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College of Arts, Science & Commerce
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DAYANANDA SAGAR MANAGEMENT INSTITUTE

PJ – 676

III Semester M.B.A. Degree Examination, Jan./Feb. 2019
(CBCS Scheme)
(2014-15 and Onwards)
MANAGEMENT
Paper – 3.1 : Strategic Management and Corporate Governance

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. (5×5=25)

1. Explain the process of strategy formulation.

2. How do you link vision and mission statements of the organization ?

3. What are the advantages and disadvantages of

   a) Vertical Integration

   b) Outsourcing

4. Briefly discuss various kinds of Growth Strategy with suitable example.

5. What is GE planning grid ? Discuss.

6. How can companies pursuing cost leadership and differentiation lose their place on the value frontier ? In what way they can regain their competitive advantage ?

7. When is company likely to choose 1) Related diversification 2) Unrelated Diversification.

SECTION – B

Answer **any three** of the following questions. (3×10=30)

8. What is Competitive advantage ? Discuss its building blocks. How long a competitive advantage will last ? What are the factors affecting the durability of competitive advantage ?

9. What are the important perspectives of Balanced score card ? Why it is needed ? Explain with suitable example.

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10. How would you design an evaluation and control process in a large established corporation ?

11. Write short notes on :
    1) Corporate Governance
    2) Blue Ocean Strategy.

SECTION – C **(Compulsory)**

12. The Evolution of Strategy at Procter and Gamble. **(1×15=15)**

Founded in 1837, Cincinnati-based Procter and Gamble has long been one of the world's most International companies. Today, P and G is a global colossus in the consumer products business, with annual sales in excess of $68 billion, some 56% of which are generated outside the United States. P and G sells more than 300 brands – including Ivory soap, Tide, Pampers, IAMS pet food, Crisco, Gillette, and Folgers – to consumers in 180 countries N production operations in eighty countries and employs close to 138,000 people globally.

P and G established its first foreign factory in 1915 when it opened a plant in Canada to produce Ivory soap and Crisco. This was followed in 1930 by the establishment of the company's first foreign subsidiary in Britain. The pace of international expansion quickened in the 1950s and 1960s as P and G expanded rapidly in western Europe and then again in the 1970s when the company entered Japan and other Asian nations. Sometimes P and G entered a nation by acquiring an established competitor and its brands, as occurred in the case of Great Britain and Jaw, but more typically the company set up operations from the ground floor.

By the late 1970s, the strategy at P&G was well established. The company developed new products in Cincinnati and then relied on semiautonomous foreign subsidiaries to manufacture, market and distribute those products in different nations. In many cases, foreign subsidiaries had their own production facilities and tailored the packaging, brand name and marketing message to local tastes and preferences. For years, this strategy delivered a steady stream of new products and reliable growth in sales and profits. By the 1990s, however, profit growth at P and G was slowing.

The essence of the problem was simple; P and G's costs were too high because of extensive duplication of manufacturing, marketing and administrative facilities in different national subsidiaries. The duplication of assets made sense in the world of the 1960s, when national markets were segmented from each other by barriers to cross-border trade. Products produced in Great Britain, for example, could not be sold economically in Germany due to high tariff duties levied on imports into Germany. By the 1980s, however, barriers to cross-border trade

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were falling rapidly worldwide and fragmented national markets were merging into larger regional or global markets. Also, the retailers through which P and G distributed its products, such as Wal-Mart, Tesco in the United Kingdom and Carrefour in France, were growing larger and more global. These emerging global retailers were demanding price discounts from P and G.

In 1993, P and G embarked on a major reorganization in an attempt to control its cost structure and recognize the new reality of emerging global markets. The company shut down some thirty manufacturing plants around the globe, laid off 13,000 employees and concentrated production in fewer plants that could better realize economies of scale and serve regional markets. These actions cut some $600 million a year out of P and G's cost structure. It wasn't enough! profit growth remained sluggish.

In 1998, P and G launched its second reorganization of the decade. Named Organization 2005, its goal was to transform P and G into a truly global company. The company tore up its old organization, which was based on countries and regions and replaced it with one based on Countries based on seven self-contained global business units ranging from baby care to food products. Each business unit was given complete responsibility for generating profits from its products, and for manufacturing, marketing and product development. Each business unit was told to rationalize production, concentrating it in fewer, larger facilities; to build global brands wherever possible, thereby eliminating marketing differences among countries; and to accelerate the development and launch of new products. In 1999, P and G announced that, as a result of this initiative, it would close another ten factories and lay off 15,000 employees, mostly in Europe where there was still extensive duplication of assets. The annual cost savings were estimated to be about $800 million. P and G planned to use the savings to cut prices and increase marketing spending in an effort to gain market share and thus further lower costs through the attainment of scale economies. This time, the strategy seemed to be working. Between 2003 and 2006, P and G reported strong growth in both sales and profits. Significantly, P and G's global competitors, such as Unilever, Kimberly-Clark, and Colgate-Palmolive, were struggling in 2003 to 2006.52

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Case Discussion Questions :

1) What strategy was Procter and Gamble pursuing until the late 1990s ?
2) Why did this strategy succeed for so many years ? Why was it no longer working by the 1990s ?
3) What strategy did P and G adopt in the late 1990s and early 2000s ? Does this strategy make more sense ? Why ?

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III Semester M.B.A. Degree Examination, January/February 2019
(Semester Scheme) (CBCS) (2014 – 15 & Onwards)
MANAGEMENT
Paper – 3.2 – Projects and Operations Management (POM)

Time : 3 Hours Max. Marks : 70

SECTION – A

1. Answer **any five** of the following. Each question carries 5 marks. (5×5=25)

a) What do you understand by Cost time Trade off in project management ?

b) What is project life cycle and WBS ?

c) List various characteristics of the project.

d) What is productivity ? How do you measure it in Marketing, Finance and Logistic Department ?

e) What do you understand by selective control ? List few selective control techniques practiced in industries.

f) What are the difference between process layout and product layout ?

g) Describe the purchase cycle of a Non manufacturing company such as hospital and hotel.

SECTION – B

Answer **any three** of the following. (3×10=30)

2. a) What is the cost consideration taken in estimation of optimal volume of inventory ?

b) For an item of constant demand rate of 5,000 units per month, the unit price is Rs. 60/-, the ordering cost per order is Rs. 600/- and the carrying cost is 30% per annum on the average inventory value. What will be total cost commitments at EOQ ? The vendor is offering a quantity discount of 5%, if 20,000 units are purchased at a time. The shelf life of the item is three months. Do you accept the discount offer ? Give reasons for your decision.

3. Write short notes on :

a) Seven Tools of Quality Management.

b) KAIZEN.

c) Six Sigma.

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4. What is Project Management ? What are the types of a project a company execute ?

5. What are the factors which influence location decision ?

SECTION – C

This is **compulsory** question. **(1×15=15)**

G.E. set itself a corporate goal of becoming a six sigma quality company, which means one that produces virtually defect free products, services and transactions. Three to four sigma quality is typically 10-15 per cent of revenues. In GE's case, with over $80 billion in revenues this amounts to some $8-12 billion annually, mostly in scrap, reworking of parts and rectifying mistakes in transactions. So the financial rationale for embarking in this quality journey is clear.

But beyond the pure financials, there are even more important rewards that will come with dramatically improved quality. Among them is the unlimited growth from selling services and products universally recognized by customers as being on a completely different plane of quality from those of competitors. It recognized that six sigma would be an exciting journey and the most difficult and invigoration stretch goal that GE had ever undertaken. The magnitude of the challenge of going from 35000 defects per million to fewer than 4 defects was huge. It would require the company to reduce the defect rates 10000 fold-about 84 percent for five consecutive years. But GE wanted to make its quality so special, so valuable to its customers, so important to their success that GE's service and products become their only real value choice.

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Questions :

1. Do you justify the challenges set up by GE's for such a drastic improvement ?
2. What will be the key task for GE to reach its goal ?
3. Do you think implementation six sigma involves huge costs ? How do you justify these costs ?
4. How will this change the competitive factors in its markets and what strategic advantages will result ?

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III Semester M.B.A. Degree Examination, Jan./Feb. 2019
(CBCS Scheme)
(2014-15 and Onwards)
MANAGEMENT
Paper – 3.3.1/3.7.3 : Indian Financial System

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** carries **five** marks.

1. Discuss the features of Indian Financial System.

2. Explain the objectives and functions of Industrial Finance Corporation of India.

3. Explain the role of NBFC's in the development of an economy.

4. List and differentiate between fund based and non fund based financial services.

5. Explain the different types of leasing.

6. What is capital market ? Explain different instruments of capital market.

7. What is listing ? Explain different steps in listing. **(5×5=25)**

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SECTION – B

Answer **any three** of the following questions. **Each** question carries **ten** marks.

8. What is merchant banking ? Explain the functions of merchant bankers.

9. Discuss the role and functions of stock exchange.

10. What is money market ? Explain the different types of money market instruments.

11. Discuss the structure and present status of insurance sector in India. **(3×10=30)**

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SECTION – C

Compulsory : **(1×15=15)**

12. XYZ Builders Ltd. need to acquire the use of a crane for their construction business and are considering buying or leasing a crane. The crane costs Rs. 10,00,000 and is subject to the straight line method of depreciation to a zero salvage value at the end of 5 years. In contrast, the lease rent is Rs. 2,20,000 per year to be paid in advance each year for 5 years. XYZ Builders Ltd. can raise debt at 14 per cent payable in equal installments, each installment due at the beginning of the year. The company is in the 50 per cent tax bracket. Should it lease or buy the crane ?

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III Semester M.B.A. Degree Examination, January/February 2019
(CBCS) (2014-15 and Onwards)
MANAGEMENT
Paper 3.4.1 : Retailing Management and Services

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. (5×5=25)

1. Who is a retailer ? How is retailer important channel member ?
2. Explain the different types of Retailing.
3. What are the advantages and disadvantages of value based pricing ?
4. Describe the components of visual merchandising.
5. Explain the steps involved in choosing retail site location.
6. Describe the shopping decision process by the customers in retail sector.
7. In many shopping malls, fast-food retailers are located together in an arena known as a food court. What are the arrangement's advantages and disadvantages to the fast food retailer ?

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SECTION – B

Answer **any three** of the following questions. (3×10=30)

8. Compare the nature of retail formats employed and their impact on retail penetration of any two FMCG companies.
9. Explain the different types of organized retail format with suitable examples.
10. Discuss the challenges and opportunities of retailing in India.
11. Elucidate the extended services marketing mix : 7Ps of Services marketing.

SECTION – C

Compulsory (Case Study) : **(1×15=15)**

12. Shoppers stop, global retailers in India, was founded in 1991. K. Raheja group the real estate company was the founder of shoppers stop. When it began it was a single store, today it is has got more than 40 stores present in more than 18 cities, offering men's wear, women's wear, children wear and other accessories. Shoppers stop, is a pioneer of organized retail in India, is the largest department store chain, with a large assortment of leading national and international brands. The store is popularly acclaimed by its customers, which is achieved due to experienced professionals, supported by world class systems and practices. Shoppers stop further believes in providing customer priority which is why the loyalty programme of theirs has more than 2 million satisfied customers and it contributes to 75% of the sales. First citizen loyalty programme is the most successful, objectives of this programme is to ensure customer delight and satisfaction. This first citizen programme customer group analysis shows that members retain to this programme due to these benefits.

    - Reward points can be redeemed for a wide variety of merchandize.
    - Exclusive schemes benefits promotions, invitation to exclusive event.
    - Exclusive first citizen lounge services for relaxation, special preview of sale.
    - First citizen updated through unique service SMS.

    Shoppers stop is associated with citi bank to provide this programme, which help to manage the account, they can also opt for financial services, EMI option. This loyalty programme is most successful in the industry.

    Questions :

    A) Retail format of shoppers stop is department store. Explain, how successful is this format ?

    B) Loyalty programme of shopper's stop is successful. Explain how the programme is designed to retain customers ?

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III Semester M.B.A. Degree Examination, January/February 2019
(CBCS Scheme)
(2014 – 15 & Onwards)
MANAGEMENT
Paper – 3.5.1 : Learning and Development

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **(5×5=25)**

1. Write a note on importance of Training and development in behaviour modification.
2. List a few challenges to become a learning organisation.
3. What is Sensitivity training ? How does it benefit the individual ?
4. What is ROI on training ?
5. List the steps in career planning. Why is career planning important ?
6. Discuss the need for and importance of management development.
7. When is a case study method used for training and what are its limitations ?

SECTION – B

Answer **any three** of the following questions. **(3×10=30)**

8. Training need analysis is the most significant and first step in Training and Development. Do you agree or disagree ?

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9. Discuss in detail the approaches for behaviour modification.

10. Leader centred techniques of management development is most effective. Discuss.

11. Describe the need for and the process of measuring effectiveness of the training program-post training. Why do you think this is important ?

SECTION – C

Compulsory (Case Study) (1×15=15)

12. **McCormick and Company Uses Strategic Training to Spice Up Business Results**

You may know McCormick and Company from its flavorings and spices that enhance the taste of appetizers, main dishes and desserts (who doesn't appreciate the great aroma of just-baked chocolate chip cookies ?). You should also know that training and development play a strategic role at McCormick and Company. Learning is driven by the company strategy. The company's main strategies include growing sales, fostering innovation, managing the cost base and planning for succession. These strategies have been translated into several strategic training and development initiatives. One initiative supporting the innovation strategy involves the development of technological innovation centers for scientists and learning and development centers for company leaders. In another initiative, $ 1million was spent to teach employees how to use the new SAP business software implemented throughout the company. The company's succession planning process is designed to make good on the promise that all employees have access to the training and development they need to become successors to the current company leaders at all levels. Robert Lawless, chairman and CEO, believes that having a process to grow employees internally gives the company a competitive advantage. Growing employees internally requires challenging employees and providing opportunities for career growth, learning and development. His commitment to succession planning is evident in the amount of time he spends reviewing development needs, goals, performance and recent training and development for the top employees in the company.

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To ensure that training and development are strategic, the director of learning and development has positioned the training department as a team of performance consultants who serve the needs of the business. Also, McCormick and Company has emphasized teaching at all levels of the organization, with the goal of making the company more agile and able to adapt to change and cope with the loss of expertise due to the retirement of baby boomers. The teaching organization has four roles, each aligned with business plans. *Corporate learning professionals* are found at the company's two learning centers in Maryland and in the United Kingdom. Corporate learning professionals are charged with establishing expertise and then sharing it with others. *Site-specific learning professionals* include employees who have responsibility for learning and development at the company's locations. Each training manager reports directly to each location's human resource or operations function to ensure that training needs are identified and met. *Leader-teachers* include all employees with supervisory responsibilities, regardless of level. Managers are trained to help employees apply the skills they learn in training and senior executives teach classes. To ensure that leaders are teachers, the performance evaluations for all of McCormick's managers include one competency: attracting and developing talent. Attracting and developing talent involves active participation in the growth and development of employees and effective coaching and mentoring. *Peer-teachers* engage in one-on-one training with other employees as well as through the company's Multiple Management Board (MMB) system. The MMB system includes cross-functional, cross-divisional groups of employees from all levels who work on projects that can have a significant impact on the business. The MMB experience provides participating employees with skills and knowledge that are not typically part of their job responsibilities, such as developing strategic thinking or strengthening presentation skills. At any one time, there are approximately 200 employees serving on MMBs.

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The strategic importance the company places on training and development is highlighted by the board of directors' decision not to cut the firm's learning budget-despite budget cuts elsewhere due to a decrease in company earnings (attributed to the effects of Hurricane Katrina on business in the southern United States and falling prices in the world market for vanilla). McCormick and Company's board of directors will provide additional funding for training and development initiatives if there is a business case made for additional financial resources. To make the business case for training and development, McCormick and Company evaluates the effectiveness of training and development using metrics such as how many employees have been promoted, how many employees have attended the learning and development center, how many employees are in the MMBs, and the dollar impact of MMB project results on the business.

1) Do you think McCormick's initiative of supporting the innovation strategies of development of technical innovation centre for scientists a right decision ?

2) Evaluate the decision of McCormick to spend $ 1 million to teach employees on how to use SAP business software. Do you propose any other solution.

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III Semester M.B.A. Degree Examination, January/February 2019
(CBCS Scheme)
(2014 – 15 & Onwards)
Management
Paper – 3.3.2 : CORPORATE TAX PLANNING AND MANAGEMENT

Time : 3 Hours Max. Marks : 70

***Instruction** : Answer **all** the Sections.*

SECTION – A

Answer **any five** of the following questions, **each** question carries **five** marks. **(5×5=25)**

1. "Tax planning is not possible without Tax management". Discuss.
2. Explain the procedure of GST Returns and types of Returns.
3. The WDV of a block of assets on 1st April 2017 comprising twelve machines is ₹ 13,00,000 at 25% depreciation. A new machine falling within that block is acquired on 1st Nov. 2017 for ₹ 3,00,000 on 20th March 2018 all the twelve old machines were sold for ₹ 2,00,000 leaving only the newly acquired machine within the block. Determine the amount of Depreciation. The Assessee is not entitled to additional Depreciation on machine.
4. A company requires a component from the following information suggest to the company whether it should make the component or buy it from the market.

   Making the component

   A new machine will be purchased for ₹ 20,00,000 after 5 years it will be sold for ₹ 5,00,000. If there is any loss on sale of machine, it will be set-off against any other STCG. Rate of Depreciation 15% manufacturing cost of component .

   I year ₹ 15,00,000
   II year ₹ 18,00,000
   III year ₹ 20,00,000
   IV year ₹ 22,00,000
   V year ₹ 24,00,000
   Rate of Tax 30%

   Buying the component

   Cost I year ₹ 18,00,000
   II year ₹ 21,00,000
   III year ₹ 23,00,000
   IV year ₹ 25,00,000
   V year ₹ 28,00,000

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5. Value of supply of goods and services of manufacturer in inter-state is ₹ 1,000, value of supply of goods and services within state is ₹ 1,000. IGST rate on supply of goods and services is 12%, CGST and SGST rate is 6% each. Value of receipt of goods and services within state is ₹ 1,500, SGST and CGST rate on receipts is 6% each. Calculate tax liability.
6. Mrs. and Mr.Ram visited Japan and brought following goods while returning to India. Their personal effects valued at ₹ 85,000. A personal computer bought for ₹ 68,000. A laptop computer bought for ₹ 79,000. Two litres of liquor bought for ₹ 1,800. A new camera bought for ₹ 67,400, 150 cigars cost ₹ 24,000, 100 firearm cartriges cost ₹ 10,000. Air dryer from duty free shop ₹ 14,000. What is the amount of customs Duty payable ?
7. X company Ltd. an Indian company, furnished the following particulars of its income for the previous year ended 31st March 2018, compute its total income for the Assessment year 2018–19.

	₹
Business Income	4,20,000
Dividends from :	
A Domestic company	20,000
A Foreign company	15,000
Capital gains :	
Short term	25,000
Long term	70,000

The following amounts have been deducted to arrive at the business income :

a) ₹ 5,000 revenue expenditure and ₹ 20,000 capital expenditure for family planning programme amongst employees.

b) Donation to Ambedkar university, Agra ₹ 30,000 by cheque ; Ved Mata Gayatri trust, Shandi Kunj, Haridwar (an approved trust u/s 80 G) ₹ 70,000 by cheque and Rajiv Gandhi Foundation ₹ 5,000 by cheque.

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SECTION – B

Answer **any three** of the following. **Each** question carries **ten** marks **(10×3=30)**

8. Explain the set-off and carry forward under company tax and important corporate Deductions.
9. P and Q want to start a business. They have two options for selecting a form of organization, partnership firm or a Pvt. Co. The estimated profits of which, before the following deduction are ₹ 11,96,000.
   1) Remuneration ₹ 25,000 p.m. each by the firm and ₹ 35,000 p.m. each by the company.
   2) Each will give a loan to the business of ₹ 4,00,000 @ 12% p.a.
   3) Contribution as capital ₹ 4,00,000 each, on this interest will be paid @12% p.a. However the company cannot pay the interest on it.
   4) The profit after tax will be distributed equally as profits/dividends.

   Suggest whether they should form a partnership firm or a private company.

10. Compute the Assessable value and custom duty payable from the following information :
FOB value of machine \$ 10,000, freight paid \$ 2,500, Design and Development charges paid in America \$ 500, commission payable to local agent @ 2% of FOB in Indian Rupees, date of bill of entry 25-10-2015 (Rate of BCD 10%, Exchange rate as notified by CBI and C ₹ 70.02/\$), date of entry inward 20-10-2015 (Rate of BCD 18%, exchange rate as notified by CBI and C ₹ 70.01/\$). IGST @ 12% plus cess at applicable rate, Insurance charges-details not available.

11. Following transaction took place in Dec. 2017 in the books of M/S Amar Pvt. Ltd. Mumbai, Maharashtra.
   1) Received inputs with invoice evidencing payment of IGST of ₹ 54,000 on 2/12/2017.
   2) 600 pieces of final products were dispatched to a customer located in Punjab under invoice on 6/12/2017. Transaction value was ₹ 900 per piece and IGST rate was 18%.
   3) 1,200 pieces of input 'Tran' were procured and directly sent for job work on 10/12/2017. The invoice was received where the supplier had charged CGST ₹ 15,000 and SGST of ₹ 15,000.
   4) An imported consignment of raw materials was received on 10/12/2017. Bill of entry showed that BCD paid was ₹ 36,000, IGST paid ₹ 19,200 and anti-dumping duty paid was ₹ 6,400 and education cess of customs ₹ 1,080.
   5) Goods worth ₹ 3,00,000 were dispatched on 24/12/17 within Maharashtra, rate of duty is 18% (CGST and SGST 9% each).

There was no opening balance of electronic cash ledger or electronic credit ledger on 1/12/17. Calculate the amount of GST payable by cash.

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SECTION – C

12. **Compulsory** Question : **(15×1=15)**
The following is the statement of Profit and Loss of ABC Co.Ltd. for the year ended 31st March 2018.
Statement of Profit and Loss for the year ended 31st March, 2018

Particulars	**Note no.**	**Figures as at the end of current reporting period**
I Revenue from operations :		
Domestic sales		35,00,000
Export sales		15,00,000
II Other Income		–
III Total Revenue		**50,00,000**

IV	**Expenses :**	
	Cost of materials consumed	–
	Changes in inventories of finished goods, WIP and stock-in-trade	–
	Employee benefits expenses :	
	Salaries and wages	4,00,000
	Depreciation and Amortization expenses	5,00,000
	Other expenses :	
	Rent and rates	3,00,000
	Repairs	1,40,000
	Selling expenses	3,80,000
	Total expenses	**17,20,000**
V	Profit before tax	32,80,000
VI	Tax expenses :	
	Income Tax	3,80,000
VII	Profit for the period	**29,00,000**
	Surplus Statement	
	Profit/loss as per last B/S(if any)	–
	Current year's profit	29,00,000
	Add : Transfer from General Reserve	4,00,000
		33,00,000
	Less : Appropriations :	
	Proposed dividend	2,90,000
	Profit carried to B/S	**30,10,000**

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Other Information :

1) The company has long-term capital gain of ₹ 2,00,000 which is not added in statement of profit and loss.
2) Foreign Exchange remittance ₹ 9,00,000.
3) Depreciation u/s 32 ₹ 5,50,000
4) The company wants to set-off the following :

	For Tax purpose ₹	For Accounting Purpose ₹
B/F loss of 2015 – 16	6,00,000	5,00,000
Unabsorbed Depreciation	3,00,000	3,00,000

You are required to compute :

i) Book profit u/s 115JB.
ii) Total income of the company.
iii) Tax liability of the company.

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III Semester M.B.A. Degree Examination, January/February 2019
(CBCS Scheme)
(2014-15 and Onwards)
MANAGEMENT
Paper – 3.4.2 : Consumer Behaviour

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer any five of the following questions : (5×5=25)

1. How does consumer behaviour study is multi-disciplinary in nature ?
2. What is the practical implication of "Absolute perceptual threshold" in marketing decision ?
3. Explain, how consumer motivation is a determinant of buying behaviour.
4. What are the determinants of consumer involvement in a buying situation ?
5. How do companies manage cognitive dissonance of their customer ?
6. What are the merits and demerits of Consumer Movement in India ?
7. What are the different roles played in organisational buying decision process ?

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SECTION – B

Answer any three of the following questions : (3×10=30)

8. According to classical conditioning, how consumer behaviour is perceived ? Explain with example.
9. Discuss, how a marketer can use the consumer decision process in formulating marketing communication.
10. Explain with example, family life cycle influence on buying behaviour in consumer market.
11. Explain, how diffusion of innovation take place ? Explain how the environmental factors influence on diffusion process.

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SECTION – C
(Compulsory)

12. Read the case and answer the questions : **15**

A certain store was keeping a number of brands of washing machines. They had washing machines to cater to the needs of all the segments of the society. They were stocking IFB, Videocon, BPL, National, Godrej and local made washing machines as well. They had automatic, semi-automatic and manual machines. The automatic machines were bought by the higher income group. The middle income group was content with semi-automatic machines. Manual hand operated machines were for the 'lower class of clientele, and also those living in the rural areas, where electrification was not complete, or the electricity went off for days together. It was observed that when customers came to buy an automatic machine, they usually came with their spouses and they looked mainly at the colour, style of functioning, electric consumption, care for handling, price factors, etc. Many customers would not buy on their first visit. They would come back after an interval of time and purchase the machine after careful considerations of the attributes that they were looking for. Many would lower their choice, and come back to buy semi-automatic, instead of automatic machines. The sale was observed to be highest during marriage seasons and at festival times. There was a great influence of the house-wives in buying these, as they were the ultimate users. With a lot of information imparted by the media, and the children being exposed to it for several hours, in a day, they seemed to have a good knowledge of the attributes, and had a great say in the purchases and their opinions were also given weightage by the parents. Since a chain store is more interested in the sales to materialise, rather than pushing any particular brand, the salesmen are directed to satisfy the customers or the family. This should be their first consideration.

Questions :

1) What should be the role of the marketer in the above case regarding advertisement, promotion, persuasion, and closing the sales ?
2) Who others could influence the purchase decisions in a family, in relevance with above case ?
3) Do you feel that group interaction helps the buyer too, in his decision-making process ? Elaborate.

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PJ – 685

III Semester M.B.A. Degree Examination, January/February 2019
(CBCS Scheme) (2014-15 and Onwards)
MANAGEMENT
Paper – 3.5.2 : Industrial and Employee Relations

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** of the following questions : **(5×5=25)**

1. How does IR-HRM interface each other ?
2. Discuss the salient features of Trade Union Act 1926.
3. What is the significance of employee relations ?
4. What is meant by Lok Adalat ? Discuss development of Lok Adalats.
5. What are the causes of Industrial Disputes ?
6. What are the duties of Labour Welfare Officer ?
7. Discuss the evolution of IR in India.

SECTION – B

Answer **any three** of the following questions : **(3×10=30)**

8. Discuss the progress of Trade Unions prior to independence and after independence.
9. Role of Tripartite and Bipartite bodies in implementing a uniform and coordinated labour policy in the country.
10. Discuss the Workmen's Compensation Act 1923 as one of the social security measures.
11. Collective bargaining plays a significant role in improving labour-management relations and in ensuring industrial harmony. Discuss.

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SECTION – C

Compulsory (Case Study) **(1×15=15)**

12. Jim's interview took place three weeks ago. Unfortunately, Jim had been so busy preparing for a science exam that he overslept. When he arrived at the placement office, the head of the office was waiting outside. "Where have you been ?" I've been stalling the interview for almost 15 minutes. Go to Room 4 bring him down. "After being introduced, Jim immediately told the interviewer that he was sorry for his tardiness but that he had studied until after 2 A.M. and had overslept. The recruiter shrugged it off." "Don't be concerned I'hv done it myself on occasion." Then after some general pleasantries, the interview began.

The recruiter started to tell Jim about his company and then stopped. "Are you familiar with us ?" he asked. Jim admitted that he did not know much about the consumer goods firm, although he did add, "but you are my first career choice." The recruiter then proceeded to give Jim some brochures that described the firm and its operations and began to describe some of the company's major product lines and activities.

Later in the interview, the recruiter asked, "What starting salary would you be looking for ?" Based on his discussions with the head of the placement office, Jim learned that the going rate was approximately \$ 23,500. I'd like to start around \$ 27,500," he said "with an opportunity to start around increase my salary by about 10% through overtime." The recruiter did not respond to this statement but did write something on the piece of paper in front of him.

When the interview concluded 15 minutes later, Jim shook the man's hand and asked, "When can I expect to hear from you ?". The recruiter told him he would have a response within three weeks. Yesterday two of Jim's friends who had interviewed with the consumer goods firm received letters of acceptance. Today Jim received a letter. It said that because the company was able to hire only a limited number of applicants, it would be unable to offer him a position but wished him luck in his job search.

Questions :

1) How should Jim have handled the question about salary ? Explain.
2) Why did Jim not get the job ? Define your answer.
3) What should Jim do to prepare for the next interview ? Prepare a list of suggestions for preparing for the next job interview. Prepare another list of how Jim should conduct himself in the interview. Be specific in both lists.

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PJ – 689

III Semester M.B.A. Degree Examination, January/February 2019
(CBCS Scheme)
(2014 – 15 & Onwards)
Management
Paper – 3.3.3 – CORPORATE VALUATION AND RESTRUCTURING

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. Each question carries **equal** marks. **(5×5=25)**

1. What is Tobin's Q ? Discuss its importance.
2. What are the important value drivers of EVAs and its application ?
3. What are the various forms of Demergers ? Discuss.
4. Distinguish between price and value. Discuss the concepts of Market value, Intrinsic value and Replacement value.
5. A company is currently paying the dividend of Rs. 2 per share. The dividend is expected to grow at a 15 % annual rate for 3 years, then at 10 % rate for the next 3 years, after which it is expected to grow at a 5 % rate forever ?
   a) What is the present value of the share if the capitalization rate is 9 % ?
   b) If the share is held for 3 years, what shall be its present value ?
6. The market price of a bond is Rs. 883.40 (Face value being 1000). The bond will pay interest at 6 % per annum for 5 years, after which it will be redeemed at par. What is the bond's rate of return ? What is meant by YTM ?
7. Following is the condensed income statement of a firm for the current year :

   Income Statement (in Rs. Lakhs)

Sales Revenue	500
Operating costs	300
Interest costs	12
Earnings before tax	188
Taxes @ 40 %	75.2
Earnings after taxes	112.8

   The firm's existing capital consists of Rs. 150 lakh equity funds, having 15 percent cost and Rs. 100 lakh 12 percent debt. Determine the economic value added during the year. Assume the sales revenue is Rs. 330 Lakhs. What is the earnings after tax and EVA ?

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SECTION – B

Answer **any three** of the following questions. **Each** question carries **equal** marks. **(3×10=30)**

8. Novelty Ltd., a consumer durable manufacturer, reported earnings per share of Rs. 3.20 in 2010 and paid dividends per share of Rs. 1.70 in that year. The firm reported depreciation of Rs. 350 lakh in 2010 and capital expenditure of Rs. 475 lakh. There were 160 lakh outstanding shares traded at Rs. 51 per share. The ratio of capital expenditure to depreciation's expected to be maintained in the long term. The working capital needs are negligible. Novelty had a debt outstanding of Rs. 1,600 lakh and intends to maintain its current financing mix od debt and equity to finance future investment needs. The firm in the steady state and earnings are expected to grow at 7 % per year. The stock had a Beta of 1.05, the Treasury bill rate is 6.25 % and the market premium is 5.5 %.

   Requirements :

   i) Estimate the value per share using the dividend discount model.

   ii) Estimate the value per share, using the FCFE model (Free Cash Flow to Equity).

   iii) How would you explain the difference between the two models and which one would you use as a benchmark to compare with the market price ?

9. Yes Ltd. wants to acquire No Ltd. and the cash flows of Yes Ltd. and the merged entity are given below :

Year	1	2	3	4	5
Yes Ltd.	175	200	320	340	350
Merged entity	400	450	525	590	620

   Earnings would have witnessed 5 % constant growth rate without merger and 6 % with merger on account of economies of operations after 5 years in each case. The cost of capital is 15 %. The number of shares outstanding in both the companies before the merger is the same and the companies agree to an exchange ratio of 0.5 shares of Yes Ltd. for each share of No Ltd. PV factor at 15 % for years 1 – 5 are 0.870, 0.756, 0.658, 0.572, 0.497 respectively.

   You are required to :

   i) Compute the value of Yes Ltd. before and after merger.

   ii) Value of acquisition and

   iii) Gain to shareholders of Yes Ltd.

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10. What are the various implications of corporate restructuring ? Discuss its various types with suitable example.

11. Write short notes on :
    1) Direct comparison approach of business valuation.
    2) Strategic motives behind mergers.

SECTION – C

Case Study (**Compulsory**). **(15×1=15)**

12. Funtime Ltd. a toy manufacturing company has aggressive plans of expanding its share market. To get faster market access the management of the company has decided in favour of takeover. The research wing of Funtime limited has undertaken a detailed study of prospective takeover targets and finally identified Giggle Ltd., a company based in Baroda. Funtime Ltd. has already collected the following relevant information about Giggle Ltd. it is now to assess the value of Giggle's to start negotiation for the takeover and Growth Rate (GR) is 16 %.

Balance Sheet of Giggle Ltd. as on 31st March, 2010

Liabilities	**Rs.**	**Assets**	**Rs.**
Share capital	10	Land	4
Reserves	76	Buildings	40
Term Loan :		Plant and Machinery	100
IDBI	100	Other fixed assets	6
Other	20	Gross Fixed Assets	150
Current Liabilities	300	Less : Accumulated Depreciation	64
			86
		Add : Capital WIP	16
		Total fixed assets	102
		Inventories	120
		Receivables	160
		Other	124
	506		**506**

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Capital expenditure of Rs. 86 lakhs will be incurred in 2011 and Rs. 280 lakhs in 2012

(Rs. Lakhs)

Other information :

Particulars	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**
Net Sales	1,100	1,160	1,600	2,100	2,400	2,500
Raw materials cost	480	500	660	880	940	960
Power	20	23	32	43	44	48
Employee related cost	56	61	80	88	100	110
Administrative Expenses	21	24	32	37	39	41
Depreciation	10	14	41	42	42.4	42.8

The tax rate for the company is 30 %. There is no charge on deferred taxes. The stock is currently trading at Rs. 25 per share. The cost of the equity is 20 %. Bank Finance carries an interest rate of 20 %. Based on the information given use the discounted cash flow approach to value Giggle Ltd.

Note : Additional capital (issued at par) Rs. 260 Lakhs

Term Loan Rs. 220 Lakhs.

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PJ – 690

III Semester M.B.A. Degree Examination, January/February 2019
(CBCS) (2014-15 and Onwards)
MANAGEMENT
Paper – 3.4.3 : Rural and Agricultural Marketing

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer any five of the following. Each question carries five marks. (5×5=25)

1. Briefly explain the profile of rural markets.

2. Explain the four A's of rural marketing.

3. Discuss the challenges that the researcher can encounter in conducting research in rural markets.

4. What is product positioning ? Explain various approaches of positioning the product.

5. Explain the different sales promotion tools used in rural communication with examples.

6. What are the deficiencies of agricultural marketing system in India ?

7. What is co-operative marketing ? Explain its functions.

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SECTION – B

Answer any three of the following. Each question carries ten marks. (3×10=30)

8. Describe innovations in rural distribution and rural centric distribution models.

9. Elaborate on the pricing strategies specific to the rural market with examples.

10. What are the pre-requisites for effective segmentation ? Briefly describe the bases for segmentary rural markets.

11. Discuss the role and function of APEDA in promoting agricultural exports.

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SECTION – C

Compulsory : **(1×15=15)**

12. Read the following case and answer the questions given at the end.

Bru represents the coffee business of HUL and is the only brand to be present in all segments of the coffee category-instant, roast and ground and premixes. It is the volume leader in the roast and ground market. There are three different consumer segments based on their drink preferences in south India :

- Conventional filter coffee drinkers
- Tea drinkers
- Instant coffee drinkers

South India is a big market for coffee, filter coffee being the most prevalent, with a few pockets within the States of Andhra Pradesh and Karnataka also preferring tea. However, most people prefer conventional filter coffee for its taste and aroma. This segment when combined with the tea-drinking segment represents a huge, untapped market for instant coffee.

The Challenge

While people are aware of instant coffee, it is still a drink to be had on special occasions of many households. The marketing challenge, thus, was to convert these special occasions to Bru Instant Coffee occasions.

The company had to reach out to 1.3 million people spread across three segments for product trials.

As these households were a mix of tea drinkers/filter coffee and other coffee drinkers, conveying the right message across the segments was the key challenge for the company. Beverage preferences are difficult to change; it was not easy to get people to deviate from a beverage of their choice and sample instant coffee. The decision to leave samples with consumers significantly improved the impact of this trial campaign.

With multiple communicators of differing individual capabilities, delivering a *standardized yet customized* message *consistently* was an even bigger challenge for Bru. The fact that most housewives/target consumers have a *not-so-welcoming* attitude to a door-to-door salesman/communicator.

The brand, therefore, needed a breakthrough to overcome these hurdles and to communicate the benefits of Bru instant to three different beverage drinkers.

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The Solution

The accompanying video talks about how the communication strategy covered all three segments in one go using a door-to-door sampling strategy in a cost-effective manner for inducing trials. It talks about how innovative media vehicles were used during the campaign in the absence of effective mass media reach out to reach three sets of audiences.

During the campaign in 2009, 2.3 million households were sampled, resulting in the brand gaining a 70 per cent share of new category entrants.

Discussion Questions

1) What communication challenges did Bru face ? Which innovative media vehicle was chosen for reaching the target group ? Why ? What else could have been used to improve the effectiveness of the campaign ?
2) What kind of impact was generated by the campaign ? How much rural growth was achieved as a result of this campaign ?
3) Identify different consumer segments among health food drinkers in rural market.

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PJ – 691

III Semester M.B.A. Degree Examination, Jan./Feb. 2019
(CBCS) (2014-15 and Onwards)
MANAGEMENT
Paper – 3.5.3 : Performance Management System

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** of the following questions : **(5×5=25)**

1. What is meant by Performance Management and explain its principles.
2. How does team building improve high performance ?
3. What is the difference between Performance Management System and Performance Appraisal System ?
4. Explain the performance management skills.
5. What would be the role of team leaders ?
6. Explain the challenges faced by an HR manager while conducting expatriate appraisal.
7. What are the prerequisites of remote team performance ?

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SECTION – B

Answer **any three** of the following questions : **(3×10=30)**

8. Discuss the competency mapping as a performance management tool.
9. Explain the importance of six sigma and bench marking in Performance Appraisal with suitable examples.
10. Explain the legal issues associated with performance appraisal.
11. How creative performance strategies helpful for employees and an organisation ? Discuss.

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SECTION – C

Compulsory (Case Study) : **(1×15=15)**

12. Mr. Tejlal is a B.E. in computer science from the JNTU and is working as a Project Manager in a leading software company in India. Mr.Tejlal was an all rounder, who did exceedingly well in his studies as well as other extracurricular activities, Though he secured admission for MBA at IIM, Bangalore, due to financial constraint he discontinued his studies and joined in the company. He proved to be good in his job and within a short period of 5 years rose to the position of Project Manager.

    Gradually Mr. Tejlal began to feel dissatisfied with the work environment in general and his own work in particular. He wanted to get an MBA degree and as has desires remained unfulfilled, he was feeling quite restless. His friends appreciated his feelings and suggested that he shall meet his boss Mr. S. Desai and discuss this matter with him. Mr. Tejlal then approached Mr. S. Desai and asked him to sanction study leave for two years. Mr. S. Desai was not helpful and discouraged Mr. Tejlal by saying that for a talented person like Mr. Tejlal, an MBA degree would make no difference and moreover, the company had no such policies of granting study leave. After about a month Mr. Tejlal put in his resignation.

    Questions :

    1) Critically analyze the attitude and action of Mr. Tejlal.

    2) If you were Mr. S. Desai, what advice would you give to Mr. Tejlal and why ?

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PJ – 792

For All OE III Semester M.B.A. (CBCS) Degree Examination, January/February 2019
COMPUTER SCIENCE
Cyber Space – Open Elective

Time : 3 Hours Max. Marks : 70

Instructions *:1) Part – **A** : Answer **all** the questions.*
*2) Part – **B** : Answer **any 4** questions.*
*3) Part – **C** : Answer **any 3** questions.*

PART – A

Answer **all** the questions. **Each** question carries **2** marks. **(10×2=20)**

1. Define WWW.
2. Define internet.
3. What is virus ?
4. What are the goals of E-commerce ?
5. What are the different types of payment modes in E-commerce ?
6. What are the disadvantages of using youtube ?
7. What are the advantages of E-Governance ?
8. What is cyber security ?
9. What is packet sniffing ?
10. Write any three objectives of IT-Act 2000.

PART – B

Answer **any four** questions. **Each** question carries **5** marks. **(4×5=20)**

11. What is HTML ? Explain any 5 HTML tags with an example.
12. With a neat diagram explain the working of E-mail.

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13. What are the security issues in E-commerce ? Explain security measures of E-commerce.

14. Explain the stages of E-Governance.

15. Write a short note on digital signature.

16. What are the salient features of IT Act ?

PART – C

Answer **any three** questions. **Each** question carries **10** marks. **(3×10=30)**

17. Explain WWW architecture with a neat diagram.

18. Explain issues and challenges of E-Governance.

19. a) Differentiate between E-Government and E-Governance. **5**

    b) What is search engine ? Explain the advantages of search engine. **5**

20. a) Discuss C2B, B2B and intra-organizational E-commerce. **5**

    b) Describe cyber-Appellate Tribunal. **5**

21. Write a short note on :

    a) Privacy issues in social media. **4**

    b) Crytography. **3**

    c) EDI. **3**

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PJ – 801

For All OE III Semester M.B.A. (CBCS) Degree Examination, January/February 2019
ECONOMICS
Open Elective : Economics of Globalization

Time : 3 Hours   Max. Marks : 70

Instructions : *1) Answer **all** Parts.*
*2) Read instructions **carefully**.*

PART – A

1. Answer **all** the following questions. **(10×2=20)**
   a) What is trade liberalisation ?
   b) What is port folio investment ?
   c) Define the concept of globalisation.
   d) What are the main objectives of WTO ?
   e) Explain the trade competitiveness.
   f) What is international financial flows ?
   g) Bring out the features of globalisation.
   h) What is official development Assistance ?
   i) What is a trade Bloc ?
   j) What is technology transfer ?

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PART – B

Answer **any four** of the following. **(4×5=20)**

2. Explain the various dimensions of globalisation.
3. Discuss the features of trade liberalisation.
4. Examine the role of regional trade Blocs in International trade.
5. Discuss the advantages of globalisation.
6. Explain the major causes for financial crisis in MDCs.
7. Discuss the functions of WTO.

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PART – C

Answer **any three** of the following. **(3×10=30)**

8. How to measure the extent of globalisation ? Discuss the real gainers and losers of globalisation.

9. Critically examine the role of Multinational Corporations (MNCs) in Global Capital Flows.

10. Discuss the importance of Foreign Direct Investment (FDI) in developing countries.

11. Discuss briefly world trade scenario since globalisation with reference to composition and direction of global trade.

12. Critically evaluate the impact of technology transfer on international trade of developing countries.

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ಕನ್ನಡ ಆವೃತ್ತಿ

ವಿಭಾಗ - A

1. ಕೆಳಗಿನ ಎಲ್ಲಾ ಪ್ರಶ್ನೆಗಳಿಗೆ ಉತ್ತರಿಸಿ. **(10×2=20)**

   a) ವ್ಯಾಪಾರದ ಉದಾರೀಕರಣ ಎಂದರೇನು ?

   b) ‘ಪೋರ್ಟ್‌ಫೋಲಿಯೊ’ ಹೂಡಿಕೆ ಎಂದರೇನು ?

   c) ಜಾಗತೀಕರಣ ಪರಿಕಲ್ಪನೆಯನ್ನು ವ್ಯಾಖ್ಯಾನಿಸಿ.

   d) WTO ನ ಮುಖ್ಯ ಉದ್ದೇಶಗಳು ಏನು ?

   e) ವ್ಯಾಪಾರದ ಸ್ಪರ್ಧಾತ್ಮಕತೆಯನ್ನು ವಿವರಿಸಿ.

   f) ಅಂತರರಾಷ್ಟ್ರೀಯ ಹಣಕಾಸಿನ ಹರಿವು ಎಂದರೇನು ?

   g) ಜಾಗತೀಕರಣದ ಲಕ್ಷಣಗಳನ್ನು ಹೊರತನ್ನಿ.

   h) ಅಧಿಕೃತ ಅಭಿವೃದ್ಧಿ ನೆರವು ಎಂದರೇನು ?

   i) ವ್ಯಾಪಾರ ಬಣ ಎಂದರೇನು ?

   j) 'ತಂತ್ರಜ್ಞಾನ ವರ್ಗಾವಣೆ’ ಎಂದರೇನು ?

THIRDSEMESTER M.[illegible] DEGREE EXAMINATION JANUARY/FEBRUARY 2019
PAPER-4.2.1: INVESTMENT ALALYSIS AND MANAGEMENT (CBCS)
(Equivalent for F1: Investment Analysis & Management)

Time: 3 Hours **Max. Marks: 70**

Note: Answer ALL Sections

SECTION – A

Answer any FIVE of the following: 5x5= 25

1. Briefly explain the process of investment.

2. What is intrinsic value? How fundamental analysis helps in determining intrinsic value of a stock?

3. Distinguish between SML and CML.

4. The Roe and Boa corporations have the following expected risk and return inputs for the next year:

	Roe	Boa
Return	20%	23%
σ	21	25
	r =0.4	

a) Find out portfolio risk, if 50% of fund is allocated for each stock.
b) Determine the correlation co-efficient that is the necessary to reduce the level of portfolio risk by 25%.

5. Santhosh wants to decide between two mutual funds X and Y. From the financial reports, he is Able to calculate the average returns and the standard deviations for the funds. The current risk free of interest is 7%. Using the sharpe index compare the performance of X and Y funds.

	X	Y
Average Return R	19%	17%
Standard Deviation	21	16

6. The risk free rate of return is 9%, the expected return on NSE-Nifty is 20% and the variance of the index is 25%. Portfolio return is 15%. Estimate the risk of it. If the investor borrows 25% funds at the risk free rate of return, what will be the return and risk of the portfolio?

7. Define risk. What are the types of risk to which the portfolio gets exposed to?

SECTION – B

Answer any THREE of the following: 3x10= 30

8. The investor has got the following information from the capital market analysis regarding his favourite stock X, Y, Z.

Market Condition	Probability	Returns		
		X	Y	Z
Boom	0.25	22%	25%	10%
Normal	0.50	18%	20%	15%
Bearish	0.25	12%	10%	20%

He aspires to find out the return, if equal amount is invested in three stocks. At the same time He wants to reduce his risk level. If he has to choose only two stocks which combination of Stocks he should choose? Assuming equal amount of money is invested, what is portfolio risk?

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9. The rate of return on stock A and market portfolio for 15 periods are given below:

Period	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Return on stock A (%)	10	15	18	14	16	16	18	4	-9	14	15	14	6	7	-8
Return on Market Portfolio (%)	12	14	13	10	9	13	14	7	1	12	-11	16	8	7	10

a) What is the beta for stock A?
b) What is the characteristic line for stock A?

10. Briefly explain arbitrage pricing theory. How can an investor earn risk free arbitrage? Show it by constructing a hypothetical arbitrage portfolio.

11. **Write Short Notes on the following**:
a) Portfolio Evaluation
b) Dow theory

SECTION – C

Compulsory Question: 15

12. Mr. Vinod received Rs.10 lakh from his pension fund. He wants to invest in stock market. The treasury bill rate is 7% and the market return variance is 20. The following table gives the details regarding the expected return, beta and residual variance of the individual security. What is the optimum portfolio assuming no short sales?

Stock	Ri	Beta	σ2ei
A	20	0.75	25
B	18	1.3	16
C	16	1.3	9
D	12	0.75	16
E	10	0.6	9
F	14	1.8	36

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THIRDSEMESTER M.B.A. DEGREE EXAMINATION JANUARY/FEBRUARY 2019
PAPER-4.4.3: TALENT AND KNOWLEDGE MANAGEMENT (CBCS)
(Equivalent for H1: Human Resources Acquisition & Development)

Time: 3 Hours **Max. Marks: 70**

Note: Answer ALL Sections

SECTION – A

Answer any FIVE of the following: 5x5= 25

1. What is talent and differentiate between talent and knowledge workers?
2. What are modern practices of talent attraction and explain with special reference to IT companies?
3. Explain about leadership coaching.
4. Explain the steps involved in implementing knowledge management strategy.
5. Discuss about knowledge audit.
6. Explain how to create talent value chain?
7. What are various talent retention strategies?

SECTION – B

Answer any THREE of the following: 3x10= 30

8. Explain the factors that are influencing for the popularity of talent management concept in India?
9. Discuss the steps involved in talent planning by taking any company.
10. Explain how to design knowledge management strategy and the issues involved in that process.
11. Elucidate the techniques employed in measuring performance.

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SECTION – C

12. **Compulsory Question:** 15

19 Columns, a consultancy organization is popular in providing consultancy in various areas of management in finance operations. It has a culture of recognizing the brains in the firms with monetary and non-monetary benefits for fostering innovation at **19 columns**. The brainy managers are provided with Employee's Stock Options, promotions, foreign assignments, and gifting them with holidays and white goods. The knowledge generation and dissemination across the firm is well. However, there have been cases of resistance from not so knowledge group in its implementation as a hurdle for this culture, thus crippling the management functions. A new CEO has taken charge of **19 columns** and is required to solve the issue.

Question:

Thinking that you are one of the members of knowledge group, what suggestions can be extended by you for solving this issue from the interest of company's culture and competition in the market.

——

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THIRDSEMESTER M.B.A. DEGREE EXAMINATION JANUARY/FEBRUARY 2019
(2007-08 SCHEME)
M-1: BUSINESS MARKETING

Time: 3 Hours **Max. Marks: 75**

Note: Answer ALL Sections

SECTION – A

1. **Answer any SIX of the following:** 6x2= 12

a) What is business marketing?

b) What is competitive bidding?

c) What is 'vendor analysis'?

d) What is the role of an industrial distributor?

e) What is the difference between 'market penetration' and 'market development' as explained by the Ansoff/Market Growth Matrix.

f) How is 'promotion' different in industrial markets? When compared to consumer markets.

g) How are industrial products classified?

h) What are the bases for segmenting business/industrial buyers?

SECTION – B

Answer any THREE of the following: 3x8= 24

2. Explain the concept of derived demand and how it impacts industrial marketing. Give two examples.

3. Describe the buying/purchasing system used in business organizations. What is the role of the buying centre?

4. Write a note on selecting channels members in business marketing.

5. How are industrial customers classified? Describe very briefly the characteristics of each type of industrial customer.

6. What is the role of personal selling in business marketing?

SECTION – C

Answer any TWO of the following: 2x12=24

7. Explain the factors affecting business buying behavior and buying decision process using any popular model.

8. List the differences between business and consumer marketing. Explain how advertising will be different for business products when compared to consumer products.

9. How is the sales force generally recruited, trained and motivated in business marketing? Explain the concept of account management.

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SECTION – D (compulsory)

10. **Read the following case and answer the questions given below:** 15

Maxart is a manufacturer of a new generation of steering assemblies for cars. Traditionally steering assemblies have been made in-house by car manufacturers or have been outsourced to small units near the car manufacturing plant, with the design and specifications provided by the car maker.

Maxart in collaboration with a large American firm has set up a plant to make advanced steering assemblies that improve driving pleasure and safety using the latest technologies in electronics, bearings, metal forming, and composite materials. The MD, Mr. Atul is confident that the two American companies making cars in India would become customers as the parent companies were using the same product. There are 24 potential clients across the country. Changing over to Maxart assemblies will be easy for some car manufacturers, while for other it will take a lot of time. The target is to have 5 customers by the end of the first year.

Questions:

a) How should Maxart approach the American companies in India?

b) Suggest a sales organization for Maxart in India for the first year.

c) What is 'Ingredient Branding'? Can this strategy be used by Maxart?

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DAYANANDA SAGAR
College of Arts, Science & Commerce

THIRD SEMESTER M.B.A DEGREE EXAMINATION JANUARY/FEBRUARY 2019
(2007-08 SCHEME)
M-2: SERVICE MARKETING

Time: 3 Hours **Max. Marks: 75**

Note: Answer ALL Sections

SECTION – A

1. **Answer any SIX of the following:** 6x2= 12

a) What are 'credence' property of service.

b) What is a 'moment of truth' in services.

c) What constitutes the services marketing mix?

d) What is a 'servicescape'?

e) Why is "service recovery" important?

f) What is 'zone of tolerance' in customer expectations of service?

g) What is 'physical evidence'? Give one example.

h) List any six industries in the service sector

SECTION – B

Answer any THREE of the following: 3x8= 24

2. What is service blue printing? Explain the various components of a service blueprint with examples.

3. Explain the factors that influence customers expectations of service.

4. Apart from core excellence service, what type of bonds can a service firm build with its customers to retain them?

5. Briefly describe strategies available to service providers to match capacity and demand.

6. How are services different from goods? Explain with examples the characteristics of services.

SECTION – C

Answer any TWO of the following: 2x12= 24

7. How do customers evaluate service quality? What are the dimensions of service quality?

8. Explain the GAP model giving examples of the gaps can be closed to improve service quality.

9. What is service recovery? What are the various strategies for service recovery?

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SECTION – D (Compulsory)

10. **Read the case and answer the questions:** 15

Special thanks and recognition system (stars) is an award winning employee recognition and loyalty program of the Taj group of hotels. Employees are recognized based on the number of points they accumulate each quarter. Points are gained for responsive service to customers, suggestions that help the hotel, customer appreciation, feedback from colleagues, special service feats and many other dimensions.

Taj has tried to standardize its processes to offer clarity to its employees and has built a system of rewards and recognition for the softer human aspects of caring for customer specific needs, being responsive and making customer happy. A method that tries to reward the employees smile that can improve the service experience.

Questions:

a) Why will such scheme have a positive impact on service quality?

b) Why are employees critical in the hotel business?

c) 'There is limit to standardization in a service' why?

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