have career opportunities for application developers and for website users. Their 'go-to-market' strategy is unique as they always aim at going from bottom to top and not from top to down. This gives ApnaCircle a fairly unique brand positioning.

If some trending global business reports are to be believed, then within two years of time, India's going to be the world's largest working population. And 5-year-old ApnaCircle couldn't have managed to arrive at a better time. Riding high on a mammoth database of 36 million professionals worldwide, ApnaCircle connects 3000-5000 users to the right kind of professionals on daily basis.

For a business networking brand, the target group is any individual who is career-oriented. It can be a banker, painter, a sales executive or a CEO of a company. Word of mouth works best for a brand like ApnaCircle and they believe in riding high on this marketing strategy. They have been a part of many online and offline networking operations as well, which helps in providing their brand that extra mileage. Viral marketing has worked extremely well for them, as Yogesh explains, "It's like I send you an invitation online and you like Now, you send this invitation to ten others and this will spread like a viral." Other than this, PR and media coverage have been a conscious part of the company's branding strategy. To tap the critical mass in India, they are also doing various ATL and BTL activities along with running TVC commercials. Gone are

the days when only a bad product needed strong advertising and marketing. In today's day and age, even a good product needs the spending bandwidth to be able to grab the early adopters and build the initial momentum. Industry estimates project that advertising spends by online firms into TV in the past 2 years have grown by a massive 445%, out of which nearly half is coming from e-commerce players.

They have also gone ahead and done a number of workshop on social networking, in recognition of the customer insight that people know social media, but do not know how to use it for professional networks. The ApnaCircle team visits schools and also conducts a number of HR activities in companies. They have been a well-renowned part of ApnaCircle-APREE 2010, where communication professionals from different verticals came together on one platform in a bid to enhance networking with brands, industry and competitors. Recently, they also launched applications for Android or Blackberry, in a bid to widen the professional opportunities for the company's user base. Its customers can make use of features like applications updates, status, profiles, discussions, connections, inbox and invitations.

Technology companies typically operate in environments that are exciting and challenging at the same time, and it is important to have a work culture that adapts will to this milieu. Since Yogesh has been solely in charge of taking

ApnaCircle from inception to its present state, the work culture in the organisation has a strong correlation with his personal traits as a leader. "I am a Gen Y entrepreneur", says Yogesh, and I believe in open & relaxed communication with my term. He'd rather have his team come to him with the solution to a problem and not 'the problem' alone! He encourages innovative ideas from his staff and believes in providing them with the space, ground and values to be able to think. Since the brand's inception in 2007, ApnaCircle has endeavoured to set itself apart. Interestingly, it really achieved that goal in a big way after its merger with professional social networking giants Viadeo from Europe and Tianji from China in 2009. That enabled ApnaCircle to take its reach to professionals worldwide. The merger was done to achieve what the company calls critical mass, which is deemed very important for a social networking site. Basically, more and more people have to see and realise that their close friends and acquaintances are also using that particular social networking website, which can result in tremendous momentum in terms of new user additions. Indeed, a lot of local social networking start ups have failed to deliver on their business models despite low start up costs because of their inability to have a critical mass. The combine further acquired Canadian professional networking company Unyk in 2010 to further extend the reach for Indian users.

The 2.0 domain is currently witnessing a wave of e-commerce websites. This means two things for ApnaCircle—a good future for the web industry in

India and stiff competition. "In a dynamic web market like India, cultural dynamism and demographic environment are varied and this is a constant challenge for us to overcome", says Yogesh. Just like search engines before them, social networking sites are realising that localisation is becoming increasingly imperative to, move beyond what is referred to as the global population. Alternatively, they are also looking at niche areas to explore and excel in. Indeed, while it has achieved global scale, going local and finding new business opportunities (which may also be niche) in the space ahead of competition will keep players like ApnaCircle.com quite occupied for the next few years.

Questions :

- (a) ApnaCircle.com core team conducted brainstorming before naming. How brainstorming is helpful in positioning of company? 10
- (b) How Application Programming Interface (API) is Contributing Collaborative Knowledge Management System (CKMS)? 10
- (c) Justify the role of knowledge management system while formulating marketing strategies of ApnaCircle.com. 10

Unit-I

2. How knowledge and information are correlated and practically constitute in knowledge organization cycle? 10

3. How can different types of knowledge tracked, stored and made available for use throughout an organization? 10

Unit-II

4. Compare the effectiveness of knowledge capture technique through concept maps and organizational storytelling. 10
5. Describe each layer of KM system architecture. Give a mapping to relate KM layers with tacit and explicit conversion given by Nonaka and Takeuchi (1995). 10

Unit-III

6. What are the points to be considered by knowledge developer while knowledge codification process? Discuss some tools of knowledge codification. 10
7. Explain the procedure involved in designing the KM team. How knowledge management team is helpful in transfer knowledge efficiently? 10

Unit-IV

8. Briefly explain the features of data warehousing, data mining and business process restructuring (BPR). 10
9. Discuss in detail the influence of web portals, business intelligence and information architecture in implementing of KM. 10

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M. B. A. (Fourth Semester) Examination, 2012

Corporate Evolution and Strategic Management

(CP-401)

Time Allowed : Three Hours

Maximum Marks : 70

Note: Answer *Five* questions in all. Question No. 1 is compulsory. In addition answer *one* question from each Unit.

1. Answer the following questions based on the attached case study:
 - (a) Why had the merger made good business sense initially? 10
 - (b) Why could the planned synergies be not achieved? 10
 - (c) What strategic options can now be considered? 10

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Unit-I

2. What factors would be relevant in deciding which value chain activities to perform internally and which to outsource? 10
3. What factors affect resource allocation and how can we align resource allocation to strategy? 10

Unit-II

4. When should someone from outside the company be hired to manage the company or one of its business units? In what ways can such a person aim to achieve synergy between the various functions and business units? 10
5. How does organizational inertia prevent an organization from responding effectively to adapt its organization structure to the changing requirements of its strategies? 10

Unit-III

6. Describe the roles that the directors on the board of an organization play in strategic management. 10

Case Study (Q. No. 1)

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In May, 1998, Daimler-Benz and Chrysler Corporation, two of the world's leading car manufacturers, agreed to combine their businesses in what they claimed to be a "merger of equals." The DaimlerChrysler (DCX) merger took approximately one year to finalize. The process began on January 18, 1998. After receiving approval from a number of groups, the merger was completed on November 12, 1998.

The merger resulted in a large automobile company, ranked third in the world in terms of revenues, market capitalization and earnings, and fifth in the number of units (passenger-cars and commercial vehicles combined) sold. DCX generated revenues of \$155.3 billion and sold 4 million cars and trucks in 1998. Schrempp and Eaton jointly led the merged entity, as co-chairmen and co-CEOs. DCX sources were confident that the new company was well poised to exploit the growth opportunities offered by the global automotive market in terms of geographical and product segment coverage. However, analysts felt that to make the merger a success, several important issues needed to be addressed. The most significant of these was organizational culture. German and American styles of management differed sharply. A cultural clash would be a major hurdle to the realization of the synergies identified before the merger. To minimize this clash of cultures, Schrempp decided to allow both groups to maintain their existing cultures.

The former Chrysler group was given autonomy to manufacture mass-market cars and trucks, while the Germans continued to build luxury Mercedes. However, analysts felt that this strategy wouldn't last long. When Chrysler performed badly in 2000, its American president, James P Holden, was replaced with Dieter Zetsche from Germany. Analysts felt that Zetsche would impose Daimler's culture on its American counterpart. A few senior Chrysler executives had already left and more German executives were joining Chrysler at senior positions.

In an interview to the Financial Times in early 1999, Schrempp admitted that the DCX deal was never really intended to be a merger of equals and claimed that Daimler-Benz had acquired Chrysler. Analysts felt that this statement probably wouldn't help the merger process.

DCX's success depended on integrating two starkly different corporate cultures. "If they can't create a climate of learning from each other," warned Ulrich Steger, a management professor at IMD, the Lausanne business school, "they could be heading for an unbelievable catastrophe." Daimler-Benz was characterized by methodical decision-making while Chrysler encouraged creativity. Chrysler was the very symbol of American adaptability and resilience. Chrysler valued efficiency, empowerment, and fairly egalitarian relations among staff; whereas Daimler-Benz seemed to value respect for authority, bureaucratic precision, and centralized decision-making. These cultural differences soon became manifest in the daily activities of the company. For example, Chrysler executives quickly became frustrated with the attention Daimler-Benz executives gave to trivial matters, such as the shape of a pamphlet sent to employees. Daimler-Benz executives were equally perplexed when Eaton showed his emotions with tears in a speech to other executives. Chrysler was one of the leanest and nimblest car companies in the world; while Daimler-Benz had long represented the epitome of German industrial might (its Mercedes cars were arguably the best example of German quality and engineering).

Another key issue at DCX was the differences in pay structures between the two pre-merger entities. Germans disliked huge pay disparities and were unlikely to accept any steep revision of top

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Americans were taken by surprise when they came to know that the Germans knew the lyrics of old rock-and-roll songs.

In 2000, there was a management exodus at Chrysler headquarters in Detroit: two successive Chrysler presidents, James Hoiden (Holden) and Thomas Stallkamp (Stallkamp), both American, were fired. Holden was fired after only seven months in the position. Stallkamp replaced Holden and was forced to resign after only twelve months as CEO. Unreal as it might seem, two highly regarded Chrysler executives were fired from their CEO positions in the space of 19 months. Zetsche, the newly appointed CEO of Chrysler USA, was a Daimler executive and a close confidant of Schrempp. He, in turn, appointed Wolfgang Bernhard, another Daimler executive, as COO. Neither had any real exposure to the US marketplace. This turn of events demoralized Chrysler's workers. According to an employee, most of the workers were disgusted and frustrated because they felt they were being punished. The employees were expecting big layoffs, and were worried that the company would be sold out.

Analysts felt that after the merger Chrysler would no longer exist as an entity. In fact Chrysler was reduced to a mere operating division of DCX. The Daimler-Benz management presence permeated every important function at Chrysler USA. There was no Chrysler presence on the DCX supervisory board or the board of management. By the end of 2000, there were only 128,000 Chrysler employees still working in the US operations, all anxious and demoralized. Ex-Chrysler managers felt that Daimler-Benz was steadily leading Chrysler into a state of chaos.

Schrempp himself said that he never intended the merger be one of equals. He openly acknowledged that if Daimler-Benz's real intentions were publicly known before the merger, there would have been no deal. However, in a press interview, Schrempp largely retracted his statements by saying that if the strategy were to take over Chrysler, Daimler would never have included them in the name of the new corporate entity. Analysts felt that these contradictory statements had severely tarnished Schrempp's image, both in Germany and the US.

Given these chaotic circumstances, Chrysler reported a third quarter loss of \$512 million for the period ending September 30, 2000; and its share value slipped below \$40 from a high of \$108 in January 1999.

There were huge financial losses in 2000. After third quarter losses of more than half a billion dollars, and projections of even higher losses in the fourth quarter and into 2001, Schrempp told employees that Chrysler had only 13.5% of the US market, but it was staffed as if it had a 20% share.

In early 2001, DCX announced that it would slash 26,000 jobs at its ailing Chrysler division. "No one wants this to happen. I personally wish it didn't have to happen," said Zetsche. He called the moves painful but necessary in the face of "brutal" competition and low US sales. Zetsche said a large part of the job cutting would be through retirement programs, layoffs, attrition and other programs. About three-quarters of the job cuts would be made in 2001, he said. In addition, production would be curbed at factories in Canada and four states in the US by slowing assembly lines and trimming the number of shifts. However, analysts interpreted this move as a failure of the German and American automakers to live up to their promise.

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7. List and review the various techniques for strategies evaluation and control. 10

Unit-IV

8. Is corporate culture an ally or obstacle to strategy execution ? How can a strong fit between strategy and culture be ensured ? 10
9. Despite liberalization, a majority of industries are largely regulated, what implications does this have for strategy implementation ? 10

A

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M. B. A. (Fourth Semester) Examination, 2012

Business Legislations

(MM-402)

Time Allowed : Three Hours

Maximum Marks : 70

Note: Question No. 1 is compulsory and carries 30 marks.

Answer *one* question from each Unit carrying 10 marks each.

1. Read the cases given hereunder and answer the questions given at the end of each case : $10 \times 3 = 30$

Case-1

An applicant approached an organization - notified by a State Government in the Official Gazette as a "Intelligence and Security Organization" - with an RTI application. The applicant approached the designated PIO of that organization and asked for information

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that he claimed pertained to violation of his human right. At first, the PIO responded saying that the public authority concerned is not bound to give the information. When told that even an exempted organization has to give information pertaining to Human Rights Violation, the PIO argued that he was not convinced that the information involved human right violation. The applicant mentioned to the PIO that he is well-versed with the provisions of the RTI Act, 2005 and that he will not hesitate to pursue his case not just with the Information Commission concerned, but if need be he'd go all the way to the Supreme Court. Hearing this, the PIO felt that it would be o. k. to give information to the applicant right away to avoid any further hassles. In fact, the First Appellate Authority too had asked the PIO to do so.

- (a) Is the applicant right in thinking that he can go all the way to the Supreme Court seeking a remedy if he is not satisfied, because he thinks that the information he is seeking pertains to a violation of his human right ? Why do you think so ?

(3)

Case-2

Anita has enrolled for the P. G. Diploma in Management offered by XPDMI Institute affiliated to a XYZ University, which receives funds from the University Grants Commission. The final examination for the students in their second year is conducted by the University, even though the mid-term exams are the responsibility of the Institute- which is a privately funded entity. The institute has to submit all relevant records about the mid-term examinations to the University. Anita wants to know about the norms laid down for evaluating the answer sheets of one of her mid-term examination papers and submits an RTI application to the Principal. The management tells her that the institute is a private entity and it not bound by RTI Act, 2005.

A friend suggests that she should apply to the PIO of the University and that there is a chance that she might get the relevant information. The friend also suggests that she should first find out if the information she is looking for is disclosed proactively by the university.

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- (b) Is Anita's friend's advice correct ? What provisions of the RTI Act, 2005 apply ? Answer in your own words.

Case-3

Rajaram, a rickshaw-puller, met with an accident and was admitted to hospital run by a State Government. Rajaram is a BPL person eligible for free treatment. The treatment commenced on time, but over a period of a week, Rajaram's condition worsened. Rajaram's wife sensed neglect on the part of the doctors, whose visits/rounds had been erratic. Several doses of medicine prescribed for Rajaram could not be administered-on-time-because the hospital's medical store had run out of stock of the required medicine. Finally, in exasperation, Rajaram's wife, with assistance from a local NGO, filed an RTI application asking for: the stated policy of the hospital for determining the schedule of the doctors visits/rounds; copies of the register of their visits/rounds for the week that Rajaram had undergone treatment; an account of the medications prescribed for and / or

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administered on Rajaram by the hospital's doctors till date; the hospital's policy on procurement of medicines; and the stock register of the medical store for the past month (with regard to the medicines prescribed for Rajaram). In her RTI application she claimed that the information pertained to Rajaram's life. The PIO rejected the RTI application saying that giving information about the doctors' visits, their prescriptions etc. can lead to people questioning the doctors' judgement, which can adversely affect their functioning. Therefore, such information is exempted and cannot be given. With respect to the other information sought he added that he belonged to the 'personnel section' of the hospital and cannot be expected to give information about procurement of medicines which is a duty handled by another section.

- (c) Do you think the PIO is right in rejecting the request ? Has the PIO failed in discharging his duty in one way or the other ? If yes, why ? If no, why ? Explain, in your own words reference to the relevant provisions of the RTI Act, 2005.

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Unit-I

2. What do you mean by business legislation ? Explain the objectives and moral duties under business legislation. 10

3. What is a bill of exchange ? State its essential characteristics. How does a promissory note differ from a bill of exchange ? 10

Unit-II

4. What are the objects which the Consumer Protection Act, 1986 seeks to achieve ? Examine the rights of a consumer enshrined under the Consumer Protection Act, 1986. 10

5. What are the power of "Cyber Appellate Tribunal" under the Information Technology Act, 2000 ? Discuss. 10

Unit-III

6. Define contract. What are the essential elements of a valid contract ? Explain. 10

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7. What are the provisions of the Indian Partnership Act with regard to the admission of a minor into the partnership ? What will be his rights and liabilities during his minority and after he has attained the majority ? 10

Unit-IV

8. Define Company. What is the difference between partnership and a company ? 10

9. What do you mean by Articles of Association and Memorandum of Association ? Discuss the relationship of Articles and Memorandum. 10

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MS-3190

M. B. A. (Fourth Semester) Examination, 2012

Planning and Managing Retail Business

Time Allowed : Three Hours

Maximum Marks : 70

Note: Answer *Five* questions in all. Question No. 1 is compulsory. Answer *one* question from each Unit.

1. Read the case given below and answer the questions that follow : 10×3=30

Case

It was hyped as India's first supermarket chain. Barely seven years later, the Nanz chain of food and grocery stores was put in cold storage. The Nanz story shows that a combination of internationally successful people or organizations needs not translate into another success. The Nandas, Helmut Nanz-head of the multibillion-dollar German retail chain - and Don Marsh, CEO of the US convenience store major, village pantry, have all been successful in their own fields. These three were equal co-promoters of the Nanz store in India. They also supervised its closure. In 1997, the chain had projected a turnover of Rs. 100 crore. By 1999, however, its seven stores managed to scrape together a turnover of Rs. 20 crore. Of profit, there has never been a sign. Today, Nanz is a case

(2)

study of how not to operate a retail chain. In retrospect, the Nanz management failed on all counts. It failed to do its homework, a fact that affected both its cost structures and its target market. It also failed in the most crucial element of the retailing business : of building effective partnerships with its vendors to ensure an efficient supply chain. "The reason Nanz failed was because the stores were built on the lines of the promoters egos and not with consumer needs in mind," says a former senior executive of Nanz Food Products.

The problems began right from the groundwork - literally. Nanz chose to start its chain in Delhi, where the Indian promoters, the Nandas, are based. But this proved to be a bad decision because of crippling real estate prices. "Real estate was the main killer," admits B. R. Kapoor, executive director, Goetze (India) Ltd. the Nanda Group Company backing Nanz Food Products Ltd. Contrast this with the RPG group's Food World, which set up shop in Bangalore, Hyderabad, Chennai and Pune, where real estate prices are almost a quarter of those in Delhi. For one of its outlets in Delhi's Greater Kailash locality, Nanz was paying as much as Rs. 5 lakh for its 10,000 square foot space in 1993. Thus, at Nanz, rent accounted for as much as four to five percent of the gross margins. Apart from real estate says Kapoor; "three percent of gross margin was used up in paying of power bill". Manpower costs were also high. "If you take around four percent of the margin for paying manpower, that leaves very little," he adds.

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This pinched, because Nanz's margins were pretty low-Kapoor argues that gross margins in food and retailing can only go as high as 14 percent. But real estate proved a bigger killer than Nanz had bargained for. The first Nanz outlet was opened in May 1993, in South Extension in Delhi. Within a year, it was attracting 2000 customers per day. The dream run came to a sudden halt when the municipal corporation of Delhi razed the building. Apparently, Nanz had violated building by laws by taking a lease on residential property. Kapoor claims that the Nanz management was unaware of these irregularities; it had merely leased the property from parties who owned the real estate. Also, he says, MCD did not follow a consistent policy. Though it demolished the Nanz outlet in South Extension, it did not touch the surrounding buildings which were also illegal, he alleges. This may be true, but the experience should have taught Nanz a basic lesson - that it needed to do its homework before it signed a lease. It didn't. In 1998 a part of the Nanz outlet on Pusa Road was also demolished because the builder had taken up more area than was permitted. Meanwhile, Nanz had another bigger problem on its hands - the lack of a market. When Nanz Food Products was formed in 1993, the supermarket concept was in its infancy. Though retail activity had started in the mid-eighties, players like Nilgiri & Foodland were restricted to the south and west. The first shopper's stop outlet opened in Mumbai in 1991. Nanz was the first major food and grocery retail store chain in northern India. It was,

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therefore, in direct competition with the Kirana shops, which have three distinctive advantages - proximity, service (they offer such conveniences as home delivery) and high margins due to low infrastructure costs.

Nanz's glitzy ambience may have been in keeping with the promoters' aim of providing an international shopping experience, but it failed to lure middle class and lower middle class consumers, who would help generate the volumes to partially neutralize the high overheads. "While some consumers might feel at home in the posh ambience, many others stayed away. They felt that their Kirana store offered better bargains. At least it wouldn't charge them for the air conditioning," says a former senior executive of Nanz Food Products. Not surprisingly, Nanz began to have difficulty in expanding volumes. For instance, the average footfall in the Nanz store at the Greater Kailash Complex, was 300 to 500 per day. The "Basket size" - the average purchase per person - was a substantial Rs. 600 to Rs. 700. But analysts believe that if Nanz had targetted the mass segment, the daily traffic could have risen to Rs. 800. While the basket size would have come down, the total revenue would have increased.

To be fair, Nanz did try to rectify this by setting up "LoBill" stores - no frill stores to 1000 to 2000 square feet, to increase its consumer base. These stores were opened in such middle class "catchment area" as Noida, Shahadara and Karol Bagh, in 1994. This format was extended in December 1996, when Nanz established six sub-1000 square foot stores, called

(5)

"Kiryana from Nanz". However, by 1997, two of these had shut down. The reason: Nanz kiryana stores did not offer sufficient price differentials from the neighbourhood shops, so, most consumers continued to do their shopping elsewhere. If this was one deterrent for customers, Nanz did little to strengthen customer relationships in a durable manner. Where, for instance, shoppers' stop has an energetic loyalty programme, Nanz launched special promos and went in for some aggressive advertising. The problem was that these efforts were rarely consistent. Nanz would step up its media presence during the fag end of one month and the beginning of another (from 25th of one month to the 10th of the next month) However, such measures only brought temporary relief.

Partnerships, in fact, were a major source of failure. Nanz was trying to flight the general perception that a supermarket or branded store need not necessarily charge higher prices. Retail chains and supermarkets are successful abroad because people associate them with economy. Apart from stringent cost controls per square foot of management space, a crucial elements to success lies in cost efficiencies in supply management and bulk sourcing. Nanz didn't do this. Typically, retailers source directly from manufacturers, instead of from distributors. By cutting out one link in the chain, they are able to negotiate bulk discounts." Kapoor blames manufacturers and large multinationals for not supplying directly, and at discounts, due to which the chain was forced to source from distributors. But a former employee says that Nanz did get direct supplies from some companies like

(6)

Nestle and Colgate, among others, but was unable to capitalize on this because it never attained the volumes needed to negotiate significant discounts.

A basic lack of vigilance added to the management's woes. One major problem was a high degree of pilferage-as much as six per cent of the total turnover. "We managed to bring it down to three per cent," says Kapoor. "We had to depend on manual supervision." "We did not have close circuit TVs in the stores. That is why we could not bring the pilferage level lower," he adds. Frisking customers was ruled out as an option since that would have put off people. The lax standards at the store level were a direct reflection of the management, which was constantly in flux. In a short span of eight years, Nanz Food Products had six CEOs. The first CEO was a German, Andreas Blankenhorn. After a two-year tenure, Daljit Walia succeeded him. Both Walia and his successor, General S. Mehra both were seconded by Escorts- were superannuated. VT Bajaj took over for a short period. In mid-99, Sarabjit Ghose succeeded him. In mid 2000. S. K. Manchanda, then head of merchandising, took over as the acting CEO, when Ghose resigned.

Despite numerous troubles, Nanz continued to open new outlets and appoint franchisees at an alarming rate. By November 1997, it had 23 outlets in Delhi, its surrounding areas and Punjab, which included ten franchisees. However, within a year, Nanz decided to jettison its franchising route and fall back on its original formula of expanding through its company outlets. This change in plans was necessary because franchisees were loosing interest. They were not

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benefitting, say sources, Franchisees felt that they could get supplies directly from the distributors. Sourcing products from Nanz reduced their profit margins. By 1998, the Nanz supermarket chain had come down to 18 stores. Also, earlier targets of opening 50 stores and achieving a turnover of Rs. 100 crore by 1999, were proving to be increasingly difficult to achieve. By 2001, the number of stores had dropped to seven - three in Delhi and one in Faridabad, Noida, Ghaziabad and Patiala, respectively. Indeed, some of the stores were close to breaking even on the back of large volumes.

To be fair, part of the reason Nanz was put on the block is that is no longer has a fit with the promoters' overall plans. Nanz of Germany was exiting the retail chain business. The Nandas were going through tough times. In April, 2000, they sold their 24 per cent stake in the two-wheeler company Escorts Yamaha Motor Ltd. to the Japanese partner, in as Rs. 230 crore deal. In the end, however, Nanz failed on the most basic issues. The problem was not that it was ahead of its times. It simply did not have a proper plan and business model.

Questions :

- (a) Which are the key factors to be taken into consideration while setting up a supermarket/ departmental retail chain operation ?
- (b) What is the growth strategy that should be adopted by a supermarket chain in a country like India ?
- (c) Nanz was said to be an idea before its time - how could Nanz have used the first mover advantage to its benefit ?

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(8)

Unit-I

10

2. Discuss the global retail scenario. What future do you predict for the retail business ?
3. What are the main characteristics of Indian retail industry ?

Unit-II

10

4. Differentiate between service and merchandise retailers. Which are the major nonstore channels ? Discuss their role in Indian retail market.
5. Explain the environmental, cyclical and conflict theories of retail development.

Unit-III

10

6. What factors do retailers consider when evaluating an area the locate new stores ? How do retailers determine the trade area for a store ?
7. What are the various layout options available to a retail organization ?

Unit-IV

10

8. Analyze the various types of retail pricing objectives. Discuss any three pricing strategies in retailing.
9. What is a traffic flow and how is it analyzed ? What is its relevance to a retail organization ?

A

MS-3191

M. B. A. (Fourth Semester) Examination, 2012

International Marketing

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. In addition attempt *one* question from each Unit.

1. Study the following case and answer the questions given at the end : 10×3=30

Karlstein GmbH was formed some twenty years ago by a metal processing manufacturer based in Hanover, Germany.

The company manufactures bathroom fixtures and fittings, principally for plumbing application (including taps, joints and shower fittings).

A wide range of end users exists, including domestic householders and industrial/institutional buyers.

(2)

In the last year the company achieved market shares of 36 percent in Germany, 10 percent in France and 3 percent in U. K. In addition 5 percent of total production was shipped to a major wholesaler in Singapore. Total turnover exceeds 150 millions Euros.

The wide range of fittings varies in size, style, colour, metal and plastic finishing to occupy bottom and top end market positions.

A feasibility study has recently been completed to assess the potential of the Indian market. Encouraging results have now stimulated the company to pursue actively the Indian market with a target date for entry in ten months time.

Questions :

- (a) Prepare a SWOT profile of the company with regard to its plans of entering Indian Market ?
- (b) Advise the company of the options open to achieve Indian market entry.
- (c) Select and justify a method of market entry and give a detailed account of the physical distributory implications.

(3)

Unit-I

2. "In one sense, international marketing does not differ from domestic marketing as it involves the same basic marketing tools, concepts, techniques etc. Differences arise in terms of the applications of these fundamental domestic marketing practices to international markets which are characterized by the complex environmental differences and conditions." Critically evaluate. 10
3. Why should an international marketer be concerned with the study of culture ? Discuss with suitable examples. 10

Unit-II

4. Discuss the various types of credits available to Indian exporters. Do you think that these credits are adequate to boost the Indian exports ? Explain your view point. 10
5. Discuss the specific services and facilities being offered by the government to Indian firms for improving their international marketing programme. 10

Unit- III

6. What is an export order ? Discuss in brief the various stages involved in the processing of an export order. 10
7. Write short notes on any two of the following : $5 \times 2 = 10$
- (a) Bill of lading
 - (b) Bill of exchange
 - (c) Letter of credit
 - (d) GR form.

Unit- IV

8. Briefly explain the components of international advertising strategy. What are the relative advantages of standardization and adaptation of an international advertising programme ? 10
9. Describe in brief the various channels of distribution used in export markets. Which one would you suggest for product of a small manufacturer ? Give reasons. 10

A

MS-3192

M. B. A. (Fourth Semester) Examination, 2012

Marketing for Non-Profit Organizations

(MM-413)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. Attempt *one* question from each Unit.

1. Read the following case and answer the questions given in the end of case : 10×3=30
Sujadpur Panchayat Hospital had a strange problem. Its very dramatic improvement at the hands of its young doctor in charge, Dr. Ansari, was causing it difficulties. The hospital belonged to a Panchayat in Haripradesh India. It was in a state of disuse two years ago when Dr. Ansari was offered the position of heading it. Within two years he had improved its upkeep so much that patients were swarming to it

(2)

now. Many well-to-do patients, out of gratitude to him for his treatment, donated money and equipment. Many manufacturing companies also donated equipment as it was a good advertisement for them. He preferred to get the donations in kind rather than in cash as the latter went into the coffers of the municipality and he found it difficult to get it back for use for the hospital. "Donations for the hospital could be shown as used up in clearing some gutter, even if the work is never done physically.", he said.

Dr. Ansari fixed tentative charges in the hospital. He charged higher amounts from the rich and charged less from the poor. When the elected members of the panchayat came to see all this, "They often sent patients to them, whom they were interested in and asked him to waive the fees and charges. This source of patronage appeared to enhance their position in the eyes of their firends. They also started eyeing the purchases of equipment, medicine and other supplies, for a cut for themselves," said Dr. Ansari.

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(3)

Dr. Ansari got some students from the Badami Institute of Management to calculate the cost of the various services he was offering. They did a rough ABC costing and gave him the figures. They also suggested improvements in inventory management which drastically reduced stock outs and reduced costs. All this resulted in a near surplus situation for the hospital. With some more effort he could make itself sufficient and therefore totally autonomous. Armed with these figures he attended the panchayat policy meeting where all his critics were trying to shoot him down. Many of them were of the view that those who pay house tax should be given free treatment. This meant the poor would be charged and the rich would get free service. This went against Dr. Ansari's philosophy. He thought that the rich should pay the market rate with some discount being given to the residents of the panchayat. The poor should be given a hefty discount and this amount should be paid from tax payer's money and donations, too, should be utilized instead of contributing to the general funds of the panchayat.

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The chairman of the panchayat said, "I welcome getting donations from well-wishers, but Dr. Ansari never asked the panchayat for moneys. These could have been provided by the panchayat from its own funds. We have additional powers to spend moneys under the empowerment due to the 74th amendment of the India Constitution. Dr. Ansari need not look upon us with undue suspicion."

One of the members mentioned that the so called empowerment from the 74th amendment had no practical meaning as recently the law that allowed panchayats to collect octroi from transporters bringing in goods into the panchayat had been annulled. The state government would be compensating them for this annulment with a grant. But this grant could become an excuse to interfere into the inner working of the panchayats. Similarly, medical facilities could attract state grants which would also entail governmental interference.

Thus with the autonomy of the panchayats themselves in jeopardy, Dr. Ansari wondered how they could protect the autonomy of his hospital. Admittedly,

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autonomy could make it a well run hospital and this would be an electoral advantage for the politicians. But predatory tendencies end up in individual gains for some opportunist.

"I wonder if I have been too suspicious of the intentions of the elected members of the panchayat in my dealings with them", he confessed to the case writer.

Questions :

- (a) If you were the Chairman of the "Panchayat" what will be your attitude towards the hospital and Dr. Ansari ?
- (b) Assuming the role of Dr. Ansari what prospective ventures you will further incorporate for the betterment of the hospital ?
- (c) Was the suspicion on part of Dr. Ansari towards the members of the Panchayat biased or correctly diagnosed under the circumstances ?

Unit-I

2. "Successful NPOs value, the interaction their constituents normally seek for their existence." Discuss its implications.

(6)

3. Why is the task of resources allocation more difficult in NPO as compared to other organizations ? Discuss some of the issues that the NPO marketer has to consider at the time of resource allocation. 10

Unit-II

4. Define social marketing. Is social marketing effective in the third world countries where health and literacy are major concerns ? 10
5. What are the stages involved in developing new offerings ? How can the innovation adoption process be applied in launching new offerings in the NPO sector ? 10

Unit-III

6. (a) What are the objective determinants of pricing policy for NPO ?
- (b) Under what circumstance should the NPO charge for services ? Illustrate with example from education industry. 5+5=10
7. What customer groups have to be identified at the time of setting up of old age rehabilitation home ? 10

(7)

Unit-IV

8. What factors you will consider at the time of preparing a budget for an orphanage ? 10
9. What communicative strategies you will adopt at the time of setting up a social welfare organization involved with combating the growing menace of AIDS (Acquired Immunodeficiency Syndrome). 10

A

MS-3193

M. B. A. (Fourth Semester) Examination, 2012

E-Commerce

(MM-414)

Time Allowed : Three Hours

Maximum Marks : 70

Note: Answer *Five* questions in all. Question No. 1 is compulsory. In addition attempt *one* question from each Unit.

1. Answer the following questions based on the attached case :
 - (a) Describe the unique features of e-commerce technology illustrated in this case. 10
 - (b) How does the web add value to the businesses for the companies discussed in the case? 10
 - (c) Do you think IPL will continue to grow steadily ? Why or why not ? What role if any would the web play? 10

(2)

Unit-I

2. Describe the five primary revenue models used by e-commerce firms, giving appropriate examples. 10
3. How is the opt-in model of informed consent different from opt-out model ? Discuss the ethical and social issues involved. 10

Unit-II

4. Compare and contrast the capabilities of Wi-Fi and 3G wireless networks. Which one is more suited for e-commerce ? 10
5. Why are web server bandwidth and scalability, key business issues for e-commerce sites ? 10

Unit- III

6. Explain the ten key security threats in e-commerce and describe how technology helps protect the security of messages sent over the internet. 10
7. Give five advantages and five disadvantages of using cash as a form of payment in e-commerce. 10

Case Study (Q. No. 1)

(4)

The Board of Control for Cricket in India (BCCI), the pan-India cricketing controlling body, was founded in the late 1920s by a group of cricket enthusiasts and has since grown into an apex body of over 27 State association members across five zones – North, Central, East, South and West and is headquartered in Mumbai. Indian Premier League (IPL) was established by the BCCI in response to the growing popularity of the sport and demands of shorter versions of the game and it has been hosting a new version of cricket, Twenty20 since 2008. Predicting that online and mobile video will become an increasingly popular medium of information and entertainment and that faster broadband internet speeds will leave it out from securing its various media rights for nurturing the game, the BCCI focused on making deals to manage the Web rights of various sporting events of the league and to unite sports and media, especially the TV and the Internet in creative ways.

Indian Premier League has established itself as an innovator through its ability to combine sports and the Web successfully. The League's success allows the BCCI to both sell more rights to media companies such as TV broadcasting and Web hosting companies for millions of dollars per year to run their Web operations. IPL's formula is to provide rich, interactive features that use sports with TV and the Web simultaneously to enhance the viewer's experience.

Sponsorships that were hard to come by for the BCCI's sporting events have now become things of the past. Modern cricket as a sporting event transforming into a commercial extravaganza by the BCCI began its history when the Indian subcontinent hosted the first Cricket World Cup in 1987 after it had posted a landmark win in the 1983 World Cup. The advent of television as a mass media in India in the late eighties and expansion of the television media in the nineties further boosted the popularity of cricket viewing with access to information on the sport and sent the content demand TV channels spiralling. Today with mobile video fast becoming an increasingly popular, video-enabled mobile devices and faster broadband internet speeds have led the board to foray into the fast expanding ambit of e-commerce to leverage the Internet and secure its media rights.

With the massive expansion of the television media creating demand for more and more content, and with mushrooming content production houses the growing popularity of the game in the sub-continent has brought spawned a race for acquiring media rights of cricketing events and even its adjunct consumptions such as shoes, official drinks, chewing gum, hotel and everything else that had anything to do with event. Among various media companies vying to acquire media rights for telecasting was Zee Telefilms. The unsuccessful bid of Zee Telefilms to the 2003 World Cup telecast rights and its bid for 2006 ICC Champions Trophy ending into an inconclusive court battle led the company to think differently. Its ambitions to have its own content led to the setting up of the Indian Cricket League with a million dollar corpus as prize money announced by the company in the initial edition for the winning team in 2007. Though Zee Telefilms through ICL wanted to associate itself with cricket in the Twenty20 format and gain an advantage and nurture professional cricketing talent, the media company has met with limited success.

BCCI being the richest sporting body in the country and in the cricketing world, a major chunk contributing to the massive increase of Rs. 348 crore in its revenue amounting to Rs. 559 crore, has come from the sale of media rights in 2007-08. The global media rights for international cricket to be held in India between March 2006 and March 2010 were awarded to the production house Nimbus for U.S \$612 million. The media rights for 25 neutral venue one-day matches to be played over the next 5 years were awarded to Zee Telefilms for \$219.15 Million.

In 2008, BCCI set up IPL, an inter-city cricket league to cater to the emerging viewership for the new version of the cricketing format and looking at the Zee Telefilms new foray. The league recruited several prominent international cricketers and decided to have separate TV, internet, mobile, merchandise, sponsorship and ground signage rights, and the BCCI marketing director Lalit Modi decided to make it the single largest revenue earning avenue for the Board.

In taking sport into the annals of the e-commerce, IPL began its inaugural session by selling its Web site

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rights to a Canadian firm for \$50 million dollar for 10 years. The deal will see the Vancouver-based company develop and generate revenue from two new Web portals, IPLT20.com and BCCI.tv. Under the deal, the firm Live Current Media (LCM) made a guaranteed payment of \$5 million dollars a year - \$3 million dollars for the BCCI and \$2 million dollars for the IPL - for the online rights. The revenue was to be shared between the partners based on advertising, sponsorship and merchandise sales through the two Web sites. Netlinkblue's rights for the Indian Premier League for Mobile, Internet and Live Streaming which was earlier awarded was merged with the original 10-year agreement between Live Current, the BCCI and the Indian Premier League, and will be expanded to include the online and mobile live video streaming rights secured by netlinkblue - important components to any cricket fan experience. The pay-for-play rights for live and on-demand streaming video are now available at www.IPLT20.com. The majority of the content on the site remains accessible to any user for free from anywhere in the world; this partnership enables fans to truly have one single point of access for everything they want to know about the IPL (Netlinkblue).

The IPLT20.com destination received significant traffic and user engagement within the initial few weeks of the IPL season. Like the television broadcast partners that have seen incredibly strong ratings, the official Web site has been a resounding success with fans. The site has already received over 30 million page views from a truly global audience, which rose to 50 million within months. Visitors from India, the United States, Australia, the UK, Pakistan, United Arab Emirates and Canada to name a few of the leading traffic sources, have chosen IPLT20.com as their online destination of choice to interact with the league.

Keeping in view the emerging scenario wherein India aims to have 500 million mobile phone subscriptions with 85 percent of the country covered by a mobile network and a mobile penetration rate of 90 percent and 80 million mobile connections in rural areas by 2010, Indian Premier League's strategic move was well in place. Commenting on the combined IPL digital content rights, Akash OP Aurora, CEO and Chief Technical Architect, netlinkblue, said: "Cricketing action is a big draw for television viewers and with the emergence of new media technologies we can take the experience to the viewer's office, home and mobile devices. Its appeal cuts across all

segments of viewers irrespective of age, gender or nationality."

While the Indian Premier League inaugural season had already displayed the power of a passionate fan base with the IPLT20.com site ranking within the top 350 most highly trafficked sites in the world, BCCI launched www.bcci.tv within a few months.

Sharad Pawar, the President, BCCI, at the launch of the Web portal said, "The BCCI's official Web site will leverage technologies to bring the Indian cricket fan even closer to the game. Online and mobile video is becoming an increasingly popular medium as video-enabled mobile devices and faster broadband internet speeds enable a "second screen" experience for users to interact with live action any time, from any location that fits their needs."

The Canadian company aims to generate revenue from the IPL Web site by selling products, online advertising and through applications such as a fantasy cricket application for Facebook. A key part of this strategy will be setting up the Web site as the official home for photos and short video clips of action from the IPL. Footage and pictures will be available for sale on the Web site but no live streaming of games will be offered. The IPL has moved to stop specialist cricket Web sites such as Cricinfo and Cricket365 from having full access to matches from inside the grounds, although it has struck a compromise deal with news organizations, but it has secured its web-cast rights through a single deal.(ANI)

The foray of BCCI-IPL through a dedicated portal has further added to its revenue earning preposition with the auctioning of several rights of the sporting events to build resources to nurture the game of cricket with its ever growing popularity in the sub-continent. That it gives advertisers of consumers and other related products an easy access to fans of the sports goes unsaid.

The BCCI-IPL's move is an example of how a sports body with growing popularity of the sport could leverage the Internet to its advantage by creating a platform for advertisers. While big sports the world over pay media companies for managing their organizational Web sites, the board has just reversed the trend making hosting sporting events an encashable commodity through access to content and enriched sports. What's more? Lalit Modi, the chairman and commissioner of the Indian Premier League says, "I expect the site to extend the stadium experience of a cricket match to the worldwide audience of cricket fans at large."

A

MS-3194

M. B. A. (Fourth Semester) Examination, 2012

Brand Management

(MM-415)

Time Allowed : Three Hours

Maximum Marks : 70

Note: Answer *Five* questions in all. Question No. 1 is compulsory. In addition attempt *one* question from each Unit.

1. Read the following case and answer the questions that follow : 10×3=30

Case

Brand Extensions of Refrigerators

The Indian refrigerator industry had apparently reached maturity in the eighties. The introduction stage could be seen in 1962–66; growth, 1967–80; and maturity 1981–90. Between 1989–90 and 1990–91, the market grew by 12 to 12.35 lakh units; in 1992–93 it is estimated to have come down from 12 to 10.39 lakh pieces. Thus, the decline seems to have begun.

Presently, there are six main competitors in the refrigerator market in India. The industry seems to have structure prevailing in monopolistic competition.

(2)

The product at present available in the market are under the brand names of Godrej, Kalvinator, Voltas, Videocon, BPL and Allwyn.

The new entrants to the market like BPL and Videocon with latest ultra modern refrigeration technology have thrown down the gauntlet to the existing leaders like Godrej and Kelvinator. A study has been conducted to find out what changes have occurred in consumer behaviour due to the emergence of these new challenges, because, for all. One knows; a very tough competition has recently emerged among the industrial giants due to which consumer behaviour has undergone drastic changes. The main purpose of study is to see how defectors are affecting consumer behaviour.

The specific objectives of this study are positioning of products and brands, rating to different parameters and their ranking, consumer's degree of satisfaction, estimating ideal capacity and ideal prices. Consumer's perception of price and brand, awareness of different brands and various sources of information to the consumer.

This survey leads to the conclusion, that most of the people are aware of 165 litre capacity with awareness of nearly 95%, others are less known to consumers. The most important parameters for customers while buying a refrigerator are technology, cooling efficiency, durability, price, capacity and after-sales service in that order.

(3)

According to the dealers, the customers consider brand name, technology, cooling efficiency, durability and after sales service as very important. Other parameters like special gift/price, guarantee/warranty are just important parameters.

According to the customers BPL, Voltas and Videocon are high-prices refrigerators; Godrej and Kelvinator, comparatively low-prices; and Allwyn, medium-priced.

From the dealers' survey it has been found out that the ideal capacity is 165 litre and the ideal price Rs. 7,000-8,000.

Questions :

- (a) Due to the emergence of new industrial giants like BPL and Videocon, consumer behaviour has undergone a sea-change. In what ways?
- (b) Does Godrej need to make any changes in its refrigerators so as not to lose its market share?
- (c) Discuss which will be the most effective strategy according to you that will make consumer brand loyal in the refrigerator industry.

Unit-I

- 2. What do you mean by brand equity? Describe the components of brand equity with suitable examples. 10
- 3. What do you mean by brand valuation? Discuss the methods of brand valuation. 10

(4)

Unit-II

4. As a brand manager of any product in a company, what steps will you take to create brand value for your product? 10
5. How would you build a brand? Explain. 10

Unit-III

6. What is meant by brand positioning? Discuss the process of developing effective positioning. 10
7. What do you mean by brand personality? Do you agree with the statement "The brand as a friend"? Comment. 10

Unit-IV

8. Critically examine brand extension. Discuss the bases for brand extension.
9. What is co-branding? Explain with examples. What are the advantages and disadvantages of co-branding? 10

A

MS-3195

M. B. A. (Fourth Semester) Examination, 2012

Financial Decisions Analysis

(FM-421)

Time Allowed : Three Hours

Maximum Marks : 70

Note: Answer *Five* questions in all. Question No. 1 is compulsory. In addition attempt *one* question from each Unit. Use of financial/scientific calculator is permitted.

1. Attempt all parts: 3×10=30
 - (a) Enumerate factors that support the pecking order behaviour of finance managers.
 - (b) The WACC formula seems to imply that debt is cheaper than equity – that is, a firm with more debt could use a lower discount rate. Explain briefly.

(2)

- (c) Explain, why equity can sometimes have a positive value even when the company has petitioned for bankruptcy.
- (d) Project betas are not the same as firm betas. Explain.
- (e) What do you mean by an agency relationship? Give examples of two agency relationship.
- (f) Refer to the following information:

Stock <i>i</i>	Correlation coefficient <i>i</i> with μ	Standard deviation of <i>i</i>
1	0.3	0.4
2	0.8	0.3

$E(r_m) = 0.11$, $r_f = 0.06$ and variance of market portfolio's return = 0.25.

Compute betas for:

- (i) Stock 1
- (ii) Stock 2
- (iii) A portfolio consisting of 60 percent invested in stock 1 and 40 percent invested in stock 2.

(3)

- (g) In part (f) above, compute the equilibrium expected return according to the CAPM for:
- (i) Stock 1
- (ii) Stock 2
- (iii) A portfolio consisting of 60 percent invested in stock 1 and 40 percent invested in stock 2.
- (h) Briefly define the following terms:
- (i) Poison pill
- (ii) White knight.
- (i) What are 'homemade' dividends? Under what market conditions investors can generate them?
- (j) Which of the following features could increase the value of a corporate bond? Which would reduce its value?
- (i) The borrower has the option to repay the loan before maturity.
- (ii) Bond is convertible into shares.
- (iii) Bond is secured by a mortgage on real estate.

(4)

Unit-I

2. What are the challenges and problems in the application of CAPM in investment decision-making? 10
3. Discuss 'separation theorem' along with its utility in finance. 10

Unit-II

4. How does inflation affect capital budgeting decisions? Discuss with a hypothetical example. 10
5. Lobears Inc. is considering two investment proposals, labeled Project A and Project B, with the characteristics shown in the following table:

	Project A			Project B		
Period	Cost	Profit after Taxes	New Cash Flow	Cost	Profit after Taxes	Net Cash Flow
	\$	\$	\$	\$	\$	\$
0	9,000	—	—	12,000	—	—
1		1,000	5,000		1,000	5,000
2		1,000	4,000		1,000	5,000
3		1,000	3,000		4,000	8,000

For each project, compute its average rate of return, its payback period and its net present value, using a discount rate of 15 percent. 10

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(5)

Unit-III

6. (a) Why has 'share repurchase' increased in importance relative to dividends? Discuss various methods of share repurchase along with their relative merits.
- (b) Appolo Products Inc. has 8 million shares outstanding whose current market price is Rs. 36 per share. The company wishes to repurchase 1 million shares. Find the equilibrium share repurchase price.
7. Johari Trading Company has 2.4 million shares of common stock outstanding, and the present market price per share is Rs. 36. Its equity capitalization is as follows:

	Rs.
Common stock Rs. 2.00 per	4,800,000
Additional paid-in-capital	5,900,000
Retained earning	87,300,000
Shareholders' equity	98,000,000

- (a) What would happen to these accounts if the company were to declare:
- (i) a 12 percent stock dividend
- (ii) a 5 percent stock dividend?

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(6)

- (b) What would happen to the accounts if the company declared (i) a 3 for 2 stock split
(ii) 1 for 4 reverse stock split? $5+5=10$

Unit-IV

8. The following data are given for companies A and B :

	Company A	Company B
Present earnings (millions)	Rs. 20	Rs. 4
Shares (in millions)	10	1
Price/earnings ratio	18x	10x

- (a) If the two companies were to merge and the exchange ratio were 1 share of company A for 2 shares of company B, what would be the initial impact on earnings per share of the two companies? Is a merger likely to take place?
- (b) If the exchange ratio were 1 share of company A for 3 shares of company B, what would happen to the EPS? What exchange ratio would you suggest? $5+5=10$

9. Write notes on the following :

- (a) Bootstrapping earnings per share
- (b) Leveraged buyouts. $5+5=10$

A-7

MS-3196

M. B. A. (Fourth Semester) Examination, 2012

Security Analysis & Investment Management

(FP-422)

Time Allowed : Three Hours

Maximum Marks : 70

Note: Answer *Five* questions in all. Question No. 1 is compulsory. Attempt *one* question from each Unit.

1. Write short notes on the following : $3 \times 10 = 30$
- (i) Trading on margin
 - (ii) Listing of securities
 - (iii) Efficient Market
 - (iv) Government Securities
 - (v) Relative strengths
 - (vi) Portfolio Beta
 - (vii) Covariance
 - (viii) Yield to maturity (YTM)
 - (ix) Bond duration
 - (x) International diversification.

(2)

Unit-I

2. Define investment and distinguish between investment and speculation. Show that investment decisions are only a trade off between risk and return. 2+3+5
3. What do you mean by credit rating of securities ? Explain the various factors that are looked into by the credit rating agencies to provide credit grade to different securities. 5+5

Unit-II

4. Distinguish between 'fundamental analysis' and technical analysis. Which one would you recommend to an investor to take proper investment decision. 10
5. Explain the different investment alternatives available to an investor with their risk return profile. 10

Unit-III

6. Critically examine the Markowitz's theory of portfolio selection ? How is the efficient frontier traced ? Explain. 10
7. The following information is available about two equity shares A and B :

(3)

Securities	A	B
Expected return	12%	25%
Standard deviation	3%	9%

$$r_{AB} = 0.4$$

- (i) Calculate covariance between the returns of A and B
- (ii) What is the expected return and risk of a portfolio where 60% of the invertible amount in stock A and remaining in stock B.
- (iii) If r_{AB} would have been equal to -1 , can you construct a 'zero risk portfolio'? 3+3+4

Unit-IV

8. (a) Explain in brief the capital asset pricing model with its assumptions.
- (b) The following assets are correctly priced on a security market line :
- $$\bar{R}_1 = 9.4\%, \quad \beta_1 = 0.8$$
- $$\bar{R}_2 = 13.4\%, \quad \beta_2 = 1.3.$$

Compute the return of the market portfolio and the risk free rate. If the two securities are combined in the proportion of .30 and .70 respectively in a portfolio. What will be the portfolio expected return and portfolio Beta ? If the desired Beta of the portfolio is 1.0 in which proportion the two securities be combined ? 3+3+4=10

(4)

9. Discuss the different risk adjusted measure of portfolio performance valuation. Also explain Fama's Performance Attribution Model. 10

MS-3197

M. B. A. (Fourth Semester) Examination, 2012

International Financial Management

(FP-423)

Time Allowed : Three Hours

Maximum Marks : 70

Note: Answer *Five* questions in all. Question No. 1 is compulsory. In addition answer *one* question from each Unit. Use of Financial/Scientific calculator is permitted.

1. Answer the following questions based on the attached case study: 10×3=30
 - (a) Analyse the options before the government in context of the impossible trinity.
 - (b) What would be the role of foreign exchange reserves and gold reserves with RBI in influencing the decision regarding full convertibility of the Indian Rupee?
 - (c) What would be the likely effect of making Indian Rupee fully convertible?

(2)

Unit-I

2. Define foreign exchange exposure. Under what circumstances can exposure exceed the face value of a foreign currency denominated asset or liability? 10
3. What would be the difference between the short term effect and long term effect of FDI in an export oriented activity? Would it make any difference if the FDI is in the manufacturing of a product which was earlier imported? 10

Unit-II

4. Explain the concept of interest rate parity. What could be the reasons for departure from interest rate parity in practice? 10
5. The present rates are :
CHF/INR spot : 25.8740/26.1320
3 months forward : 25.6195/25.9805
3 months INR interest rates : 13.00/15.00
3 months CHF interest rates : 5.75/6.25
Determine whether there is a covered interest arbitrage opportunity. 10

Case Study (Q. No. 1)

A study by India's central bank, the RBI, has mooted the idea of floating the rupee as a global currency, but asked the government to carefully assess the pros and cons of such action, as it may increase volatility in forex markets. The idea was mooted after the global financial crisis and weakening of the US dollar triggered a debate about an alternative global currency.

The study titled, "Internationalisation of Currency: The case of the Indian Rupee and the Chinese Renminbi", also said it is quite unlikely that the dollar will lose its predominance as the global reserve currency in the foreseeable future. "The current crisis has, however, thrown open the debate on the need for a new global reserve currency in case the US economy fails to make a significant turnaround and the weakness of the US dollar persists," it added.

The recommendations were made in a study, authored by RBI Director Rajiv Ranjan and Assistant Advisor Anand Prakash, which said that among emerging market currencies, the yuan and the rupee are natural contenders for international currency status. However, while China is "far from ready" to achieve global reserve currency status at the moment, India needs to meet "all the necessary preconditions...before (it) could proceed further," it said. "There are, however, problems associated with internationalisation of the rupee as it could increase volatility of its exchange rate," the study said.

Outlining the difficulty in positioning the Indian currency as a global reserve, the study said that unlike China, which has a large current account surplus, India has a significant trade and current account deficit. Current account balance broadly relates to exports and imports of goods and services and investment income from global trade. Withdrawal of short-term funds and portfolio investments by non-residents could also be a major potential risk of internationalisation of the Indian rupee, it added. "The Indian rupee is rarely being used for invoicing of international trade," the study pointed out.

It further noted that the strength exhibited by the Indian rupee in recent months and continued good performance of the Indian economy have raised the issue of greater internationalisation of the Indian rupee and India needs to proactively take steps to increase the role of the domestic currency in the region. Internationalisation of rupee would also require India to make the rupee fully convertible. This means that rupee could be exchanged against other currencies freely. There are currently curbs on such convertibility, so far as capital accounts like stocks are concerned.

The study said, "India has so far followed a calibrated approach towards capital account liberalisation. India, at present, does not permit the rupee to be officially used for international transactions, except those with Nepal and Bhutan, though there are indications of the Indian rupee gaining acceptability in other countries."

Unit-III

6. How could arbitrage take place between forward exchange contracts and currency futures? Would this arbitrage be unprofitable only if the futures and forward rates were exactly the same? 10
7. A French exporter to the UK has a 90 days receivable. He purchases a put option on GBP 250,000 at a strike of EUR 1.7000 per GBP at a premium of EUR 0.02 per GBP. The current spot rate is GBP/EUR 1.9000 and the 90 days forward is 1.7500. The interest opportunity cost for the firm is 5% per annum.
- (a) Calculate the maximum GBP/EUR rate at the end of 90 days below which the firm will make a net gain. 5
- (b) Calculate the range of maturity spot values over which the option would be better than the forward. 5

Unit-IV

8. An Indian airline has ordered 20 aircrafts to be delivered over the next ten years with the payment to be made in USD at the time of delivery. In the recent past the INR has been depreciating against the U. S. Dollar and the market expects this trend to continue.

(4)

However, the finance manager expects the USD/INR rates to remain flat and range bound. Analyse the pros and cons among the following hedging options :

- (a) Remain uncovered
- (b) Partial hedge
- (c) Full forward hedge
- (d) Option hedge
- (e) Money market hedge. 10

9. Suppose a bank sells a call option to a company making a takeover offer abroad where the offer is contingent on the takeover offer being accepted. Suppose the bank reinsures on an options exchange by buying a call for the same amount of foreign currency. Consider the following possible scenarios :

- (a) The foreign currency appreciates and the takeover offer is accepted.
- (b) The foreign currency appreciates and the takeover offer is rejected.
- (c) The foreign currency depreciates and the takeover offer is accepted.
- (d) The foreign currency depreciates and the takeover offer is rejected.

Describe on who loses and who gains in each of the scenarios and the source of profit or loss. 10

MS-3198

M. B. A. (Semester-IV) Examination, 2012

Management Control Systems

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer Five questions in all. Question No. 1 is compulsory. Attempt one question from each Unit. Use of Financial/Scientific calculator is permitted.

1. Write short notes on the following : 3×10
 - (a) Considerations for an optimum transfer pricing
 - (b) Contingency approach to management control system
 - (c) Diagnostic control system
 - (d) Rolling out Budgeting vs. Zero Base Budgeting
 - (e) Divisional managers autonomy and problem of suboptimisation

(2)

- (f) Task control vs. management control system
- (g) Cost based vs. market based transfer pricing
- (h) Determinants of MCS in an organisation
- (i) Financial vs. non-financial control systems
- (j) Engineered vs. discretionary expenditures and budgetary considerations.

Unit-I

2. Discuss the objectives to be realized by the application of diagnostic systems, interactive systems, belief systems and boundary systems. Suggest the appropriate mix of these systems for a given business firm. 10
3. Critically evaluate the nature of decisions that are taken under MCS. Discuss the significance of organisational culture, structure and human resource for an effective management control system. 10

Unit-II

4. What is the significance of responsibility accounting in divisional performance measurement? Discuss the criteria for evaluating that performance. 10

(3)

5. Prepare a flexible budget at 60, 80 and 100 per cent capacities from the following information :

	Rs.
Fixed expenses	1,49,500
Semivariable expenses at 50% capacity	89,500
Variable expenses at 50% capacity	2,67,000
Semivariable expenses remained constant between 40 and 70 per cent capacity, increase by 10 per cent between 70 and 85 per cent capacity and 15 per cent between 85 and 100 per cent capacity. Sales at 60 per cent are Rs. 5,10,000 at 80 per cent capacity Rs. 6,80,000 and at 100 per cent capacity Rs. 8,50,000 (Assume that all products are sold).	
	10

Unit-III

6. The home appliances division of Benjamin Industries Ltd. now shows a profit of 5 per cent on sales of Rs. 12 lakh. An investment of Rs. 4,00,000 is needed to finance these sales. The management is considering the following two alternative plans for improving operations submitted by two employees E_1 and E_2 :
 - (i) E_1 believes that the sales volume can be doubled by greater promotional effort. It would lower the profit rate to 4 per cent of sales and require an additional investment of Rs. 1,00,000.

(4)

- (ii) E₂ favours eliminating some unprofitable appliances and improving efficiency by adding Rs. 2,00,000 in capital equipment. This alternative would decrease sales volume by 10 per cent but improve the profits rate to 7 per cent of sales.

Which plan if any, will you recommend? Give reasons. 10

7. Why is transfer pricing system needed in an organisation divided into various autonomous divisions? In what ways can sub-optimisation result if divisional managers are given full autonomy in setting, accepting and rejecting transfer prices? 10

Unit-IV

8. Enumerate the key control variable of non profit organisations and state with clear examples how management control system is exercised in NPOs. 10
9. Give the characteristics of service organisations and explain how management controls are exercised in commercial banks and insurance companies. 10

A-7

MS-3199

M. B. A. (Semester-IV) Examination, 2012

FINANCIAL DERIVATIVES

(FP-425)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. In addition answer *one* question from each Unit. Use of financial/scientific calculator is permitted.

1. Briefly answer the following : 3×10
 - (i) Discuss the role of Risk-Neutrality in pricing derivatives.
 - (ii) What is the value of a futures contract at various points of time?
 - (iii) An American call on a non-dividend paying stock will never be exercised early. Why?
 - (iv) What is the lower bound of a European put?

(2)

- (v) What are the assumptions of Black-Scholes option pricing model?
- (vi) Assume that the spot price of a particular stock is Rs. 180 and the risk-free interest rate is 5%. If a 90 day call option with a strike price of Rs. 175 on this stock is trading at Rs. 15 what will the price of a put option of the same maturity?
- (vii) Define the following :
- (a) Index amortizing swap
 - (b) Diff swap
 - (c) Constant maturity swap.
- (viii) What is a butterfly spread strategy?
- (ix) What do you mean by covered interest arbitrage?
- (x) Briefly explain put call-futures parity.

Unit-I

2. What is price sensitivity hedge ratio? How are the price sensitivity and minimum variance hedge ratios similar? How do they differ? 10

MS-3199

(3)

3. Critically explain the role of clearing house in futures trading. Using a suitable example, discuss the process of daily settlement. 10

Unit-II

4. (a) What are the advantages of swaps over forward rate agreements (FRAs) and futures contracts? 5
- (b) Assuming that AAA wants a floating rate and BBB wants a fixed rate, design a swap deal for AAA and BBB in such a way that it benefits both companies when they face the following term structures : 5

	Fixed Rate	Floating Rate
AAA	10%	MIBOR + 25 bp
BBB	12%	MIBOR + 75 bp

5. What do you mean by a collar strategy? How is it similar to a bull spread? 10

MS-3199

Unit-III

6. The current price of a stock is Rs. 90 per share. The risk free interest rate is 8% (annualised, continuously compounded). If the volatility of the stock is 23% p.a., what is the BSOPM price of Rs. 80 call option expiring in 6 months? What is the price of a put option? 10
7. (a) What is a Contango market? How do we interpret the cost of carry in a Contango market? 5
- (b) What is a backwardation market? How do we explain the cost of carry in a backwardation market? 5

Unit-IV

8. Critically discuss the role of derivative markets in the financial system. 10
9. Briefly explain the following :
- (a) Delta-gamma hedging 5
- (b) Assumptions under binomial model. 5

MS-3200

**M. B. A. (Semester-II) (Common Subject)
Examination, 2012**

INTERNATIONAL BUSINESS

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. Attempt *four* more questions, selecting *one* question from each Unit.

1. Write short notes on the following : $3 \times 10 = 30$
 - (a) Polycentric approach of international business
 - (b) Leontief Paradox
 - (c) Anti-dumping measures
 - (d) Political environment and international business.
 - (e) FOB and CIF
 - (f) Commercial invoice

- (g) Unified or diversified international advertising strategy
- (h) Custom union
- (i) Risk in foreign trade
- (j) Product packaging for exports.

Unit-I

10

2. The classical economist feel that the resource are mobile domestically and immobile internationally. But neither of the two assumption is correct. Within the country, it is difficult for the labour to move from one occupation to another, especially when the job is highly technical. On the contrary, labour and capital move easily across nation.

In the light of above statement examine the comparative cost advantage theory and discuss its limitations.

3. What promotional set up exist to promote exports from India? Discuss the role of commodity specific institutions and service institutions in this reference.

Unit-II

10

4. Up to what extent European Union is successful to achieve its objectives? Write a note on functioning of European Union.
5. What is the role of WTO in world trade? How WTO ensure trade without discrimination among its member countries? Discuss the dispute settlement mechanism provided by WTO.

Unit-III

10

6. International marketing research is the most effective way of making companys operation sensitive to the changing requirement of international markets. Because of increased availability of published data, many meaningful considerations and market conditions can now be analysed solely on the basis of desk based research.

In the light of above argument how you will design international market research to bridge the gap of information not filled through desk research? Discuss with reference to problems in collection, analysis and interpretation of data from foreign market.

7. Discuss the role and significance of trade fairs and exhibitions in promoting exports. How should companies plan their participation?

Unit-IV

10

8. How can exporters obtain export orders from the foreign markets? Explain in detail the stages through which any export transaction has to pass.
9. Outline the major components of India's trade basket and write an analytical note on recent trends in India's foreign trade.

A-6

MS-3201

M. B. A. (Semester-II) Examination, 2012

(Common Subject)

Management Accounting

(IMS-022)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer Five questions in all. Question No. 1 carrying 30 marks is compulsory. Attempt one question of 10 marks from each Unit.

1. Give brief answers to the following : 3×10
 - (a) Explain the concept of 'value chain in business'.
 - (b) 'Fixed costs are variable per unit while variable costs are fixed per unit.' Comment.
 - (c) 'A management accountant is both an information provider and a part of management'. Elucidate.
 - (d) Distinguish between joint products and by products with examples.

(2)

- (e) Give a specimen of job cost sheet.
- (f) Distinguish between marginal costing and differential costing.
- (g) State various steps involved in decision-making.
- (h) Why is 'Cost-Volume Profit relationship important in business management?
- (i) State the suitability of RDI as a tool for evaluation of divisional performance.
- (j) State the significance of budgetary control in an organisation.

Unit-I

10

- 2. 'Management Accounting is an extension of financial accounting'. Critically examine the statement and bring out clearly the difference between management accounting and financial accounting.
- 3. A firm manufactures product X of which selling price is Rs. 10 per unit. Fixed costs are estimated at Rs. 30,000 up to the capacity utilisation level of 50%; Rs. 36,000 above that level but Rs. 42,000 if the level of capacity-utilisation is 80% or above.
Required:
 - (a) What is the Break-even point?
 - (b) What is the level of activity at which the firm can make an operating profit of Rs. 18,000?

MS-3201

(3)

- (c) What is the margin-of safety, if the firm manufactures and sells only 6,000 units in a year due to market constraints?
- (d) Management of the firm is advised that if the selling price is reduced to Rs. 9 per unit, sales will go up from 7,000 units to 7,500 units. Is it worthwhile to reduce the selling price?
- (e) Management of the firm is also advised that sale of 7,500 units at the present selling price can also be achieved, if a sum of Rs. 5,000 is spent on advertisement. Which alternative-reducing the selling price to Rs. 9 per unit or spending Rs. 5,000 on advertisement will generate more profit?

Unit-II

10

- 4. Answer any two of the following:
 - (a) Distinguish between job costing and process costing.
 - (b) Discuss the advantages of Activity Based Costing.
 - (c) Distinguish between allocation, apportionment and absorption of factory overheads.

MS-3201

(4)

5. A product passes through three processes, viz Process I, Process II and Process III. The following details are extracted from the costing records of business for the month ending on April, 2012 :

	Process I	Process II	Process III
Raw material issued (15000 units @ Rs. 10)	Rs. 150000	—	—
Other Material consumed	Rs. 15000	Rs. 22500	Rs. 7500
Direct Labour (Rs.)	75000	120000	97500
Direct Expenses (Rs.)	15750	14250	30150
Normal wastage (%)	3%	6%	10%
Wastage sold @ Rs. per unit	2.5	5.0	10.0
Output (units)	14250	13650	12012

General production overheads for the period amounted to Rs. 29,250. This is to be apportioned to various processes on the basis of direct labour. Prepare process cost accounts, abnormal wastage and abnormal gain accounts assuming that there were no opening and closing stocks.

Unit-III

10

6. The following particulars are extracted from the records of a company :

	Product A	Product B
Sales (per unit)	Rs. 100	Rs. 120
Consumption of Material	2 kg. (per unit)	3 kg (per unit)

MS-3201

(5)

	Per Unit	Per Unit
Material cost (Rs.)	10	15
Direct wages (Rs.)	15	10
Direct Expenses (Rs.)	5	6
Machine Hours used	3	2
Overhead expenses :		
Fixed (Rs.)	5	10
Variable (Rs.)	15	20

Required :

- (a) Comment on the profitability of each product (both use the same raw material) when :
- total sales potential in units is limited
 - total sales potential in value is limited
 - raw material is in short supply
 - production capacity (in terms of machine hours) is the limiting factor.
 - Assuming raw material is the key factor, availability of which is 10,000 kg and maximum sales potential of each product being 3,500 units, find the product mix which will yield the maximum profit.

7. Navyug Enterprises produces and sells one product in the southern and northern parts of the country. The firm normally sells 3,00,000 units of the product per year at the following expenses per unit :

MS-3201

(6)

Rs.

Cost of Goods sold :

Direct material	3.20
Direct labour	4.35
Variable factory overheads	3.10
Fixed factory overheads	2.35
Other Expenses :	
Variable selling expenses	1.35
Fixed administration overheads	1.65

15.00

Navyug receives an offer from Newlight Ltd. that it would produce for Navyug's customers in the Northern market at an expense of Rs. 14.50 per unit. In such a case, Navyug would merely forward its Northern sales orders to Newlight. It would still bill the Northern customers at a regular price and collect all receivables. If Navyug Enterprises were to accept this offer, total fixed factory overheads would be reduced by 30% consequently upon the production of 2,00,000 units and variable selling expenses would be cut by 40% on the sale of 1,00,000 units :

MS-3201

(7)

- (a) Should the Navyug Enterprises accept or reject the offer ?
- (b) Would your answer change, if Navyug Enterprises maintained the same factory overhead costs but was able to rent its idle plant facilities at Rs. 4,00,000 a year ?

Unit-IV

10

8. The expenses budgeted for production of 10,000 units in a factory are furnished below :

	Per unit
	Rs.
Material	70
Labour	25
Variable overheads	20
Fixed overheads (Rs. 1,00,000)	10
Variable Expenses (direct)	5
Selling Expenses (10% fixed)	13
Distribution Expenses (20% fixed)	7
Administration Expenses	
(Rs. 50,000)	5

Prepare a Budget for production of 6,000 and 8,000 units. (Administration overhead expenses are fixed for all levels of production).

MS-3201

(8)

9. The standard costs of a certain chemical mixture is :
- 35% Materials A at Rs. 25 per kg
 - 65% Materials B at Rs. 36 per kg
- A standard loss of 5% is expected in production.
- During a period the following materials are used :
- 125 kgs of Material A @ Rs. 27 per kg
 - 275 kgs of Material B @ Rs. 34 per kg
- The actual output was 365 kgs Find out material variances.

A-6

MS-3202

M. B. A. (Semester-II) Examination, 2012

(Common Subject)

Financial Management

(IMS-023)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all, Question No. 1 is compulsory carries 30 marks. Attempt *one* question of 10 marks from each Unit.

1. Answer all the parts of this question. Each part carries 3 marks : 3×10
 - (a) Describe the scope of Financial Management.
 - (b) Mr. K. deposits ₹ 10,000 at the end of every year in "Samriddhi Deposit" scheme of a bank for six years. The interest is compounded @ 10% p.a. Compute the maturity value of the deposit.
 - (c) State the advantages and limitations of payback period method.

(2)

- (d) The initial cash outlay of a project is ₹ 1,25,000. The expected cash flows during its economic life of four years are : ₹ 40,000; ₹ 50,000; ₹ 60,000 and ₹ 30,000 respectively. The cost of capital is 10%. Compute the profitability index.
- (e) Define operating leverage.
- (f) Explain in brief the sources of short-term financing.
- (g) M. Ltd. expects an operating income of ₹ 2,40,000 during the financial year 2011-12. Besides equity capital, the company has also raised funds by issue of 4,000, 12% debentures of ₹ 100 each. The cost of equity capital is 16%. Find out the value of firm and overall cost of capital.
- (h) Discuss in brief the objectives of receivables management.
- (i) The EPS of Fortune Ltd. is ₹ 6. The company has paid a dividend of ₹ 3 per share in current financial year. The internal rate of return is 12 percent while return required by shareholders is 15 percent. Compute the price of equity share by applying Walter's model.
- (j) Write a note on 'Sensitivity Analysis'.

(3)

Unit-I

- 2. (a) Modern Builders has let out ground floor of its Multistory Complex on a lease of five years at an annual rent of ₹ 6,00,000 with a stipulation that rent will increase by 5% every year throughout the lease period. The builders required rate of return is 12%. Find out the present value of expected rent. 5
- (b) XYZ Ltd. raised a term loan of ₹ 5,00,000 from SBI for five years in floating rate system. Under the terms of agreement, the borrower was liable to pay interest @ 8% per annum for first three years and thereafter @ 10% per annum for the remaining period of agreement. Compute the total amount payable by borrower if interest is compounded semi-annually. 5
- 3. "Financial Management is the appendage of the Finance Function." Comment and state the objectives of Financial Management. 10

(4)

Unit-II

4. (a) Avadh Trading Corporation is evaluating a project which will cost ₹ 5,00,000 and would also require an increase in the level of inventories and receivables of ₹ 1,00,000 over its useful life. The project will generate additional sales of ₹ 4,00,000 and will require cash expenses amounting to ₹ 1,00,000 in each of its five years useful life. The project will be depreciated on a straight line basis. The corporation is in 50% tax bracket and has a 20% after-tax cost of capital.

Compute the NPV and IRR of the project. 6

- (b) Following data relate to two projects 'X' and 'Y' which are under consideration of PQR Ltd. :

Year	Project 'X'		Project 'Y'	
	Cash	Certainty Equiv.	Cash	Certainty Equiv.
	Inflows (₹)	Coefficient	Inflows (₹)	Coefficient
1	6,000	0.9	6,000	0.8
2	6,000	0.8	7,000	0.7
3	2,000	0.6	3,000	0.5
4	2,000	0.5	2,000	0.4

(5)

Each project requires an initial cash outflow of ₹ 10,000. Cost of equity is 10%. Advise which project is better. 4

5. Define capital budgeting and discuss the traditional methods of evaluation of capital budgeting proposals by giving hypothetical examples. 10

Unit-III

6. (a) Following particulars relate to two companies Goodluck and Hard Luck Ltd. :

	Good Luck (₹)	Hard Luck (₹)
Sales	5,00,000	10,00,000
Variable Cost	2,00,000	3,00,000
Fixed Cost	1,50,000	4,00,000
Interest on Debentures	50,000	1,00,000
Profit before tax	1,00,000	2,00,000

Tax @ 40%

Compute :

- (i) Operating leverage
(ii) Financial leverage
(iii) Combined leverage. 6
- (b) The capital structure of Young India Ltd. is as follows :

(6)

(₹)

3,000 10% Debentures of ₹ 100 each	3,00,000
1,000 8% Preference shares of ₹ 100 each	1,00,000
50,000 Equity shares of ₹ 10 each	5,00,000
Retained Earnings	1,00,000

The company has paid a dividend of ₹ 3 per share in equity shares. The current market price of equity share is ₹ 25. The corporate tax rate is 40%. Compute weighted average cost of capital by book value method. 4

7. (a) Explain the various sources of long-term finance. 5
- (b) Discuss the NOI approach of capital structure. 5

Unit-IV

8. The costing department of 'Excel Ltd'. has provided following details about cost of product, selling price and time lag for managing various components of working capital :

MS-3202

(7)

- (a) Cost of product (per unit) :

	₹
Cost of Direct Material	8
Cost of Direct Labour	6
Cost of Overheads (excluding depreciation)	3

- (b) Selling price per unit. 20
- (c) Raw materials of stock are kept on average one month.
- (d) Materials are in process, on average half a month.
- (e) Finished goods are kept in stock on average one month.
- (f) Credit allowed to customers in two months.
- (g) Credit allowed by suppliers is one month.
- (h) Lag in payment of wages is 1½ weeks.
- (i) Lag in payment of overhead expenses is one month.
- (j) 25% of the output is sold on cash basis.
- (k) The company is required to maintain a minimum cash balance of ₹ 25,000.

MS-3202

- (I) During current financial year, the company is expecting a level of activity of 1,04,000 units of production.

Prepare a statement showing the working capital requirements of the company adding 10% margin for contingencies and assuming that :

- (i) a time period of 4 weeks is equivalent to one month, and
- (ii) production is carried in evenly throughout the year and overheads accrue similarly.

10

9. Write notes on any two of the following : 5×2

- (a) Factors affecting dividend policy of a firm.
- (b) Baumol Model of optimum cash balance
- (c) ABC analysis of inventory management.

A-6

MS-3203

**M. B. A. (Semester-II) (Common Subject)
Examination, 2012**

Computer Applications & M.I.S.

(IMS-024)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory and carries 30 marks. Attempt *one* question from each Unit. These questions carry equal marks.

1. Answer the following questions in brief : 3×10
 - (a) Differentiate between primary memory and secondary memory.
 - (b) Differentiate between data and information with suitable examples.
 - (c) Differentiate between compiler and interpreter.

(2)

- (d) Elaborate firmware.
- (e) Explain transaction processing system.
- (f) What is a payment gateway?
- (g) What are various components of information system?
- (h) What is the difference between footer and footnote?
- (i) What do you understand by Slide Transition?
- (j) Give any three importances of using MS-Excel.

Unit-I

- 2. (a) Draw and explain Basic architecture of computer system. 5
- (b) What are different types of memories used in computer system? Also define various memory units. 5
- 3. What is a Computer Network? Elaborate and differentiate between various types of computer networks. 10

MS-3203

(3)

Unit-II

- 4. (a) What is an operating system? Discuss the functions of an operating system. 5
- (b) Elaborate the concept of DBMS. 5
- 5. Write short notes on the following : $2\frac{1}{2} \times 4$
 - (a) Mail Merge
 - (b) Conditional formatting
 - (c) Cell range
 - (d) PowerPoint show.

Unit-III

- 6. Define information system. Elaborate various classifications of information system. 10
- 7. What is a system? Explain elaborating various types of system. 10

Unit-IV

- 8. What is SDLC? Explain various phases of SDLC. 10

MS-3203

(4)

9. Write short notes on the following : $2\frac{1}{2} \times 4$

(a) M-Commerce

(b) E-Commerce

(c) EDI

(d) Business Function Information System.

A-7

MS-3204

**M. B. A. (Second Semester) (Common Subject)
Examination, 2012**

**Production & Operations Management
(IMS-025)**

Time Allowed : Three Hours

Maximum Marks : 70

*Note : (i) Answer Five questions in all, choosing one
question from each of the four Units.*

*(ii) Question No. 1 is compulsory and carries
30 marks.*

(iii) All other questions carry 10 marks each.

1. Write short notes on the following : $3 \times 10 = 30$

(a) Production function

(b) Importance of material management

(2)

- (c) Functions of routing and scheduling
- (d) Concept of ABC analysis
- (e) Simplification and automation
- (f) Advantages of method study
- (g) Purpose and application of acceptance sampling
- (h) Advantages of classification and codification for goods kept in store
- (i) Principles of material handling
- (j) Manflow process chart.

Unit-I

- 2. (a) What do you understand by production management? Discuss its objectives in modern business. 5
- (b) Discuss product type layout, where is it used. State its advantages and disadvantages. 5

(3)

- 3. (a) Briefly explain the various types of manufacturing system along with their merits and demerits. 6
- (b) Bring out the core responsibilities of production manager. 4

Unit-II

- 4. (a) Define the term 'Purchasing'. Explain the various steps involved in purchasing cycle. 6
- (b) List out various functions of purchasing department. 4
- 5. (a) The XYZ company buys 80,000 shipping container per year. Price of each container is Rs. 0.40. Cost of purchase Rs. 80 per order, cost of holding one container per year Re. 0.10. Bank rate of interest 15% including a charge for taxes and insurance.

Find :

- (i) The economic order quantity and time between orders based on 220 working days per year.

(4)

- (ii) The minimum variable cost per year.
- (iii) If the company had been following a policy of quarterly ordering, what would have been the increase in the variable cost? 6

(b) The following information is provided about the lead time and the demand pattern of a system :

- (i) Annual requirement 24,000 units.
- (ii) Lead time 10 days
- (iii) There are 240 working days per year
- (iv) In the past two years the use rate has gone as high as 140 units per day.

Calculate the required safety stock and reorder level :

- (i) Considering normal behaviour of demand.
- (ii) Considering the variations in demand during the last two years. 4

MS-3204

(5)

Unit-III

- 6. What are the objectives of product design? Explain briefly the various approaches to product design. 10
- 7. Discuss the various factors affecting productivity in a manufacturing firm. With the help of an illustration, explain how to measure productivity. 10

Unit-IV

- 8. (a) Briefly discuss Synthesis Method and Pre-determined Motion Time System (PMTS) of work measurement along with their application areas. 6
- (b) Calculate the standard production per shift of 8 hours duration, with the following data :
Observed time per unit=5 minutes,
rating factor=120%, total allowance= $33\frac{1}{3}\%$.

MS-3204

9. (a) Discuss the elements of TQM concepts. 4
- (b) 10 samples (each of size 100) of a component were inspected. The results of the inspection are given below :

Sample No.	1	2	3	4	5	6	7	8	9	10
No. of Defectives	2	0	4	3	1	2	3	1	1	2

Draw the relevant control chart taking 3 sigma limits.

MS-3205

**M. B. A. (Semester-II) (Common Subject)
Examination, 2012**

RESEARCH METHODOLOGY

(IMS-026)

Time Allowed : Three Hours

Maximum Marks : 70

Note : (i) Answer *Five* questions in all. Question No. 1 is compulsory carrying 30 marks. Attempt *one* question from each Unit carrying 10 marks.

(ii) Use of simple calculator is allowed.

1. Attempt all the parts : 3×10
 - (a) Distinguish between Quantitative and Qualitative Research.
 - (b) What are the relative advantages and disadvantages of observation method over survey method?
 - (c) What is “incidence rate”? How does it influence the size of sample?

(2)

- (d) Mention some sources of secondary data which can aid the researcher in business research.
- (e) What are the threats to internal validity of experimental results?
- (f) Differentiate between stratified and quota sampling.
- (g) Prepare a cover page of a research report.
- (h) What difficulties a researcher faces with open ended questions?
- (i) A marketer of skates wished to measure the effect of different prices and packaging designs on consumer's perception of quality of the product. Three kinds of price (\$60, \$70, \$80) and two kinds of packaging (red, blue) were fixed for the study.
 - (i) identify the independent and dependent variables in this study and
 - (ii) the levels of independent variables.
- (j) What is P-value of test statistic? How is it used in testing of hypothesis?

MS-3205

(3)

Unit-I

- 2. (a) Explain the difference between management decision problem and research problem. State the appropriate research problem for each of these management decision problems.
 - (i) Should the marketing program of company be changed? 5
 - (ii) Should the compensation package be changed to motivate the sales force better? 5
- (b) Mention the steps involved in defining a research problem. 5
- 3. (a) Give an overview of research process using a process flow chart. 5
- (b) State the advantages of statistical designs over informal experimental designs. 2½
- (c) Suggest some cases where in-depth interviews will prove more beneficial than conducting focus-group interviews. 2½

MS-3205

(6)

- (iv) A random sample of 300 consumers was surveyed, and 84 respondents indicated that they liked the campaign. Should the campaign be changed? Why or why not? Use 5% level of significance.

(Given $Z_{0.05(\text{two-tailed})} = 1.96$,

$Z_{0.05(\text{one tailed})} = 1.645$). 2

- (b) Explain the term "Data Preparation". 5

7. A company wants to test whether the frequency of purchase of their brand of a beverage in various household varies with a number of children below 15 years in the families. A survey of 400 households undertaken for the purpose gives the following results :

Frequency of Purchase	Number of children <15 years in the household		
	Up to 1	2	3 or more
Twice a month	40	35	30
Once a month	30	20	35
Once a quarter	30	30	40
Less often	35	40	35

(7)

Test the hypothesis that there is no relation between the number of children and the frequency of purchase at a significance level of 0.05. (Given $\chi^2_{6, 0.05} = 12.592$, $\chi^2_{12, 0.05} = 21.026$) 10

Unit-IV

8. (a) What are the advantages of oral presentation of research report? 5
(b) Describe some pictorial and graphic methods of presenting data. 5
9. Explain any two of the following multivariate analytical procedures : 10
(i) Discriminant analysis
(ii) ANOVA
(iii) Factor analysis.

MS-3206

**M. B. A. (Semester-IV) (Core Paper)
Examination, 2012**

**(MBA : AB, CM, F&C, HR & IR, IB, M, MS, RM,
RDM & PTM)**

Strategic Management-II

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. Attempt *one* question from each Unit.

1. Read the attached case carefully and answer the following questions : $6 \times 5 = 30$
 - (a) "Kodak was not able to anticipate change."
Comment with respect to the given case.
 - (b) Explain how Kodak can capitalize upon its strengths to regain its position.
 - (c) Can Kodak utilize its core competence and capabilities to stage a turnaround now?
Critically discuss.

(2)

- (d) Suggest integration or diversification strategies for Kodak.
- (e) Explore and suggest the possible strategic alliances which Kodak can undertake in future.

Unit-I

2. "The organization capabilities are an asset if utilized effectively."

In view of the above statement discuss the types of organization capabilities in detail. 10

3. Discuss the relation between the strategy proposed and its effect on organization structure. 10

Unit-II

4. Write short notes on the following : 5+5=10

(a) Sources of Power

(b) Stockholders v/s Stakeholders

5. Explain the various leadership styles practiced to complement behavioral implementation of strategy.

10

MS-3206

Case (for Q. No. 1) :

Kodak is one of the oldest companies on the photography market, established more than 100 years ago. This was the iconic, American organization, always on the position of the leader. Its cameras and films have become known all over the world for its innovations. Kodak's strength was its brand – one of the most recognizable and resources, that enabled creating new technologies. Since the formation of Kodak, the company has remained the world's leading film provider with virtually no competitors. That is until the arrival of Fuji Photo Film, which now surpasses Kodak in earnings per share and is viewed as the industries number two. It is evident that there has been a significant shift from the use of traditional film cameras to a market fully fledged and saturated with modern and updated digital cameras and digital photographic tools.

However over the time, the situation started to change for Kodak, as it has underestimated the changes on the market. There has been a significant shift from the use of traditional film cameras to a market fully fledged and saturated with modern and updated digital cameras and digital photographic tools. The age of digital technologies were emerging. The core business of Kodak – the film business, started to decline and some areas of the business started to be less profitable and filled with many competitors, especially cheap ones from Asia. Also, the prices of the digital cameras were falling.

Eastman Kodak is divided into three major areas of production.

1. Kodak's Digital and Film Imaging Systems section produces digital and traditional film cameras for consumers, professional photographers, and the entertainment industry.
2. Health Imaging caters to the health care market by creating health imaging products such as medical films, chemicals, and processing equipment.
3. The Commercial Imaging group produces aerial, industrial, graphic, and micrographic films, inkjet printers, scanners, and digital printing equipment to target commercial and industrial printing, banking, and insurance markets.

5

Kodak started facing difficulties in 1984, when the Japanese firm Fuji Photo Film Co. invaded on Kodak's market share as customers switched to their products after launching a 400-speed color film that was 20% cheaper than Kodak's. Secondly, during 1980s the company failed to recognize the change in the environment and instead followed and stucked to a business model that was no longer valid for the post-digital age. After the management realized the change and react accordingly but it was too late.

Kwik's News

Kodak's strength can take several forms as follows:

- Valuable intangible assets:** Kodak's strengths were its brand equity and distribution presence. After almost a century of global leadership in the photographic industry, Kodak possessed brand recognition and worldwide distribution. Kodak could bring new products to consumers' attention and to support these products with one of the world's best known and most widely respected brand names as a huge advantage in the market where technological change created uncertainty for consumers. Kodak's brand reputation was supported by its massive, worldwide distribution presence — primarily through retail photography stores, film processors, and professional photographers.
- Competitive Capabilities:** Prior to 1990s Kodak had invested huge in R&D. Moreover, its century of innovation and development of photographic images gave Kodak tremendous depth of understanding of recording and processing images. Central to Kodak's imaging capability was its color management capability. In the digitizing color and transferring digital images to paper, Kodak possessed a powerful set of complementary technologies in sensing, color management and thermal printing.

9

Company's competence and competitive capabilities

Competency: Eastman Kodak has been Leveraging competencies in film and paper media, color management. It has been known for the best quality films and cameras worldwide. Its journey of more than 100 years has helped to gain the experience and excel in its Endeavour. The organizational changes like decentralization and accountability that George Fisher made helped increase speed of manufacturing, and product development i.e short product development cycles. Secondly, a strength could be also considered Kodak's favorable corporate image (and implicitly a significant brand equity) that results from the values which are said to lead the staff's behaviors ("respect for the dignity of the individual, integrity, trust, credibility, continuous improvement")

Company's competence and Competitive capabilities

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- **Core Competency:** Eastman Kodak was a highly integrated company that did its own R&D and manufactured its own parts. Changing global markets and cost pressures in the 1980s and 1990s threatened the way of doing business. So the knowledge, company's intellectual capital are also affected and repercussion is proficiency in its core competency started diminish. George Fisher, CEO in 1993, refocused the company on core competencies and joined the trend of outsourcing with close relationships to suppliers and announced a new explicit social contract as part of the restructuring effort. By 1997, the company could not grow out of its competitiveness problems like major price competition from its biggest international competitor, Fuji, which was engaged in a major price-cutting campaign aimed at increasing its market share internationally and particularly in U.S. markets. In response, Kodak made more significant changes designed to reduce its costs and to recapture market share in the company's core products. But all these attempts only lead to decrease market share and declining profit.
- **Distinctive Competency:** Firstly, the brand image of the company that has been built since century is the distinctive competency for Kodak. Before the digital age, its distinctive competencies were film and Cameras and its sister concern for its chemical technology.

Unit-III

6. Write a note on the importance of CEO and Board of Directors in any organization. 10
7. "Culture is the cornerstone for structural change." Comment. 10

Unit-IV

8. Citing relevant examples explain the role of mergers and acquisitions in achieving strategic objectives of an organization. 10
9. Describe the current scenario of strategy and corporate evolution with reference to Indian context. 10

Strategies of Eastman Kodak

- Vertical integration combined with continuous innovation and product development. Speed is also required cutting cycle times in manufacturing and product development.
- To systematize and accelerate product development and improve product-launch, quality, Kodak introduced a new product development methodology called "Manufacturing Assurance Process" (MAP).
- Joint venture with HP, Microsoft to introduce new products that required in the market. Collaborate with expert to enhance the competency.
- Digital strategy was to create greater coherence among Kodak's multiple digital projects.
- Previously they had diversification strategy but later fisher focus in imaging business.

MS-3207

**M. B. A. (Semester-IV) (Core Paper)
Examination, 2012**

**[MBA : AB, CM, F & C, HR & IR, IBM, MS, RM,
RDM & PTM]**

(Organisational Effectiveness and Change)

(IMS-042)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer Five questions in all. Question No. 1 is compulsory and carries 30 marks. Attempt one question from each Unit carrying 10 marks each.

1. Write short notes on the following :
 - (a) Characteristics of learning organisation.
 - (b) Lewin's three step model of change
 - (c) Process of learning
 - (d) Constructive vs Destructive stress

(2)

- (e) Sources of power
- (f) Components of attitude
- (g) Interactionist view of conflict v/s traditional view of conflict
- (h) Team building as a group focussed OD intervention technique
- (i) Sensitivity training
- (j) ERG Theory.

Unit-I

- 2. Compare the strategic constituencies and competing values approaches to organisational effectiveness. Discuss their similarities and dissimilarities.
- 3. Elucidate the various phases of organisational development and their main focal areas. How does diagnostic phase help in understanding organisational problems.

MS-3207

(3)

Unit-II

- 4. What do you understand by organisational learning? On the basis of various dimensions bring out phases of organisational learning.
- 5. Why is organisational change often resisted by individuals and groups within the organisation? How can such resistance be prevented or overcome?

Unit-III

- 6. What are the different factors that influence social perception? Explain how perceptual selectivity can affect perceptual distortion.
- 7. "Work groups don't exist in isolation, they are a part of larger organisation."

In the light of the above statement explain the behaviour of a work group.

MS-3207

(4)

Unit-IV

8. “‘OCTAPACE’ is a term indicating the eight steps needed to create a functional organisational ethos.” Elucidate.
9. Enumerate the various potential stressors and their consequences on an individual.

A

MS-3208

**M. B. A. (C.M.) (Second Semester)
Examination, 2012**

Labour Management & Industrial Relation

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory and it carries 30 marks. Attempt *one* question from each Unit carrying 10 marks.

1. Write short notes on the following : 3×10
- (i) Unfair labour practices
 - (ii) Retrenchment
 - (iii) Code of discipline
 - (iv) Lay-off
 - (v) Conciliation
 - (vi) Closure
 - (vii) Works Committee
 - (viii) Joint Management Councils

(2)

- (ix) Industrial Democracy
- (x) Future of Industrial Relation (IR) in India.

Unit-I

- 2. Define the term 'industrial relations' and explain how these can be improved.
- 3. Describe the aim and objectives of Trade Unions (TU). Discuss the growth pattern of Trade Unions in India.

Unit-II

- 4. Explain the concept of strike and indicate circumstances in which a strike becomes illegal under the Industrial Disputes Act, 1947.
- 5. Discuss the importance of social security in India. How is social security provided to the employees in Indian industries?

Unit-III

- 6. Describe the term 'collective bargaining'. Examine the role of collective bargaining in the settlement of disputes between the management and workers.

(3)

- 7. Discuss the scope and ways of workers' participation in Indian industries with reference to participation of workers in management bill 1990.

Unit-IV

- 8. Describe the objectives of Employees State Insurance Act, 1948. State how the Employees State Insurance Fund is constituted. Enumerate the purposes for which the fund may be spent.
- 9. Discuss the terms of reference of recommendations of National Commission on Labour.

A

MS-3209

M.B.A. (C.M.) (Semester-II) Examination, 2012

Entrepreneurship and New Welfare Planning

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. In addition attempt *one* question from each of the four Units.

1. Write short notes on the following : $3 \times 10 = 30$
 - (a) Entrepreneurial Organisation
 - (b) Tasks of an Entrepreneur
 - (c) Partial Momentum Strategy
 - (d) Modes of Financing
 - (e) Capital Intensive Technology
 - (f) Creative Invitation
 - (g) Typology of Entrepreneurs
 - (h) Entrepreneurial Competencies
 - (i) Stability Strategy
 - (j) Venture Capital.

(2)

Unit-I

2. "Entrepreneurship is nothing but a conversion of dreams into viable action." Examine this statement, highlighting the characteristic features of entrepreneurship. 10
3. "Entrepreneur is not a gambler, he is risk-lover." Do you agree? Discuss the features of Schumpeterian innovative entrepreneurs. Are they found in underdeveloped economies like India? Explain. 10

Unit-II

4. Hindustan Lever Limited (HLL) has evolved a new strategy to push its most popular detergent 'Rin' into the low-cost washing powder segment. In a month long program in the state of Uttar Pradesh, "Rin Chamak" challenge centers were set up in 44 towns, where consumers were invited for a live demonstration of 'Rin' washing powder. Consumers could bring their own dirty clothes and watch a challenge test, in which 'Rin' was pitted against other low-cost washing powders. "If the other detergents gives us better

(3)

results, we will provide one year's supply of 'Rin' to the consumers", said Manish Agarwal of HLL. After analysing the given extract, discuss the concept of entrepreneurial strategy adopted by HLL. Examine the major entrepreneurial strategies with adequate examples. 10

5. "Singh, Hills and Lumpkin opened opportunity recognition as a process rather than a one time 'Eureka' experience." Discuss in detail duly equipped with appropriate diagram and examples. 10

Unit-III

6. What is the relationship between entrepreneurial competencies and entrepreneurial success? How can entrepreneurial competencies be measured and developed. If you were trying to develop entrepreneurial competencies among rural youth, what process would you follow? 10
7. "Identification of business opportunities is the first essential condition for the entrepreneurship." Explain with any case study and also discuss the factors affecting the identification of business opportunities. 10

Unit-IV

8. In recent years, the internet has proven to be a powerful channel for providing investors with real-time information about companies. A recent Roper Starch Worldwide study, in the US, revealed that 25% of Web users use the internet to access corporate information, while 18% use it to access information on finance and investments. In the light of the aforementioned extract, discuss how entrepreneurs are making use of information technology tools for new venture planning. Also enumerate the changing role of the entrepreneurs in the current scenario. 10
9. "A future oriented management strategy could lead to decisions which prove profitable in the long run and to the discounting of short-sighted through immediately profitable measures. What do you know by growth strategy? Also discuss its approaches. 10

A

MS-3210

M. B. A. (C.M.) Examination, 2012

Management of Creativity & Change

(CM-041)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. In addition attempt *one* question from each of the four Units.

1. Write short notes on the following : 3×10
 - (a) Four types of casual textures/environments
 - (b) Components of strategy implementation
 - (c) 5 phases of business growth : Greiner's model
 - (d) Decision criteria of OD interventions
 - (e) Major trends affecting organization design
 - (f) Attributes of a change leader

(2)

- (g) Barriers to diffusion of innovation
- (h) Difference between mechanistic and creative organisations
- (i) Customer driven organisation
- (j) IPR.

Unit-I

- 2. Discuss the stages in creative thinking process. Mention the characteristics of creative thinkers. 10
- 3. What are the barriers to creativity? 10

Unit-II

- 4. Creativity is unique to the "learning organization". Discuss the five disciplines as an ideal approach to cultivating creativity in an organization. 10
- 5. Innovations are the hallmark of a creative organization. Discuss any two techniques followed by organizations to promote innovation. 10

(3)

Unit-III

- 6. (a) What is the importance of organizational diagnosis? 5
- (b) Write briefly on the elements of organizational design. 5
- 7. Organizational diagnosis is ideally carried out at three levels—organization level, group level and individual level. Elaborate. 10

Unit-IV

- 8. "An intervention is a set of sequenced and planned actions or events intended to help the organization increase its effectiveness." Discuss the types of interventions an organization can initiate and implement? 10
- 9. What is "change management"? What are the challenges of change that organizations face today? 10

A

MS-3211

M.B.A.(C.M.) (Semester-IV) Examination, 2012

PERFORMANCE MANAGEMENT

(CM-042)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Attempt *Five* questions in all. Question No. 1, which carries 30 marks, is compulsory. Attempt *one* question carrying 10 marks from each Unit.

1. Write short notes on the following : 3×10
 - (a) Performance standard
 - (b) Ethics of appraisal
 - (c) Assessment centre
 - (d) Critical incident method
 - (e) Forced distribution method
 - (f) Central tendency

(2)

- (g) Self appraisal
- (h) Organisational Excellence
- (i) Predictive control
- (j) Team performance review.

Unit-I

- 2. Describe the process of performance appraisal and the purposes for which same is done. 10
- 3. Distinguish between the following :
 - (a) Efficiency rating and competency rating 5
 - (b) Performance management and performance appraisal. 5

Unit-II

- 4. Define the term 'management by objectives' (MBO). How does it differ from traditional appraisal methods? Discuss its advantages and limitations. 10
- 5. Discuss various steps required to manage under performers in an organisation. 10

(3)

Unit-III

- 6. Describe the process of 360-degree appraisal. Discuss the requirement of effective implementation of 360-degree appraisal. 10
- 7. Discuss how to give feedback (positive or negative) so that the employee can use it to improve his performance. 10

Unit-IV

- 8. What is feed forward control? Why is it important to managers? Illustrate feed forward control through an example. 10
- 9. "Performance appraisal as a control mechanism calls for fundamental changes in the attitude and behaviour of the managerial personnel." Do you agree with the statement? Support your answer with arguments. 10

A

MS-3212

M. B. A. (C.M.) (Semester-IV)

Examination, 2012

CORPORATE TAX PLANNING

(CM-045)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory and carries 30 marks. Attempt *one* question from each Unit carrying 10 marks each.

1. Answer the following questions in brief :
 - (a) "Tax planning must be supported by an efficient system of tax management." Explain.
 - (b) Is 'tax avoidance' legal? Discuss.
 - (c) Distinguish between long-term and short-term capital gains.

(2)

- (d) Name any six allowances fully exempt from tax.
- (e) How is cost of acquisition of right shares determined?
- (f) Is debt capital a better source of financing than equity capital from tax planning point of view?
- (g) Explain the tax considerations to be kept in mind while making a decision regarding 'Repair or Replace'.
- (h) How is house rent allowance treated for income-tax purposes?
- (i) How is residential status of a company determined for income-tax purposes?
- (j) What is partial agricultural income? How is it treated for income-tax purposes?

Unit-I

2. What is 'Tax Planning'? Explain its characteristics and importance. How is it different from 'tax evasion'?

MS-3212

(3)

3. (a) What is dividend tax?
(b) What are the provisions of Income-tax Act, 1961 regarding 'tax audit'?

Unit-II

4. Ashok wants to start a business. Keeping in view the following informations suggest whether he should run the business as a sole proprietary concern or a partnership firm :
- (a) Capital of the business ₹ 30,00,000
 - (b) Estimated profit ₹ 28,00,000
 - (c) If he runs the business as partnership firm :
 - (i) He will gift ₹ 10,00,000 to his wife Meena to contribute her share of capital.
 - (ii) The firm will pay interest @ 12% per annum to the partners.
 - (iii) Salary to Ashok ₹ 50,000 per month and to Meena ₹ 30,000 per month.
 - (iv) Profit sharing ratio will be 2 : 1.

MS-3212

(4)

5. Mr. Ajay is offered an employment by ABC Ltd. of Mumbai with the following two alternative pay packages :

	First Package	Second Package
	(₹)	(₹)
Salary	4,00,000	4,00,000
Dearness pay	1,20,000	1,20,000
Bonus	40,000	40,000
Medical allowance	25,000	—
Reimbursement of medical bills	—	25,000
Telephone allowance	15,000	—
Telephone facility	—	15,000
Education allowance for one child	6,000	—
Education facility in Company's school	—	6,000
Facility of rent free house (fair rent)	60,000	—
House rent allowance (Rent to be paid ₹ 7,000 per month)	—	60,000
Car allowance	50,000	—
Facility of small motor car for official and private use (Estimated expenditure)	—	50,000
City compensatory allowance	—	20,000
Academic allowance	20,000	—

Which offer should he accept keeping in view his tax liability?

MS-3212

(5)

Unit-III

6. Define 'Amalgamation' as per Income-tax Act, 1961. What are the tax incentives available to Amalgamated Company?
7. (a) What tax planning is possible in taking a 'Own or Lease' decision?
- (b) Sun Light India Ltd. proposes to increase its production capacity for which it will require an additional capital of ₹ 75,00,000. The company proposes the following three alternatives for the additional capital :

Source	I (₹)	II (₹)	III (₹)
Equity Shares	75,00,000	30,00,000	20,00,000
12% Debentures	—	30,00,000	40,00,000
15% Long - term Loan	—	15,00,000	15,00,000

Expected return on capital employed (before interest and tax) is 25%. Cost of raising loan or issuing debentures is estimated to be 3% and cost of issuing

MS-3212

(6)

equity shares will be 4%. Company's tax rate is 30% and education cess 3%. You have to advise the company as to which alternative it should select for the capital structure so as to pay maximum dividend to the shareholders.

Unit-IV

8. Write notes on any two of the following :

- (i) Tax planning regarding savings and investment.
- (ii) Tax planning regarding residential status.
- (iii) Exemptions under Section 54 of the Income-tax Act, 1961.

9. Ramesh sold the following assets during the financial year 2010-11 :

- (i) Sold a self-residential house for ₹ 10,00,000. Selling expenses were 2%. This house was purchased by him for ₹ 90,000 on December 10, 1998 and 20,000 were spent on its improvement in 1998.

MS-3212

(7)

- (ii) Sold gold ornaments for ₹ 4,00,000. These ornaments were purchased in 1970 at a cost of ₹ 20,000 and their fair market value on 1st April, 1981 was ₹ 50,000.
- (iii) Sold an agricultural land situated in a village for ₹ 8,00,000. The land was purchased in the financial year 1981-82 for ₹ 50,000.
- (iv) On 1st December 2010 he sold 1,000 shares of a company @ ₹ 250 per share. Half of these shares were purchased by him on 1st November, 1995 @ ₹ 160 per share and half were purchased on 15.11.2010 @ ₹ 120 per share.
- (v) He sold his personal motor car for ₹ 80,000. This motor car was purchased by him five years ago for ₹ 1,75,000.

Cost of inflation indices are : 1981-82-100, 1998-99-351, 1995-96-281, 2005-06-496, 2010-11-711.

Compute taxable capital gains for the assessment year 2011-12. Is there any scope of tax planning in respect of above transactions?

MS-3212-7-200

A

MS-3214

M. B. A. (C.M.) (Semester-IV)

Examination, 2012

CORPORATE GOVERNANCE

(CM-046)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer Five questions in all. Choose one question from each of the four Units. Question No. 1 is compulsory and carries 30 marks. Other questions carry 10 marks each.

1. Write short notes on the following :
 - (a) Nominee Directors
 - (b) FEMA
 - (c) Accountability issues in corporate governance
 - (d) Revival of sick units
 - (e) Take over codes
 - (f) Meaning of corporate governance

- (g) Role of Independent Director
- (h) Elements of Corporate Reputation
- (i) Corporate Governance and Company Law
- (j) Board structure.

Unit-I

2. Define Corporate Governance? How do directors meet their fiduciary responsibility to the shareholders without interfering in management role?
3. The day of boards made up of mostly CEO's are gone. The new board has more outside directors, is more diverse and display a wider range of specialized knowledge. Comment.

Unit-II

4. Explain the role of the board and regulator in furthering corporate governance.
5. Place yourself as CEO of a company. Sketch out a plan for shaping directorial competence and board effectiveness within the company.

Unit-III

6. "Corporate crime is the type of white-collar crime", that consist of punishable act that involve the use of an offenders position of significant power, influence or trust in a corporate century for the purpose of organisational gain. Comment.
7. Define corporate reputation? How are you going to plaw to build up a reputation for your company.

Unit-IV

8. What are the main objectives and scope of SICA, 1985.
9. Describe the emerging trends in corporate governance. Sketch a road map for ethical practices of corporate governance.

A

MS-3215

M. B. A. (CM) (Semester-IV)

Examination, 2012

(BP/Old Course)

DECISION MAKING SKILLS

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. In addition attempt *one* question from each of the four Units.

1. Explain briefly : 3×10
- (a) States of nature
 - (b) Decision Trees
 - (c) Concept of bounded rationality
 - (d) Decision Support System
 - (e) Types of decisions
 - (f) Critical Activities

(2)

- (g) Heuristics
- (h) MBO
- (i) Nature of strategic decisions
- (j) Options.

Unit-I

- 2. Describe the elements of decision situation. 10
- 3. What are the factors which affect decision making? 10

Unit-II

- 4. Explain :
 - (a) Brainstorming 5
 - (b) Decision curve. 5
- 5. What are the steps involved in decision making process? Elaborate each step. 10

Unit-III

- 6. Give an overview of various decision making models. Explain any two in detail. 10
- 7. Describe the Herbert Simon's decision making model. What is the difference between optimising

(3)

and satisficing? 10

Unit-IV

- 8. What are the various approaches to decision making that do not require the knowledge of the probabilities associated with states of nature? 10
- 9. (a) Construct a project network for the following project. 5
 - (b) Find the critical path : 5

Activity	A	B	C	D	E	F	G	H
Immediate	-	-	-	A, B, C	C, D	A	D, F	E
Predecessor	-	-	-	A, B, C	C, D	A	D, F	E
Time	3	1	2	4	5	3	6	4

A

MS-3216

M. B. A. (F.C.) (Semester-II) Examination, 2012

Financial Decision & Policy

(FC-022)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer Five questions in all. Question No. 1 carrying 30 marks is compulsory. In addition attempt one question from each of the four Units.

1. Write short notes on the following : 3×10
 - (a) Stability of Dividends
 - (b) Types of lease
 - (c) Terminal cash flows in capital budgeting
 - (d) Timing option
 - (e) Market Value Added (MVA)

(2)

- (f) Risk free rate of return
- (g) Advantages of Debt financing
- (h) Lintner's model
- (i) Valuation of Bond
- (j) Answer the following :

The cost of equity (K_e) is 14%. Assume that the dividend expected is ₹ 2.50 per share. Compute the price at which the shares will sell, if the dividends grow at a rate of (i) 12% (ii) 16%.

Unit-I

2. (a) A portfolio consists of two securities P and Q with the following details : 5

	<u>Security</u>	
	P	Q
Expected Return	25%	22%
Standard Deviation	30%	26%
Proportion in portfolio	50%	50%
Correlation coefficient between P and Q is +0.4.		
Calculate the risk and return of the portfolio. 5		

MS-3216

(3)

- (b) The face value of a 10 year 10% bond is ₹10,000, interest being paid annually. Determine the value of the bond assuming the rate of return of investor is 12% and the bond is redeemed at par at maturity. 5

3. (a) Elaborate on the principles of capital investment decision. How strategic real options provide flexibility in these decisions? 5
- (b) Calculate the economic value added from the following information :
EBIT ₹ 10,00,000. Cost of equity is 16%
Interest is paid @ 10% on debt of ₹ 5,00,000.
Tax rate is 35%. The debt equity ratio is 2 : 3. 5

Unit-II

4. (a) Elaborate on the assumptions of the Net Income Approach in capital structure theories. 5

MS-3216

(4)

- (b) The overall cost of capital of a company is 15%.
The rate at which the company can borrow is 8%. Using the MM model determine the cost of equity with (i) 80% equity (ii) 50% equity. 5

5. (a) Outline and discuss the determinants of dividend policy of a firm. 5
(b) What is optimum capital structure? Explain the factors affecting capital structure decision. 5

Unit-III

6. (a) Discuss the conservative, aggressive and matching approaches to working capital. 5
(b) List out the relevant ratios which can be used to assess efficiency of working capital and its various components. 5
7. (a) ABC company's equity shares are traded in the market at ₹ 54 per share with a P/E ratio of 9. The company has a dividend payout of 72%. It has ₹ 100,000 (1 lakh) equity shares of ₹ 10 each. Calculate :
(i) Earning per share
(ii) Net income of company
(iii) Dividend yield. 3×2

MS-3216

(5)

- (b) The financial data related to three chemical companies for the year 2011-12 is provided below : (₹ in lakhs)

<u>Company</u>	<u>Net Sales</u>	<u>Operating Cost</u>	<u>Operating Assets</u>
A Ltd.	300	255	125
B Ltd.	1500	1200	750
C Ltd.	1400	1050	1250

Assess which company is the best performer.
Using return on assets as the base for assessment. Also interpret the result. 4

Unit-IV

8. Describe the different techniques for valuation of a merger candidate. 10
9. A Ltd. wants to takeover B Ltd. the various details are given below : 10

	<u>A Ltd.</u>	<u>B Ltd.</u>
	<u>₹</u>	<u>₹</u>
Fixed Assets	1,22,000	35,000
Current Assets	51,000	26,000
	<u>1,73,000</u>	<u>61,000</u>

MS-3216

(6)

Preference share capital	20,000	—
Equity share capital		
of Rs. 10 each	1,00,000	50,000
Share Premium	—	2,000
Profit & Loss A/c	38,000	4,000
10% Debentures	15,000	5,000
	<u>1,73,000</u>	<u>61,000</u>

What should be share exchange ratio to be offered to the shareholders of B Ltd. based on (i) Net Assets value (ii) EPS, and (iii) Market price. Which should be preferred from the point of view of A Ltd. Further information is provided as under :

	A Ltd. (₹)	B Ltd. (₹)
Profit after tax and preference dividend	24,000	15,000
Market price	24	27

A

MS-3217

M. B. A. (F.C.) (Semester-II) Examination, 2012

Working Capital Management

(FC-021)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer Five questions in all. Question No. 1 is compulsory. Attempt one question from each Unit.

1. Give short answers to the following: 3×10
 - (a) What is "Cash conversion cycle"?
 - (b) Describe the five C's used in evaluating the credit worthiness of a credit applicant.
 - (c) Effect of inflation on working capital.
 - (d) Trade off between liquidity and profitability.

(2)

- (e) Distinguish between 'Factoring and Bill discounting'.
- (f) Write down the methods of improving liquidity.
- (g) ABC analysis of inventory management.
- (h) Commercial Papers.
- (i) ABC Ltd. can borrow money at 18% interest. The supplier of the goods has offered the credit of 3/10 net 60. Should the firm take discount? What will be the cost if the term is 2/10 net 50?
- (j) Motives of holding cash and cost of holding inventory.

Unit-I

2. (a) What is meant by 'Working Capital Management'? What are the determinants of working capital needs of an enterprise? 7
- (b) Compare Hedging and aggressive approach to financing working capital. 3

MS-3217

(3)

3. (a) From the following information, prepare a statement showing the working capital needed to finance a level of annual activity of 52,000 units of output. The following information is available:

Elements of cost	Rs. per unit
Raw materials	8
Direct labour	2
Overheads	6
Total cost	<u>16</u>
Profit	4
Selling price	<u>20</u>

Raw materials are in stock, on an average for 4 weeks. Materials are in process, on average, for 2 weeks. Finished goods are in stock, on an average, for 6 weeks. Credit allowed to customers is for 8 weeks. Credit allowed by suppliers for raw materials is for 4 weeks. Lag in payment of wages is 1½ weeks. It is necessary to hold cash in hand and at bank amounting to Rs. 75,000. It may be noted that production is carried on evenly during the year and wages and overheads accrue similarly. 6

MS-3217

(4)

- (b) Describe different kinds of float with reference to management of cash. What are the techniques adopted for managing the float? 4

Unit-II

4. Prepare the cash budget of fashion fabrics for the months April, 2009 to July, 2009 (four months) from the details given below : 10

- (a) Estimated sales during 2009 :

	Rs.
Feb	12,00,000
March	12,00,000
April	16,00,000
May	20,00,000
June	18,00,000
July	16,00,000
August	14,00,000

- (b) On an average 20% of sales are cash sales. The credit sales are realized in the Third month (January sales in March).

(5)

- (c) Purchases amounted to 60% of sales. Purchase made in a month are generally sold in the third month and payment for purchases is also made in third month.
- (d) Variable expenses (other than sales commission) constitute 10% of sales and there is a time lag of half a month in these payments.
- (e) Commission on sales is paid at 5% of sales value and payment is made in the third month.
- (f) Fixed expenses per month amounted to Rs. 75,000 approximately.
- (g) Other expenses anticipated : Payment of tax Rs. 80,000 (June, 2009)
- (h) Opening cash balance Rs. 1,50,000. All working notes are to form part of your answer.

5. Sharda Group Ltd. was formed in 2009 to manufacture a product X. The company sells this product to wholesales and retailers and has an annual sales of Rs. 60,00,000. The following data relate to each unit of X: 10

(6)

		Rs.
Selling price per unit		36
Variable cost per unit	18	
Fixed cost per unit (apportioned)	<u>6</u>	24
Net profit		<u>12</u>

The cost of capital of this company is estimated at 15%. The company wishes to expand sales of this product and believes that this can be done by offering a longer period to pay. The average collection period is currently 30 days. The company is considering three options in order to increase the sales. There are as under :

options

I II III

Increase in average

collection period (days) by 10 by 20 by 30

Increase in sales (Rs.) by 3 lakhs by 4.5 lakhs by 5 lakhs

State which credit policy should company offer to its customers.

Unit-III

6. (a) Discuss the various types of risks and costs associated with receivables. 5

MS-3217

(7)

- (b) What do you mean by credit analysis? What are the various aspects of such an analysis? 5

7. (a) A Ltd. require 5,000 units of an item annually. The price per unit is Rs. 100 and cost per order is Rs. 1000. Inventory carrying cost is 24% p.a. The suppliers after the following quantity discounts : 7

Order Quantity	Percentage Discounts
1,000	5%
2,000	10%

What is best for 'A' Ltd.

- (b) Define safety stock. How is it determined? What is the role of safety stock in inventory management? 3

Unit-IV

8. (a) Explain the banking procedure to avail working capital finance. 6
- (b) What do you mean by implicit cost of trade credit? How is it calculated? 4
9. (a) Explain the role of bank credit in financing of working capital. What are the types of bank credit. 7

MS-3217

(8)

- (b) What are the three methods of financing as suggested by Tondon committee? 3

A-6

MS-3218

Master of Business Administration (Finance & Control) (Semester IV) Examination, 2012

Management Control System

(FC-043)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory and carries 30 marks. Answer *one* question carrying 10 marks from each of the four Units.

1. Write short notes on the following : $3 \times 10 = 30$
 - (a) Factors affecting the autonomy of divisional managers
 - (b) Key success variables as control indicators
 - (c) Essentials of responsibility accounting

(2)

- (d) Factors influencing the design of MCS in a business concern.
- (e) Diagnostic control system
- (f) Contingency approach to management control system
- (g) Superiority of EVA or RI as divisional performance measurement over ROI
- (h) Engineered expense budget vs. Discretionary expense budget.
- (i) Measures to improve Segment Return On Investment (SROI)
- (j) Constraints on sourcing in transfer pricing.

Unit-I

2. How is an ordinary or mechanic control system different from management control system ? Explain the scope and objectives of management control system. 10
3. Enlist and discuss the financial and measures considered under management control system. Critically evaluate whether these measures are helpful for the attainment of goal congruence. 10

MS-3218

(3)

Unit-II

4. What is meant by responsibility accounting ? Discuss the significance of divisional performance measurement. What problems arise when undue emphasis is placed on the comparison of segment profit performance? 10
5. The sales manager of Bombay Textiles Ltd. is judged by the total sales exceeding the sales budget is considered good performance. The sales budget and cost data for the current year are shown below :

	Products			Total
	Sarees	Long Cloth	Bed Sheets	
Sales budget	Rs. 450000	Rs. 900000	Rs. 1650000	Rs. 30,00,000
Variable costs	(225000)	(405000)	(495000)	(1125000)
Contribution	225000	495000	1155000	1875000
Actual Sales	1500000	1200000	600000	3300000

Actual prices were equal to budgeted prices and variable cost incurred were as budgeted per unit.
Required :

- (a) Did the sales manager perform well ? Support your answer with collocations.
- (b) Suggest better performance measurement criterion to be used by the firm. 6+4=10

MS-3218

(4)

Unit-III

6. A manufacturing company has two divisions X and Y. The output of X, which may be sold in the market at Rs. 300 per unit, is also used as a component by Y for manufacturing a product Y requires one unit of the component from X for producing every one unit of the final product which is sold in the market at Rs. 500 per unit. The budgeted production for X and Y are 3000 and 1000 units respectively. The cost data for the budgeted level of production in respect of the two divisions are as follows :

	Dir. x (Rs.)	Dir. y (Rs.)
Materials per unit	100	?
Wages per unit	60	50
Variable overhead per unit	40	30
Fixed overhead per unit	50	40

Show the divisional profits and the profits of the company in case of the following transfer pricing policies :

- (a) Market price method
(b) 110% of full cost method
(c) Negotiated price Rs. 290 per unit. 4+3+3=10

(5)

7. What are the objectives of transfer pricing ? Discuss the prerequisites for achieving goal congruence for operation of transfer pricing mechanism. 10

Unit-IV

8. "Control systems of MNCs need modifications or adaptations as they influenced by a number of issues." Discuss the issues critically. 10
9. What are the key control variables in non-profit organisations ? What control techniques would you suggest for various non-profit organisations? 10

A-6

MS-3219

M. B. A. (F & C) (Semester-IV)

Examination, 2012

International Financial Management

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer Five questions in all. Question No. 1 is compulsory which carries 30 marks. Select one question from each of the four Units carrying 10 marks each.

1. Write short notes on the following: $3 \times 10 = 30$
 - (a) Currency derivatives
 - (b) Documentary bills
 - (c) LIBOR

(2)

- (d) Currency swap
- (e) Terminal value and withholding tax
- (f) Principle of IRP theory
- (g) Issues in international inventory management
- (h) The DM spot was quoted as \$0.40–0.41 and pound sterling were priced as \$ 1.80–1.82 in New York on same date.
Calculate cross rates between DM/£ at New York.
- (i) On shore and off shore currency market.
- (j) S (CHF/AUD) : 5.4590–5.8635 is this a direct quote for Melbourne forex market ? Convert it into inverse quote.

Unit-I

2. (a) The spot \$/SAR rate is 2.10/15 and one year forward is 2.35/45. The one year Eurodollar interest rates are being quoted as 8.25–8.5% . A bank trader wishes to oblige a borrower who wants a one year (360 days) Euroriyal loan of 1 million. Assuming no default risk, what is the minimum interest rate the trader should charge.

MS-3219

(3)

- (b) The spot rate for the € in New York is \$ 1.3360. What should be the spot price of \$ in Paris ? If it is € 0.78, how would the market react ? 3
- 3. Define covered and uncovered interest rate arbitrage. How is interest rate arbitrage covered in the forward market ? Why does the net gain from covered interest arbitrage tend to diminish as covered interest arbitrage continues ? 10

Unit-II

4. DC Corporation is a US based software consulting firm, specializing in financial software. DC requires £ 1,00,000 in 180 days and have three options before it :
- (i) A forward hedge
 - (ii) A money market hedge
 - (iii) No hedge.
- Its analyst developed the following information which can be used to assess the alternative solutions
- Current spot rate of Pound = \$ 1.50
 - 180 days forward rate of Pounds as of today = \$ 1.48

MS-3219

Interest rate are as follows :

	U.K.	U.S.
180 days deposit rate	4.5%	4.5%
180 days borrowing rate	5.1%	5.1%

- The analyst speculate the spot rate 180 days hence as \$ 1.46/pound.

Suggest them to opt best hedging option. 10

5. Discuss with an example each, the various types of exposure faced by a firm. Do you agree with the following statement?

"The only exposure that really matters is operating exposure which cannot be hedged with efficient money and foreign exchange markets and rational investors, hedging activities are a waste of time and resources."

Give reasons whether you agree or disagree. 10

Unit-III

6. Outline the major factors that have been responsible for the growth in the Eurocurrency markets, particularly the Eurodollar component of these market. Which of these factors are still significant in fostering the use of these markets by investors and borrowers? 10

MS-3219

7. What strategy should the international finance manager follow with respect to positioning of funds if his objectives are :

- (i) to minimise transaction cost
- (ii) to minimise foreign exchange risk
- (iii) to minimise the political risk
- (iv) to insure the payments due from affiliates are effected on time?
- (v) to maximise the rate of return on investment of liquid assets. 10

Unit-IV

8. Foreign investment is the appetite of developing economics, but its absorption is equally important. Explain the linkage between the health of countrys financial system and its ability to deal with heavy inflow and outflow of capital. 10

9. (a) What are the factors which make the cash flow from a project create different values for the parent and for the subsidiary which undertakes the project? 6
- (b) Country X has high interest rates, and its currency is expected to strengthen against dollar overtime. Country Y typically has a low

MS-3219

(6)

interest rates and its currency is expected to weaken against the dollar overtime. Both countries have imposed 'blocked fund' restrictions over next four years on the two subsidiaries owned by a U.S. firm.

Which subsidiary will be more adversely affected by the blocked funds, assuming that these are limited opportunities for corporate expansion in both countries.

4

A-7

MS-3220

M. B. A. (Finance & Control) (Semester-IV)

Examination, 2012

Management of Financial Institutions

(MFC-404)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer Five questions in all. Question No. 1 is carrying 30 marks, is compulsory. Attempt one question carries 10 marks from each Unit.

1. Attempt the following question briefly: $3 \times 10 = 30$
 - (a) "In the post-liberalised era, public sector banks have diversified to non-traditional activities." Comment.
 - (b) "Regulator should not act as a financial sector player." Discuss.

(2)

- (c) Explain how deregulation of the interest rate structure is an important banking sector reform in India.
- (d) "Loan syndication has helped corporates to bring down their financial costs but has increased competition among banks". Discuss.
- (e) Explain how 'Gap' can be used as a measure of interest rate sensitivity.
- (f) 'Sensitivity tests' and 'Scenario tests' may be used either separately or in conjunction with each other. Discuss.
- (g) What do you understand by the term 'exit load' levied on mutual funds?
- (h) "A mutual fund is a trust." Comment.
- (i) Discuss any two dilemmas faced by a Central Bank of India.
- (j) Differentiate between 'first line of defence' and 'Second line of defence' for a commercial bank.

Unit-I

- 2. (a) "The guiding principle for a Central Bank, whatever function or group of functions, it performs at any particular moment is that it should act only in public interest and without regard to profit as a primary concern." Discuss. 8

(3)

- (b) Discuss why note-issue is an exclusive function of a Central Bank. 2

- 3. "Apex level institutions works for resource mobilisation, coordination and supervision of other financial institutions of the financial system." In light of this statement discuss the role of any two apex-level financial institutions in India. 10

Unit-II

- 4. (a) Explain the mechanism of ALM for managing various types of risks associated with banking business. 5
- (b) How is the Asset-Liability gap managed by the ALCO of a bank through various techniques? 5
- 5. Explain in detail the sources and utilization of the funds of a commercial bank through the performance of the balance sheet of a bank. 10

Unit-III

- 6. Examine the history of development banks in India and briefly analyze the role played by them. Also discuss various recommendations of the RBI's working group with regard to their present status. 10

(4)

7. (a) Comment on the transition of ICICI to ICICI bank. How are the objectives of the two different? 5
- (b) "DFI's have been criticized for not reaching to rural sector." Comment. 5

Unit-IV

8. (a) In what ways NBFCs are different from commercial banks ? Examine it. Also discuss the various types of services provided by NBFCs in India. 7
- (b) Discuss the procedure for obtaining a certificate of registration to be followed by NBFC. 3
9. (a) Discuss the importance of mutual funds in a developing country like India. 6
- (b) Explain the following in brief:
- (i) SIP
- (ii) AUM. 4

A-7

MS-3221

**M. B. A. (F & C) (Semester-IV)
Examination, 2012**

**Merchant Banking and Financial Services
(MFC-402)**

Time Allowed : Three Hours

Maximum Marks : 70

Note : Attempt *Five* questions in all. Question No. 1 is compulsory. Select *one* question from each Unit. Question No. 1 carries 30 marks and all the other questions carry 10 marks each.

1. Attempt all parts : 3×10=30
 - (a) How is factoring different from bill discounting?
 - (b) What are the considerations on the part of company while selecting underwriters?
 - (c) What roles can Merchant Bankers play in corporate counselling?

(2)

- (d) How the accounting of financial lease is done in the books of lessor?
- (e) Write a short note on 'forfeiting'.
- (f) The following data are furnished by the Hypothetical Leasing Ltd. (HLL) :

Investment cost	Rs. 500 lakh
Primary lease term	5 years
Estimated residual value after the primary period	Nil
Pretax required rate	24%

The HLL seeks your help in determining the annual lease rentals under the following rental structures :

- (i) Equated
 - (ii) Stepped (an annual increase of 15%)
 - (iii) Ballooned (annual rental of Rs. 80 lakh for years 1-4)
- (g) What are the characteristics of financial services?
 - (h) Differentiate between hire purchase and leasing.

(3)

- (i) How is the marketing of industrial goods different from the marketing of consumer goods?
- (j) Explain the importance of due diligence certificate.

Unit-I

- 2. Discuss the pre-issue and post-issue obligations which are a part of issue management of Merchant Banker in India. 10
- 3. (a) What is the necessity of a debenture trustee? Evaluate the legal and regulatory framework for a debenture trustee. 7
- (b) What are the exist routes available to a venture capitalist? 3

Unit-II

- 4. ABC Ltd. have recently obtained a large contract that calls for safety wire holes to be drilled in the heads of various socket and cap screws. Mr. A is faced with the decision to buy or lease the necessary machinery. The machinery would be used for 4 years after which they would be sold

(4)

for salvage value or returned to the lessor. The lease cost is Rs. 2,40,000 a year and this includes the cost of routine services. The purchase price of the machine is Rs. 8,10,000. The salvage value after 4 years would be Rs. 60,000. If the machine is purchase the routine services required is estimated to cost Rs. 24,000 a year. A loan to finance the purchase of the machine would have an interest rate of 10% and would require Rs. 90,000 down, the balance being amortized over 4 equal instalments. Assume that the firm has a 40% tax rate, uses SLM for depreciation and has an after tax cost of capital of 14%. You are required to suggest Mr. A that whether he should go for leasing or for purchasing.

Notes : PVF at 14%

Year	
1	0.877
2	0.769
3	0.675
4	0.592

PVFA at 10% for 4 years 3.1699.

10

MS-3221

(5)

5. (a) Enumerate the rights available to a hirer under the hire purchase finance agreement. 4
- (b) First Leasing Co. offers an asset on Hire Purchase to Indian Breweries on the following terms :

Cost of the asset = Rs. 1 crore

Rate of interest = 10% (flat)

HP period = 4 years

Down payment = 20%

Payment in yearly instalments in arrear tax rate is 30%. The asset will have a 4 year life with zero salvage value. What is the effective rate of interest? 6

Unit-III

6. (a) A Ltd. has a total sales on credit of Rs. 80 lakhs and its average collection is 80 days. Past experience indicates that bad debt losses are around 1% of credit sales. The firm spends Rs. 1,20,000 p. a. on administering its credit sales. This cost includes salaries of one officer and two clerks who handle credit checking, collection

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(6)

etc. Besides, it also incurs telephone and telex charges, which are avoidable costs. A factor is prepared to buy the firms receivables, with a charge of 2% commission. The factor will also pay advance against receivables to the firm at an interest rate of 18% after withholding 10% as a reserve. What should the firm do? Assume 360 days in a year and the current rate of bank interest is 18% p.a. 8

(b) What are the features of sovereign credit rating? 2

7. Write a detailed note on any one of the following creditrating agencies in India : 10

- (i) CRISIL
- (ii) ICRA
- (iii) CARE.

Unit-IV

8. What do you understand by marketing planning?
Explain the marketing process of public issue. 10
9. Discuss the marketing environment in India for any one financial service of your choice. 10

A

MS-3222

**M. B. A. (H. R. & I. R. (Semester-II)
Examination, 2012**

021–Foundation of Human Relations

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 of 30 marks containing ten sub-questions of short answer type is compulsory. Answer *one* question of 10 marks from each Unit.

1. Write short notes on the following :

- (a) FIRO-B
- (b) 3 P's of Human Relations
- (c) Social Mobility
- (d) Types of conflict
- (e) Differences between Folkways and Mores
- (f) Theories on social stratification
- (g) Types of Human Relations

(2)

- (h) Organised v/s unorganised groups
- (i) Types of socialisation
- (j) Characteristics of society.

Unit-I

- 2. Highlight the importance of Human Relations in Organisation and also discuss the critical factors that influence the work behaviour of individuals.
- 3. Define the terms association community and institution and bring out the differences between the three.

Unit-II

- 4. Discuss the major features of caste and elaborate on the merits and demerits of caste system.
- 5. Enumerate the various associative social processes and discuss any two of these in detail.

Unit-III

- 6. What do you understand by the term 'social norms'? What are their characteristics and functional importance.

(3)

- 7. Explain the significance of socialisation in the present social scenario with special reference to the process of socialisation.

Unit-IV

- 8. Discuss the role and need of forming social groups in the society. Elaborate on the various characteristics and classifications of social groups.
- 9. Define the term 'social control' and discuss the various agencies involved in exercising social control over people in the society.

A

MS-3223

**M. B. A. (H. R. & I. R.) (Semester-II)
Examination, 2012**

022-Dynamics of Human Behaviour

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 of short-answer type carrying 20 marks, is compulsory. Attempt *one* question of 10 marks from each Unit.

1. Write short notes on the following :

- (a) Self concept
- (b) Cognition
- (c) Burnout
- (d) Deviance
- (e) Heuristics
- (f) Big Five Theory of Personality
- (g) Sensitivity Training

(2)

- (h) Psychosis
- (i) Positive Mental Health
- (j) Time Management Matrix.

Unit-I

2. (a) "Decision making is more than just making a choice. It is also the actions and activities that precede choice." Elaborate.
- (b) Explain various factors that account for individual differences in decision making styles.
3. Define the term 'Emotional Intelligence' and elaborate upon the phases involved in the process of developing emotional intelligence in people.

Unit-II

4. (a) What behavioural predictions might you make if you knew that an employee had :
 - (i) A Low Mach Score
 - (ii) Low Self Esteem
 - (iii) Internal Locus of control.

MS-3223

(3)

- (b) Differentiate between Type A, Type B and Type C personalities.

5. How do 'Trait' and 'Type' theories differ in their approach to conceptualize personality. Elaborate with the help of one example for each category of theories.

Unit-III

6. What do you understand by the term 'disability'. As per the persons with disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995, what are the various forms of disabilities and what functions are to be performed by coordination committee to ensure implementation of this Act.
7. Define 'Mental Health' and elaborate the characteristics of a mentally healthy person. Discuss any two national services available for mentally healthy person.

Unit-IV

8. Define 'Stress'. Explain the stressors, stress and outcome relationship with the help of a model.

MS-3223

(4)

9. What do you understand by the term 'Coping'?
Discuss various effective and ineffective coping strategies that are commonly used.

A-7

MS-3224

**M. B. A. (H.R. & I.R.) (Semester-IV)
Examination, 2012**

MANAGERIAL COUNSELLING

Paper-I

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 of short-answer type carrying 30 marks is compulsory. Attempt *one* question of 10 marks from each Unit.

1. Write short answers to the following :
 - (a) Developmental goal of counselling
 - (b) Rules for good listening
 - (c) Genuineness
 - (d) Internal frame of reference
 - (e) Paraphrasing
 - (f) Aversion therapy

(2)

- (g) Accident proneness
- (h) Preventive measures for absenteeism
- (i) Matching expectations and goals
- (j) Choice, freedom and courage.

Unit-I

2. Elucidate the concept of counselling and discuss the needs for managerial counselling.
3. Discuss the assumptions underlying psychoanalytic counselling and describe its methods in brief.

Unit-II

4. What is meant by crisis intervention? Describe its major steps.
5. What are various types of non-verbal skills of communication? Discuss the role of any one of these in counselling.

Unit-III

6. Distinguish between projective and psychometric tests. Why are they used in counselling?
7. Give an account of any five clinical scales of MMPI.

(3)

Unit-IV

8. What are the factors responsible for accidents? How can a psychologist contribute in reducing them?
9. What are the problems associated with retirement? How can one cope with them?

A-6

MS-3225

**M. B. A. (H.R. & I.R.) (Semester-IV)
Examination, 2012**

Paper-II

**(Human Resource Development, Training & Skills in
Public Relations)**

(HR-042)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Attempt *Five* questions in all. Question No. 1
of 30 marks of short-answer type is compulsory.
Attempt *one* question of 10 marks from each
Unit.

1. Write short notes on the following :
 - (a) Type of Training Climate
 - (b) Theory of Operant Conditioning
 - (c) Role Play as a Method of Training
 - (d) Overview of Training Evaluation.
 - (e) Radio v/s Television as a medium of
advertising

(2)

- (f) PR Transfer Process
- (g) Position and responsibilities of PR Manager
- (h) KSA's
- (i) Intangible assets
- (j) Learning Process.

Unit-I

- 2. "HRD plays a significant and crucial role in market economies under dynamic environments." Discuss this statement by highlighting the HRD framework and its process in detail.
- 3. What are the major purposes of Training and Development programme? Name and distinguish the various OJT and away-from-the job training techniques.

Unit-II

- 4. "Learning is a relatively permanent change in behaviour which occurs as a result of experience, training and practice." Elucidate.

(3)

- 5. To what extent do you think it is desirable for learners to know about theories of Learning? Which is the most relevant every for developing a group of trainees?

Unit-III

- 6. Define the term Public Relations and explain the various steps and activities involved in the process of Public Relations.
- 7. Discuss the key functions that a Public Relations Department is required to perform. List some of the activities which the PR manager of an Insurance Company might engage in.

Unit-IV

- 8. Write short notes on the following :
 - (i) Sponsorship
 - (ii) PR with Community Readers
 - (iii) Exhibition.
- 9. (a) How is Public Relations different from other forms of Public Communication.
(b) Enumerate various methods and techniques of advertising elaborate on any two.

A-7

MS-3226

**M. B. A. (H. R. & I.R.) (Semester-IV)
Examination, 2012**

Paper-III

(Leadership, Conflict Resolution & Team Building)

(HR-043)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 carrying of short answers type is compulsory. Attempt *one* question of 10 mark from each Unit.

1. Write short answers of the following :
 - (a) Difference between leader and manager
 - (b) Qualities of a good leader
 - (c) Formal vs. Informal leadership
 - (d) Characteristics of situational theory of leadership
 - (e) 'Theory X' and 'Theory Y' of leadership style

(2)

- (f) Organisational and societal causes of conflicts
- (g) Techniques of conflict resolution
- (h) Role conflicts
- (i) Difference between team and group
- (j) Salient features of a dynamic team.

Unit-I

- 2. What do you understand by leadership? What are the required skills of a leader?
- 3. Throw light on the factors that affect the choice of leadership. Also point out the contemporary issues that generally crop up in leadership.

Unit-II

- 4. Briefly discuss the recent approaches to leadership.
- 5. Detail out the strategies for developing an effective leadership in an organisation.

Unit-III

- 6. What do you mean by conflict? Explain the human relations view of conflict.

(3)

- 7. What is the concept of the conflict process? What are its stages?

Unit-IV

- 8. Define the term 'Team' and describe the various types of teams.
- 9. Highlight the 'team decision making techniques'. Also mention the difficulties that are generally faced in the team decision making.

A-7

MS-3227

M. B. A. (H.R. & I. R.) (Semester IV)

Examination, 2012

Paper-IV

Performance Management

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 of 30 marks is compulsory . Attempt *one* question of 10 marks from each Unit.

1. Give short answers to the following: $3 \times 10 = 30$
 - (a) What is meant by 'Performance Standards' ?
 - (b) Describe the term 'Ethics of Appraisal'.
 - (c) What are "Assessment Centers" ?
 - (d) "MBO as a method of performance control".
 - (e) What is 'person to person comparison' method of performance appraisal ?

(2)

- (f) What is meant by 'Organisational Growth'?
- (g) Define 'Skill' and describe its importance in human performance.
- (h) What is meant by 'Control'? How is it relevant to performance?
- (i) Define 'Decision-making' and depict its process.
- (j) Limitations of use of computers.

Unit-I

- 2. Define the term 'Performance Management' and describe its importance for an organisation. 10
- 3. What do you understand by error in performance evaluation? Describe the impact of error of central tendency on performance appraisal. 10

Unit-II

- 4. What is meant by 'Appraisal Techniques'? Describe the 'paired comparison' and 'self appraisal' methods of appraisal. 10
- 5. Write a detailed descriptive note on 360 degree method of performance appraisal. 10

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(3)

Unit-III

- 6. What is 'Feedback'? How does it help employees to plan their own performance for career growth? 10
- 7. Write a detailed note on Performance and Organisational Excellence. 10

Unit-IV

- 8. What do you understand by MIS? Describe its role in performance management. 10
- 9. Write a detailed note on decision making in relation to control of performance in organisation. 10

MS-3227-3-200

MS-3228

M. B. A. (I.B.) (Semester-II)

Examination, 2012

INDIA'S FOREIGN TRADE

(IB-021)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. Answer *four* more questions, selecting one question from each Unit.

1. Briefly answer the following questions : 3×10

- (i) What are the problems of international trade?
- (ii) Why protection policy was pursued after independence?
- (iii) What was the composition of import trade during sixties?
- (iv) Which commodities are India's non-traditional exports?

(2)

- (v) Which countries are India's most important suppliers?
- (vi) What is M.F.N. clause?
- (vii) How does depreciation of rupee affect our imports?
- (viii) Which countries are members of European Union?
- (ix) Which type of L/C is preferred by exporters?
- (x) What are the special features of S.E.Z.?

Unit-I

- 2. "Trade is the engine of economic growth."
Discuss this statement and examine the role of foreign trade in promoting industrial development in a developing country. 5+5
- 3. Discuss the opportunity cost theory of international trade. In what respects, if is an improvement over the theory of comparative cost? 7+3

(3)

Unit-II

- 4. What significant changes have taken place in India's foreign trade during last decade? 10
- 5. Discuss the trends, problems and prospects of export of gems and jewellery? 10

Unit-III

- 6. (a) What significant changes have taken place in the direction of India's import trade during recent years? 5
- (b) Discuss important characteristics of Indo-Asean Trade. 5
- 7. (a) What is the rationale for state trading in the present economic scenario? 4
- (b) Discuss the role of ECGC in the financing of India's foreign trade. 6

Unit-IV

- 8. Distinguish between import substitution and export promotion. Enumerate the measures taken by the government for promoting exports. 4+6

(4)

9. Write short notes on any two of the following : 5+5

- (i) Current A/c deficit
- (ii) Export promotion councils
- (iii) M.M.T.C.
- (iv) U.N.C.T.A.D.

A

MS-3229

M. B. A. (I.B.) (Semester-II)

Examination, 2012

OVERSEAS MARKETING RESEARCH

[IB(022)]

Time Allowed : Three Hours

Maximum Marks : 70

Note : Attempt *Five* questions in all. Question No. 1 is compulsory. Attempt *one* question from each Unit.

1. Attempt all the parts : 3×10
 - (a) Differentiate between the longitudinal and cross-sectional research studies.
 - (b) Mention any three projective techniques.
 - (c) The potential customers of a computer company rate the product of the company

(2)

into good or bad based on the time to respond to breakdown cells (X_1) and the percentage discount on product price (X_2). Design the discriminant function, $Y = aX_1 + bX_2$. Identify the type of measurement for the dependent and independent variables.

- (d) Discuss the similarity and difference between cluster analysis and discriminant analysis.
- (e) Suggest some measures to improve the response rates in surveys.
- (f) What are the ethical issues a researcher must keep in mind while preparing a research report?
- (g) How is a bar chart different from histogram? Which of the two is statistically more important?

(3)

- (h) Define the confidence level.
- (i) "Secondary data should be cautiously used even if it is easily available." Elaborate.
- (j) What qualitative factors should be considered in determining sample size?

Unit-I

- 2. (a) Discuss the importance and scope of research in marketing. 7
- (b) How is overseas marketing different from domestic marketing? 3
- 3. Describe the following in brief : $2\frac{1}{2} \times 4$
 - (i) Snowball sampling
 - (ii) Sources of non-sampling errors
 - (iii) Randomised Block Design
 - (iv) Relation between sampling errors and sample size.

(4)

Unit-II

4. (a) What are the different methods of collecting data for exploratory research studies? Discuss the merits and demerits of any two in detail. 7
- (b) What sampling design is recommended for exploratory researches? 3
5. (a) Describe some commonly used rating scaling techniques with examples. 6
- (b) List the format of a general research report. 4

Unit-III

6. (a) What are the advantages and limitations of parametric tests? 5
- (b) A bakery is producing 200 gm. packets of biscuits. To check whether the production is under control or not, on a particular day a sample of 25 packets was taken. The sample depicted the average weight of 195 gm. and standard deviation of 20 gm. Check

MS-3229

(5)

whether the production is under control or not? Use 5% level of significance. (Given $Z_{0.05} = 1.96$) 5

7. (a) The marketing manager of a company is keen in analysing the outcomes of different quotations submitted to its customers. The outcome is either winning (W) or losing (L) the order. The sequence of outcomes of 40 different quotations is listed below. Check whether this sequence is random at significance level of 0.05. (Given $Z_{0.05} = 1.96$): 5
- WWLLWWWWWWLLWWLWWLL
WWLLWWLLLWLLWWLWW
- (b) Describe the procedure for one sample sign test. 5

Unit-IV

8. (a) What is Conjoint analysis? Why is it used? 5
- (b) Discuss some forecasting techniques in brief. 5

MS-3229

9. Explain the following : 5×2

- (a) Factor loadings
- (b) Eigen values
- (c) Communality
- (d) Scree plot criterion
- (e) Minimum eigen value criterion.

A-7

MS-3230

M. B. A. (I.B.) (Semester-II)

Examination, 2012

Foreign Language (German)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer Question No. 1 is compulsory.

Attempt four other questions taking one question from each Unit.

1. Write on any two topics in German : 30
 - (a) Meine Stadt
 - (b) Meine Familie
 - (c) Mein Lehrer.

Unit-I

2. Translate the following into English : 10
 - (a) Ich heiße Peter Karlis.
 - (b) Ich wohne in Berlin.

(2)

- (c) Berlin ist in Deutschland.
 - (d) Ich bin verheiratet.
 - (e) Ich habe zwei Kinder.
 - (f) Meine Frau ist Hausfrau.
 - (g) Meine Kinder gehen in die Schule.
 - (h) Es gibt Zwei Zimmer in Meinem Haus.
 - (i) Wir hapen ein Wohnzimmer
 - (j) Ich höre Musik gern.
3. Translate the following into German :
- (a) New Delhi is the capital of India.
 - (b) India is my country.
 - (c) I am learning German.
 - (d) My father works in Germany.
 - (e) I am flying to Mumbai in June.
 - (f) I buy a shirt.
 - (g) I have birthday in April.
 - (h) I go to Agra by train.
 - (i) My mother is a teacher.
 - (j) I am a student.

(3)

Unit-II

4. Make sentences with the following words : 10
- (a) bringen
 - (b) kosten
 - (c) Kaufen
 - (d) geben
 - (e) essen.
5. Answer the following questions in German : 10
- (a) Wann fliegen Sie nach Deutschland?
 - (b) Was machen Sie.
 - (c) Wo studieren Sie?
 - (d) Was lesen sie gern?
 - (e) Trinken Sie Apfelsaft gern.

Unit-III

6. Write the following numbers in words in German. 10
- (a) 1, 3, 6, 7
 - (b) 12, 15, 21, 28
 - (c) 33, 37, 42, 53
 - (d) 66, 69, 70, 79
 - (e) 80, 82, 93, 97.

7. Fill in the blanks : 10

- (a) Wir fliegen _____ Mumbai.
- (b) Ich _____ mit dem Bus.
- (c) _____ wohne in Indien.
- (d) Mein Haus _____ in Bangalore.
- (e) Ich _____ Geburtstag heute.
- (f) Ich trinke Tee am _____.
- (g) Ich brauche _____.
- (h) Es gibt _____ in meiner Stadt.
- (i) Ich komme _____ Amerika.
- (j) Ich _____ eine Fremdsprache.

Unit-IV

8. Form questions of the following answers : 10

- (a) Ich esse Brot.
- (b) Ich habe Kuchen.
- (c) Ich kaufe Mantel.
- (d) Ich lerne Deutsch für Job.
- (e) Ich studiere an der universität.

9. Write articles of the following nouns : 10

Bruder, Freund, Land, hemd, Hose, Karte Schule,
Student, Mann, Fray. 10

A-7

MS-3231

M. B. A. (I.B.) (Semester-IV)

Examination, 2012

CROSS CULTURAL MANAGEMENT

[MBA(IB)-041]

Time Allowed : Three Hours

Maximum Marks : 70

Note : Question No. 1 is compulsory. Attempt four other questions, selecting one question from each Unit.

1. Write short notes on the following : $3 \times 10 = 30$

- (a) Ethnocentrism
- (b) Cultural relativism
- (c) Culture shock
- (d) Locus of decision making
- (e) PCN, TCN and HCN
- (f) Taxation for expatriates
- (g) Green field venture

(2)

- (h) FDI
- (i) Liaison office
- (j) Deinternationalisation.

Unit-I

- 2. Trace the evolution of organisational structure as a firm grows from domestic to transnational operations. 10
- 3. What are the trends, challenges and opportunities facing international firms, today? 10

Unit-II

- 4. How do the cultural dimensions given by Hofstede impact cross-cultural negotiations? 10
- 5. Elaborate on the personal and professional factors that determine expatriate selection. 10

Unit-III

- 6. Discuss the options available to foreign companies planning to set up business in India. Comment on the challenges faced by foreign subsidiaries in India. 2×5=10

(3)

- 7. There is no one best way to enter the foreign market. Comment in light of 'control' and 'perceived risks'. 10

Unit-IV

- 8. Explain the concept of international social responsibility. What role does it play in the relationship between a host country and the company. 10
- 9. Can political risk be 'managed'? If so, what methods can be used to managed such risk and how effective are they? 10

A-6

MS-3232

M. B. A. (I.B.) (Semester-IV)

Examination, 2012

International Business Strategies

[MBA(IB)-042]

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. Attempt *one* question from each Unit.

1. Write short notes on the following : $3 \times 10 = 30$
 - (i) Controlled vs. Coordinated Federatoin Model
 - (ii) Advantages of Contract Manufacturing
 - (iii) Dodgers vs. Defenders
 - (iv) Generic Growth Strategies
 - (v) Hi-tech and Hi-touch Positioning
 - (vi) Expatriate Managers
 - (vii) Industrial Competitiveness

(2)

- (viii) Strategic Appropriateness of Polycentric Staffing
- (ix) Strategic Motives of Mergers and Acquisitions
- (x) Strategic Alliance.

Unit-I

2. (a) Distinguish trading made of international business with active mode and passive modes of international business. 5
- (b) "Core competence and experience effect are the two important determinants of international strategy of any company."
Explain the international strategy matrix based on core competence and experience effect. 5
3. Timing is an important element of market entry strategy, but entry timing alone does not determine the success. Timing in conjunction with appropriate market selection is vulnerable part of strategy formulation.
Discuss a comprehensive model of market entry and selection of appropriate market. What are the considerations of this model? 10

MS-3232

(3)

Unit-II

4. MNCs have to choose either multidomestic strategy or global integration strategy in their internationalisation process. In few scenarios, local responsiveness is required to overcome with local competitors.

Discuss the Porter model and Prahlads and Doz generic strategy model to determine global integration or local concentration strategy for any company. 10

5. Explain the country attractiveness company strength matrix and briefly discuss strategic implications of different combinations of country attractiveness and company strength strategies. 10

Unit-III

6. What are the core competencies of the company?
Discuss international arbitrage strategy and CAGE framework of competitive preparedness of company. 10

MS-3232

7. "Branding gives meaning, distinctiveness to a product and clearly differentiate it from that of competitors."

What are the alternative branding strategies of a product? Explain the Onkivisit and Shaw branding strategy model for decision on alternative choices.

10

Unit-IV

8. What are the major strategic decisions involved in international financial management? Point out the key issues in international capital budgeting and international financing decision of a company.

10

9. What should be the appropriate selection criteria for strategic alliance partners? Analyse the key factors for successful management of a strategic alliance with particular focus on risk management.

10

A-7

MS-3233

M. B. A. (I.B.) (Semester-IV)

Examination, 2012

GLOBAL OUTSOURCING & MANAGEMENT

[MBA(IB)-044]

Time Allowed : Three Hours

Maximum Marks : 70

Note : Question No. 1 is compulsory. Attempt *four* other questions, selecting *one* question from each Unit.

1. Write short answers of the following : $3 \times 10 = 30$
 - (i) Define International Tendering.
 - (ii) Explain the benefits of International Sourcing.
 - (iii) What is a commodity exchange?
 - (iv) What are the different types of commodities traded?
 - (v) Name the three leading commodity markets of the world.

(2)

- (vi) Differentiate between open and restricted tender.
- (vii) Define Forward Market Commission.
- (viii) Explain spot trading.
- (ix) What are cartels?
- (x) Who are fly by night operators?

Unit-I

- 2. Differentiate between international tendering and international bidding. What are the strategic factors responsible for successful international bidding? 10
- 3. What do you understand by value chain analysis? Explain with the help of Michael Porter's model of Generic value chain. 10

Unit-II

- 4. Explain the structure and importance of commodity market in India. 10
- 5. What is hedging and discuss its benefits? 10

(3)

Unit-III

- 6. Highlight the importance of international commodity agreements. Explain with examples. 10
- 7. Write a detailed note on NCDEX. 10

Unit-IV

- 8. What is cartelisation? Examine its role in international commodity pricing. 10
- 9. Discuss the methods and techniques used by fly-by-night operators to attract customers. Also suggest some safeguards against fly-by-night operators. 10

A-7

MS-3234

M. B. A. (I. B.)(Fourth Semester)Examination, 2012

Management of Multinational Companies

[MBA (IB)-046]

Time Allowed : Three Hours

Maximum Marks : 70

Note: Answer *Five* questions in all. Question No. 1 is compulsory. Attempt *one* question from each Unit.

1. Read the attached case carefully and answer the following questions: 10×3=30
 - (i) How do MNCs consider developing countries as for as social responsibilities are concerned?
 - (ii) MNCs generally concentrate on safe and secure nations and not risky domains. Justify this with some examples.
 - (iii) How can MNCs make their presence more beneficial and useful for the country?

fore, the argument that revenues need to be maximized in developing countries for the
attainment of self-reliance in research is somewhat misleading. It was believed that pharma-

(2)

Unit-I

2. Discuss the main features of multinational corporations. What are the advantages of MNCs to the host and home countries? 10
3. A number of models explain the real cause for the birth of so many MNCs in today's age. Explain the evolution pattern of these models into theories of MNCs. 10

Unit-II

4. Discuss the headquarter and subsidiary relation of multinational firms. 10
5. MNCs adopt different types of structural designs for their overseas operations. Explain these designs with examples. 10

Unit-III

6. Discuss transfer pricing and the importance of transfer pricing regulations in developing countries. What are some of the regulations (tax laws) relating to transfer pricing in India. 10

MS-3234

MS-3234

(4)

fore, the argument that revenues need to be maximized in developing countries for the purpose of reinvestment in research is arguably meaningless. It was believed that pharmaceutical companies could have actually boosted their profile by allowing cheap access to their AIDS drugs.

Oversights of the South African Government

Governments of developing nations have been criticized as not having addressed the AIDS epidemic in the simplest terms, which involved providing relatively inexpensive educational campaigns. Some governments have also been accused of being difficult to work with. In South Africa, an attempt was made to stem increasing international pressure to fund AIDS treatments by actually denying the link between HIV and AIDS.

The case of South Africa has been highlighted as an example of why developing nations continue to suffer from the world's biggest killer diseases. The poor working relationship and distrust that exist between pharmaceutical companies and the governments of developing nations contribute to this problem. From the standpoint of the pharmaceutical companies, developing nations have little respect for intellectual property rights. On the other hand, governments are wary of the exploitative powers of large pharmaceutical companies. However, both sides do have one common cause, which is fighting the disease and not each other.

Social Responsibility of MNCs in South Africa

Following the end of apartheid in 1994, the new South African government inherited a divided and unequal health sector. On the one hand, there is a private health sector made up of highly paid doctors and advanced medical facilities. This sector serves only 20% of the population, but accounts for 80% of national spending on medicines. On the other hand, there is a public health sector, where 80% of the population needs care, but only 20% of drug expenditure is incurred on them.

Another legacy confronting the new government is the high cost of medicines. Most experts agree that the price of drugs in South Africa is quite high, reflecting the spending capacity of a minority of the population who can afford to pay prices similar to those in many European nations. Today, these difficulties are compounded by a devastating AIDS epidemic. Out of the total population of just over 43 million, South Africa now has more than 4.3 million people living with HIV, more than any other country in the world. In 2003 alone, 350,000 people died of HIV/AIDS. By the end of this decade, life expectancy is projected to fall by more than 20 years and more than a million children will have been orphaned. Studies estimate that one-fifth of the total population will be affected by the disease by 2010.

The vast majority of people with HIV have little access to the medicines that have turned HIV into a chronic condition. This includes both patent-protected treatments for opportunistic infections, such as fluconazole, which sells in the private sector for as much as 30 times the price of the generic alternative available in countries such as Thailand, and the antiretroviral drugs that target HIV directly. For example, an Indian generic manufacturer recently offered to sell the triple combination antiretroviral therapy for US\$2.50 a year, one-tenth of the current cost of the combination in South Africa. The government has recently announced that it will set up more than 20 sites to study the feasibility of using antiretrovirals for the prevention of mother-to-child transmission. However, the government has made it clear that at current prices, it is not economically possible to consider the broader use of antiretrovirals. It also ensures transparency in pharmaceutical pricing by fixing a "single exit price" and doing away with bonuses and other forms of "perverse incentives". Currently, a pharmaceutical company can lure a doctor or pharmacist into prescribing or dispensing its products by offering cut-rate deals for a short amount of time, before raising prices once a patient has begun a course of therapy. The case of the South African government versus the Multinational Pharmaceutical Alliance in the AIDS treatment case is a good case study for illustrating some of the conflicts that can arise.

How strong is international law?

Intellectual Property Rights on branded medicines make it incumbent for a country to endorse a period of patent protection before the arrival of cheaper generic versions. In a recent change in their own laws, the South African government bypassed this international directive, claiming that the high level of HIV infection gave it 'medical emergency' status. It gave the government the right to pursue cheap parallel imports and generic versions of patented anti-HIV drugs. Hence, a change in country law allowed South Africa to deviate from its commitment to international patent laws. These government activities in developing nations will obviously bring opposition from pharmaceutical manufacturers who argue

What is social responsibility ?
social responsibility of multinational

Unit-IV

8. Discuss some major problems facing in India.
9. Discuss the impact of MNCs on India.
Have MNCs been a bane or a boon?

(5)

that they would lose out in all developing country markets if their intellectual property rights are disregarded. Other generic manufacturers would be able to 'live off the back' of big pharmaceuticals in these regions.

The case argued by the governments of developing nations

The serious case of South Africa having one of the world's worst AIDS epidemics, with one in ten people infected, is well-known. The government argued that there was an immediate need to access affordable drugs and that it had the right to reject commissioning medications where the price levels were too high. So, by claiming medical emergency status, governments in developing nations can gain access to the generic versions of patented drugs that are required to tackle epidemics quickly, and this would be achieved at a lower cost.

The case argued by the multinational pharmaceutical companies

Multinational pharmaceutical manufacturers argue that they are granted patent protections as a reward for the large expenditures incurred in researching and developing innovative new drugs. They also say that the patent protection period enables enough revenues to be made for reinvestment into new drugs for the future. The international intellectual property laws allow this process to occur. In South Africa, multinational companies argued that the government's actions undermined the patent protection process.

Oversights of the multinational pharmaceutical companies

The actual pharmaceutical market in developing regions accounts for a minuscule proportion of the total world market. Hence, as long as the products perform strongly in developed markets, the actual volume from developing regions are insignificant. Therefore, the argument that revenues need to be maximized in developing countries for the purpose of reinvestment in research is arguably meaningless. It was believed that pharmaceutical companies could have actually boosted their profile by allowing cheap access to their AIDS drugs.

Oversights of the South African Government

Governments of developing nations have been criticized as not having addressed the AIDS epidemic in the simplest terms, which involved providing relatively inexpensive educational campaigns. Some governments have also been accused of being difficult to work with. In South Africa, an attempt was made to stem increasing international pressure to fund AIDS treatments by actually denying the link between HIV and AIDS.

The case of South Africa has been highlighted as an example of why developing nations continue to suffer from the world's biggest killer diseases. The poor working relationship and distrust that exist between pharmaceutical companies and the governments of developing nations contribute to this problem. From the standpoint of the pharmaceutical companies, developing nations have little respect for intellectual property rights. On the other hand, governments are wary of the exploitative powers of large pharmaceutical companies. However, both sides do have one common cause, which is fighting the disease

(3)

7. What is social responsibility ? Briefly discuss the social responsibility of multinational corporations. 10

Unit-IV

8. Discuss some major problems that multinationals are facing in India. 10
9. Discuss the impact of MNCs on the Indian economy. Have MNCs been a bane or a boon ? Explain. 10

(5)

that they would lose out in all developing country markets if their intellectual property rights are disregarded. Other generic manufacturers would be able to 'live off the back' of big pharmaceuticals in these regions.

A

MS-3235

M.B.A.(M) (Semester-II) Examination, 2012

CONSUMER BEHAVIOUR

(M-021)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Attempt Five questions in all. Question No. 1 is compulsory. Attempt one question from each Unit.

1. Explain the following in brief : 3×10
- (a) Adaptation Level Theory
 - (b) Perceptual defence
 - (c) Purchase involvement
 - (d) Extended decision making
 - (e) Aspirational Group vs. Dissociative Group
 - (f) Differential Threshold
 - (g) Fear appeal in advertising

(2)

- (h) Discontinuous innovation
- (i) Response and Reinforcement
- (j) Customer and Consumer.

Unit-I

- 2. What is meant by consumer behaviour? Discuss its nature and significance. 10
- 3. Explain the process of consumer attitude formation. What strategies do marketers generally employ to change the attitudes of consumers? 10

Unit-II

- 4. Critically evaluate Maslow's need hierarchy theory. 10
- 5. What is meant by reference group? Discuss the various reference group influences along with the factors that determine reference group influence. 10

Unit-III

- 6. Explain the input-process-output model of consumer behaviour. 10

(3)

- 7. Critically evaluate the market segments for Titan, Rado and Rolex bands of watches. What are the value propositions of each of these brands for different market segments? 10

Unit-IV

- 8. What is post-purchase dissonance? When do consumers experience it? Describe the marketer's role in reducing it. 10
- 9. What is diffusion of innovation? What factors affect it? Also discuss the consumer adoption process. 10

A

MS-3236

M.B.A. (M) (Semester-II) Examination, 2012

PUBLIC RELATIONS & S.P.

(M-022)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer Five questions in all. Question No. 1 is compulsory. In addition, attempt one question from each of the four units.

1. Give your understanding of following terms :

3×10=30

- (a) Brand switching
- (b) Media relations
- (c) Spin doctrine
- (d) POP
- (e) Lobbying
- (f) Attribution theory
- (g) Deal proneness
- (h) Publics

(2)

- (i) Premiums
- (j) Push Money.

Unit-I

- 2. Define Public Relations. What benefits it offers to an organisation? Discuss the process of Public Relations. 10
- 3. List and discuss factors affecting Public Relations. Describe the functions performed by a PRO? 10

Unit-II

- 4. Discuss the various tools and techniques used by organizations at large to develop an image with public. 10
- 5. (a) Describe ways through which public relations can be developed between the following :
 - (i) Organisation and government
 - (ii) Organisation and political or community leaders.
- (b) Determine the relationship between PR and advertising. 5×2=10

(3)

Unit-III

- 6. Differentiate between consumer sales promotions and trade sales promotion. Also state how promotions affect sales? 10
- 7. What factors influence sales promotion growth in recent times? What are the advantages and drawbacks of sales promotions? 10

Unit-IV

- 8. Explain the steps of sales promotion planning process. How manufacturer's and retailer's promotion planning process differ? 10
- 9. How are trade coupons different from trade allowances? What are the advantages and disadvantages of trade coupons and trade allowances? 10

A

MS-3237

**M. B. A. (M) (Semester-IV) Examination,
May 2012**

EVENT MANAGEMENT & MARKETING

[MBA(M)-041]

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. Attempt/answer *one* question from each Unit.

1. On the basis of attached advertisement, answer the following questions : $6 \times 5 = 30$

(a) Name the type of event. Who is organising the even? Who are the clients? What comprises the target audience?

(b) On the basis of given information determine the event's infrastructure?

- (c) What media-mix has been opted? The given event has not highlighted the location of the event but has emphasized on media and its timing. Why?
- (d) Who is sponsoring the event? What type of sponsorship it appears? State the other types of sponsorships besides the one used here.
- (e) The given advertisement is a pre-event promotion campaign. What benefits it has for any event? Which other promotion are used at different stages of an event and why?

Unit-I

- 2. What is an event? Explain the event concept with help of 5Cs of events. What advantages does events have over other promotions? 10
- 3. Events are being organized more often now than in recent past. Why? How do they impact the economy and society? 10

Unit-II

4. Every event is unique and display a specific characteristic. Categorize broadly all the different types of events highlighting the characteristic of each one. Support your answers with the help of an example from recent past. 10
5. Highlight the basic contents of an event checklist and budget with the help of an example. 10

Unit-III

6. (a) Sponsorships complements the event's characteristics. How? What important role sponsors play in an event and how are they benefitted? 5
- (b) How the selection of venue and sating plan indicate the objectives of an event? 5
7. (a) Explain event marketing and event planning in brief. 5
- (b) Legal considerations are integral to event planning. Why? Which legalities are taken into account? 5

(4)

Unit-IV

8. Tourism sector greatly banks on the events for its promotion. Differentiate between event tourism and business tourism. State their impact. 10
9. (a) How is risk management associated with events? 5
- (b) Analyse the environmental and global concerns pertaining to event management. 5



A-6

MS-3238

M. B. A. (Marketing) (Semester-IV)

Examination, 2012

International Marketing

[MBA (ME)-404]

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer Five questions in all. Question No. 1 is compulsory and carrying 30 marks. Answer four more questions of 10 marks each from the remaining selecting one question from each Unit.

1. Write short notes on the following : $3 \times 10 = 30$
 - (a) Dumping with context to India
 - (b) Role of EPZ w.r.t. International Marketing
 - (c) Importance of Regional Grouping
 - (d) EPRG Concept

(2)

- (e) Standardized product with example
- (f) MNC with examples
- (g) Sole marketing agent
- (h) ASCI
- (i) Charm Pricing
- (j) Products overlap strategy with example.

Unit-I

- 2. Compare and contrast International and Domestic Marketing. 10
- 3. Citing examples explain various strategies adopted by organizations to go global. 10

Unit-II

- 4. Discuss the importance attached to International Market Research. Also explain the various techniques practiced to conduct research in global markets. 5+5
- 5. "Standardize or customize a product is critical in International Marketing." Discuss with examples. 10

(3)

Unit-III

- 6. "Pricing is a delicate issue which can make or break prospects of a product."
In view of the above statement discuss the various factors that effect pricing in International Marketing. 10
- 7. Describe the prevalent channel structures and patterns practiced in International marketing in current scenario. 10

Unit-IV

- 8. Write a note on India's position in International business as an emerging economy. 10
- 9. "Emotional appeal sales best in India." Define the statement citing relevant examples. 10

A-7

MS-3239

M. B. A. (M) (Semester-IV) Examination, 2012

BRAND MANAGEMENT

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer Five questions in all, selecting one question from each Unit. Question No. 1 is compulsory.

1. Explain the following in brief: $3 \times 10 = 30$
- (a) Hollow brand
 - (b) Product brand
 - (c) Brand personality
 - (d) Brand portfolio
 - (e) Switching cost
 - (f) High purchase involvement
 - (g) Dissonance reducing buying behaviour

A-6

MS-3240

M.B.A. (M) (Semester-IV) Examination, 2012

E-MARKETING

[MBA(M)-045]

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. In addition attempt *one* question from each of the four Units.

1. Write short notes on the following : $3 \times 10 = 30$
 - (a) Primary sources of E-marketing information system
 - (b) Data Warehouse
 - (c) E-marketing strategy plan
 - (d) Activity level business model
 - (e) E-commerce and E-business
 - (f) CRM and KM
 - (g) Types of Business Markets

(2)

- (h) Marketing Public Relations (MPR)
- (i) Advantages of E-marketing over traditional marketing
- (j) Integrated Marketing Communication

Unit-I

- 2. What is E-marketing? How is it beneficial for an entrepreneur in marketing his business at a low cost? 10
- 3. "Performance metrics are used for measuring the results of marketing strategies." Comment. With reference to E-marketing. Also explain the types of performance metrics used in E-marketing. 10

Unit-II

- 4. Explain E-marketing information system and its components briefly. 10
- 5. Give an example of an E-marketing Company, highlighting its functions, specialization, technology used and its working environment. 10

(3)

Unit-III

- 6. How can internet help in changing pricing strategies? Elaborate on various types of pricing strategies. 10
- 7. What are the various differentiation marketing dimensions used in online marketing? Elucidate internet specific differentiation strategies. 10

Unit-IV

- 8. What is CRM? Explain CRM tools and CRM processes. 10
- 9. What is Internet Advertising? Discuss the new trends and Internet Advertising formats. 10

A

MS-3241

M. B. A. (M.S.) (Semester-II)

Examination, 2012

Management Control System

(MS-021)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. In addition attempt *one* question from each of the four Units.

1. Write short notes on the following : 3×10
- (a) Elements of a control system
 - (b) Prerequisites of a good management control system
 - (c) Cybernetic approach to management control system
 - (d) Steps in designing MCS for a business organisation

(2)

- (e) Factors affecting the design of MCs.
- (f) Engineered vs. Discretionary Expenditure and their budgetary relevance.
- (g) Benefits of zero base budgeting
- (h) Goal congruence
- (i) ROI vs. EVA
- (j) Formal and Informal Control Systems.

Unit-I

2. What is the importance of management control system for a business concern? Differentiate among strategy formulation, task control and management control system. 10
3. How do the organisational structure, culture and the technology affect the design of management control system of an organisation? 10

Unit-II

4. What are the essential requirements for implementation of responsibility accounting as a financial tool of management control system? Identify the responsibility centres that are created and discuss their significance. 10

MS-3241

(.3)

5. Forflung Corporation has production plants in Boston, Chicago and Atlanta. Following is a summary of the results for 2012 :

Plant	Revenue (Rs.)	Expenses (Rs.)	Investment Base (Rs.)
Boston	9,00,000	4,50,000	90,00,000
Chicago	9,00,000	3,60,000	67,50,000
Atlanta	13,50,000	4,95,000	1,44,00,000

Required :

- (a) If the plants are treated as a profit centre, which plant manager has done the best job?
- (b) If plants are treated as investment centre, which plant manager has done the best job?
- (c) Do the results of profit centre analysis and investment centre analysis give different findings? If so, why? 4+4+2

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Unit-III

6. Why is transfer pricing system needed in an organisation divided into various autonomous divisions? Discuss various types of transfer prices and their suitability in a given business enterprise. 10
7. A large-sized well established manufacturing enterprise has set up most of its services departments as artificial profit centres. The firm rents a computer for a fixed fee of Rs. 15,000 per month which is charged to the manager of the computer centre. The manager, in turn, charges operating units for use of the computer at Rs. 200 per hour. One of the operating managers, has an acquaintance in a data processing service company that charges only Rs. 150 per hour for similar type of computer services that the manager rents. The managers in the firm are free to buy services inside or outside the firm. The operating manager told the manager of the

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computer centre either to reduce his price to Rs.150 per hour or he would use the outside firm.

Required :

- (a) Suppose that the operating department uses 20 hrs. of computer time per month and the firm has idle capacity. What would your recommendation regarding lowering price from the point of view of the firm? 5
- (b) If the firm's computer is overloaded and demand exceeds the total time available in a month, what would be your recommendation regarding lowering price? 5

Unit-IV

8. Compare the type of management control systems needed in a multinational organisation to the control system in domestic organisations. What are the adaptations required in the control system of multinational companies? 10

MS-3241

9. Discuss the important management control measures which can be used to improve the overall working of Commercial Banks in India. 10

A

MS-3242

M.B.A. (M.S.) (Semester-II) Examination, 2012

E-Commerce

(MS-022)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions in all. Question No. 1 is compulsory. In addition attempt *one* question from each of the four Unit.

1. Answer the following questions in brief : $3 \times 10 = 30$

- (a) Differentiate between "E-commerce" and Traditional Commerce.
- (b) Discuss the traffic building techniques for your E-commerce website?
- (c) Define Internet/Comapre and contrast Intranet and Extranet?
- (d) "Encryption is used to ensure the confidentiality, integrity and authenticity of two end point of network." Explain.

(2)

- (e) What is the difference between spoofing and sniffing?
- (f) What do you mean by Search Engine Optimization (SEO).
- (g) Make a difference between Domain Name Service (DNS) and Uniform Resource Locator (URL).
- (h) Discuss the characteristics of E-commerce.
- (i) What do you mean by intruders? How they affect the information security?
- (j) What is the role of Digital Signature and digital certification in E-Commerce Transaction.

Unit-I

- 2. (a) What are the basic architectural elements or framework of electronic commerce? 5
- (b) Discuss the advantages and disadvantages of E-commerce over Traditional Commerce. 5

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(3)

- 3. What do you mean by E-commerce business model? List and discuss the most popular business models. 10

Unit-II

- 4. (a) What do you mean by a portal? Describe its various elements. 5
- (b) What are the methods of promoting E-commerce website? 5
- 5. What is E-commerce website? What are the essential requirements for designing a good website? 10

Unit-III

- 6. (a) "Security system is the most important aspect of electronic commerce solution." Justify the statement. 4
- (b) Explain the various web security layers with a sketch. Where exactly SSL (socket security layer) and S-HTTP layers could pull? What are their respective functions? 6

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(4)

7. What is Electronic Fund Transfer (EFT)? List different types of electronic payment modes system. 10

Unit-IV

8. (a) What is one way advertising channel? How does internet advertising offer a two way channel? 5
- (b) Discuss the major challenges in internet advertising. 5
9. Discuss the different types of marketing techniques used in on line/internet marketing. 10