



JAGANNATH
UNIVERSITY

Question Bank

MBA



First Semester Examination

Code No.	Paper	L	T/P	Credits
MBA101	Managerial Economics	3	-	4
MBA102	Business Statistics	3	-	4
MBA103	Managerial Accounting	3	-	4
MBA104	Marketing Management	3	-	4
MBA105	Organization Behavior	3	-	4
MBA106	Principles & Practices of Management	3	-	4
MBA107	Computer Application in Management	3	3	4
MBA108	Business Environment	3	-	4
	Total	24	3	32

BUSINESS STATISTICS

MBA 102

UNIT1

1. Answer the following questions-
 - A. when and by whom the statistics was first originated?
 - B. Define population?
 - C. State any two objects of classification?
 - D. Mention any four merits of tabulation?
2. Define survey and methods of executing survey?
3. Give the definition of statistical data and mention their characteristics with suitable examples.
4. Write a note on the misuse and distrust of statistics.
5. What is a questionnaire? What precaution should be taken in drafting a good questionnaire?
6. Examine critically the important methods of collection of primary data. Can any method be called the best under all circumstances?
7. Explain the types of various series with help of example
8. The following are the wages in Rupees of 30 workers of a factory :
104, 124, 140, 120, 126, 109, 146, 135, 129, 134, 119, 140, 125, 133, 128, 107, 150, 119, 122, 127, 116, 130, 124, 127, 124, 120, 149, 130, 116, 144
Taking a class interval of 10, prepare a frequency distribution table in exclusive and inclusive forms.
9. Define and differentiate between classification and tabulation.
10. Define tabulation. Describe the objects, advantages and limitation of tabulation.

UNIT 2

1. Calculate mode from the following data:

Marks (out of 50)	0- 5	5-10	10-15	15-20	20-25	25-30	30-35
No. of Students	3	10	22	14	4	2	1

2. Calculate mean and median from the following data:

Central Size	5	15	25	35	45	55	65	75
Frequency	15	20	25	24	12	31	71	52

3. From the following data calculate mean, median and mode-

Wages in Rs.	No. of persons
Less than 20	5
Less than 40	12
20 to 60	29
60 & above	31
80 to 100	8
100 & above	19
120 & above	5

4. Explain the meaning of central tendency? Name the various methods of measuring it. Also explain their methods of solution with example.

5. Compare the relative merits and demerits of the arithmetic mean, median and mode.

6. From the following data regarding weights of 60 students of a class, find modal weight:

Weights: 50 51 52 53 54 55 56 57 58 59 60

No.of Students: 2 4 5 6 8 5 4 7 11 5 3

7. Answer the following questions:

(i) What is statistical average?

(ii) What are the characteristics of an ideal average?

(iii) What are the functions of an average?

8. Calculate Mean, Median and Mode from the following data:

Wages(Rs.)	20-60	20-55	20-40	20-30
No of workers	80	74	40	12
Wages(Rs.)	20-50	20-45	20-25	20-35
No of workers	67	55	5	22

9. Calculate Mean, Median and Mode from the following data:

Wages(Rs.)	Below 13	13-15	15-17	Below 19	Below 21	21-23	Below 25
No of workers	30	50	60	70	50	40	30

10. Calculate Mean and Mode from the following data:

x	0-10	10-20	20-30	30-40	40-50	50-60	60-70
f	10	12	25	35	45	55	65

Unit 3

1. The table given below shows the marks obtained by 10 students of B.Com. from roll numbers 1 to 10 in an examination. Calculate standard Deviation and its coefficient

by short cut method.

Roll no	1	2	3	4	5	6	7	8	9	10
Marks	43	48	65	57	31	60	37	48	78	59

2. Calculate Standard Deviation and its coefficient from the following data by step deviation method.

Age (under):	10	20	30	40	50	60	70	80
No. of Persons:	15	30	53	75	100	110	115	125

3. Calculate standard deviation by direct and short cut method from the following data:

Size	1	2	3	4	5	6	7	Total
Frequency	1	5	11	15	13	4	1	50

4. Calculate Standard Deviation and its coefficient from the following data by direct and short cut method:

Marks out of 10:	0-2	2-4	4-6	6-8	8-10	Total
No of students:	2	5	15	7	1	30

5. What is meant by dispersion? Explain various measures of dispersion.
6. "Averages and measures of dispersion are complementary to one another in understanding frequency distribution." Comment.
7. Calculate Mean Deviation and its coefficient from the following data

Marks less than	80	70	60	50	40	30	20	10
No of students	100	90	80	60	32	20	13	5

8. From the data given in the following table calculate Mean Deviation and its Coefficient:

Length(mm)	118-126	127-135	136-144	145-153
Frequency	3	5	9	12
Length(mm)	154-162	163-171	172-180	Total

Frequency	5	4	2	40
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Unit4

1. Calculate index number by aggregate expenditure method for 2006 taking 2005 as base from the following data:

Commodity	Unit	Qty. consumed	Price (Rs.)	
		2005	2005	2006
Wheat	Per quintal	2 quintals	250	500
Rice	Per quintal	1 quintals	400	550
Arhar	Per kg	20 kg	6	14
Sugar	Per kg	0.5 quintal	10	15
Salt	Per quintal	10 kg	100	150
Oil	Per kg	10 kg	20	40
Clothing	Per meter	20 meter	15	25
Fuel	Per quintal	4 quintal	60	75
rent	Per house	-	250	375

2. Define index numbers and mention its utility and importance.

3. Construct Fishers ideal index no from the following formula and show that it satisfies time reversal test

Articles	2006		2007	
	Expenses (in Rs.)	Price (in Rs.)	Expenses (in Rs.)	Price (in Rs.)
X	300	10	150	10

Y	400	8	250	25
Z	420	7	200	40

4. What are Index Numbers? Why is Fisher's formula called ideal? What are its demerits?

5. Construct Fisher's ideal index number from the following formula and show that it satisfies factor reversal test

Articles	Base Year		Current Year	
	Quantity (in Rs.)	Price (in Rs.)	Quantity (in Rs.)	Price (in Rs.)
X	50	6	55	9
Y	100	2	125	3
Z	60	4	65	6
	30	10	25	14

6. Calculate weighted index number for 2003 of the following data by:

- (i) Weighted Average Method
- (ii) Weighted Average of relatives Method

Commodities	Base Year		2006	
	Price	Qty(kg)	Price	Qty(kg)
A	5.00	10	7.50	9
B	2.00	20	2.40	17
C	4.00	5	6.00	4
D	10.00	7	11.00	7

7. An association of drinkers consists 50 members using standard drinks. Calculate weighted consumer price index for 2007 based on 2006 prices:

Name of the Drink	Whisky	Rum	Gin	Brandy	Wine	Tharra
Price per bottle						
2006	60	55	40	30	10	10
2007	75	60.50	50	45	12	08

Out of 50 members 10 members prefer to take Whisky, 5 members Gin, 8 members Brandy, 7 members Rum, 12 members wine and the rest prefer to take Tharra.

8. From the following data construct chain base index numbers taking 2000 as base year:

Article	2000	2001	2002	2003
A	5	8	12	21
B	12	15	21	21
C	20	26	26	39

9. Construct Index Numbers by Laspeyres, Paasche and Fishers formulae:

Year	Bread		Butter		Coffee	
	Qty	Price	Qty	Price	Qty	Price
2000	10	1.0	12	5.0	5	8.0
2004	8	1.5	10	6.0	2	10.0

10. From the following data compute quantity Index Numbers for the year 2000 taking 2004 as base year:

Year	Commodity I		Commodity II		Commodity III	
	Price	Qty	Price	Qty	Price	Qty
2000	5	10	8	6	6	3

2004	4	12	7	7	5	4
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Unit5

1. Calculate correlation between Money circulation and general price level assuming that the money circulation affects the general price level in next year:

Year	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Money Circulation	105	111	108	102	107	115	122	116	120	122	125
General Price	108	113	110	115	109	102	108	122	126	118	120

2. Marks obtained by 10 students in Accountancy and Statistics are given in the following table, calculate coefficient of correlation:

Roll Nos.	1	2	3	4	5	6	7	8	9	10
Accountancy	45	10	65	30	90	40	50	75	85	60
Statistics	35	90	70	40	95	40	60	80	80	50

Take deviation in X and Y series assuming 60 and 65 respectively as assumed means. Also find out probable error.

3. Find coefficient of correlation between the following series:

Fertilizer(mt. tons) productivity	15	18	20	24	30	35	40	50
(metric tons)	85	93	95	105	120	130	150	160

4. Obtain two regression equations of the following information and find out the value of y where x = 20 and the value x when y = 25:

X	12	14	18	22	24
Y	16	20	26	30	32

5. Find out two regression equations from the following:

X	27	27	27	28	28	28	29	29	30	31
Y	18	18	19	20	21	21	22	23	24	25

6. Calculate coefficient of correlation between ages of husband and ages of wives in the following :

Ages of Husband (y)	Ages of Wives (x)					Total
	10-20	20-30	30-40	40-50	50-60	
15-25	6	3	-	-	-	9
25-35	3	16	10	-	-	29
35-45	-	10	15	7	-	32
45-55	-	-	7	10	4	21
55-65	-	-	-	4	5	9
Total	9	29	32	21	9	100

7. The following table gives the number of students having different heights and weights:

Height (in inches)	Weight (in lbs)				Total
	70-80	80-90	90-100	100-110	
45-50	6	10	4	-	20
50-55	4	10	10	1	25
55-60	4	8	15	8	35

60-65	4	3	2	11	20
Total	18	31	31	20	100

On the basis of the above data, calculate regression equations.

8. Following figures related to Demand and Price of a commodity-

Demand	20	22	24	26	28	30	32	34	36	38
Price per Kg.	10	12	16	18	20	20	22	24	24	24

Calculate the two regression coefficients and find out the two regression equations. Estimate the average probable price when the demand of the commodity is 31 kg.

9. Find out two regression equations from the following:

X	1	2	3	4	5	6	7	8	9
Y	9	8	10	12	11	13	14	16	15

10. From the following data calculate Rank coefficient of correlation-

X	53	58	55	47	55	65	36	44
Y	48	56	60	48	51	62	48	46

MANAGERIAL ACCOUNTING

MBA 103

Question Bank

1. Define accounting and explain its various characteristics?
2. What is accounting? What are its main objectives?
3. Which parties are interested in accounting information and why?
4. Describe various branches of accounting?
5. What do you mean by financial accounting? Explain its limitations?
6. Describe various advantages of accounting?
7. Explain various concepts of accounting?
8. Describe various conventions of accounting?
9. What do you mean by management accounting? How it is useful for managers?
10. Explain various differences between financial accounting and management accounting?
11. Define assets? Explain various types of assets?
12. What do you mean by accounting standards? Explain their need and advantages?
13. What is accrual basis of accounting? How it is different from cash basis of accounting?
14. Explain various types of accounts and their rules for journalizing transactions?
15. Briefly explain various subsidiary books of accounting?
16. What do you mean by ledger? Describe its need and importance?
17. Explain various adjustments of final accounts and their accounting treatment?
18. Journalize the following transactions-

• Jan1,2010 Business started with cash	50,000/-
• Jan2,2010 Machinery purchased from Ram	10,000/-
• Jan3,2010 Goods purchased from Mohan for cash	10,000/-
• Jan4,2010 Furniture purchased for cash	15,000/-
• Jan5,2010 Salary paid to shyam	2,000/-
• Jan6,2010 Amount deposited in bank	10,000/-
• Jan7,2010 Payment to Ram through cheque	5,000/-
• Jan8,2010 cash withdrawn from bank	1,000/-
• Jan9,2010 loan taken from Mr. B	20,000/-

19. The trial balance of A limited revealed the following balances on 31st March 2009. Prepare Trading Account, Profit & Loss Account and Balance Sheet for the year ending 31st March 2009. The value of stock on 31st March 2009 was valued at Rs. 3,50,000

Trial Balance

Debit Balances	Amount	Credit Balances	Amount
Plant & Machinery	8,00,000	Capital Account	10,00,000
Purchases	6,80,000	Sales	12,70,000
Sales Return	10,000	Purchase Return	12,750
Opening Stock	3,00,000	Discount Received	8,000
Discount Allowed	3,500	Creditors	2,50,000
Bank Charges	750		
Debtors	4,50,000		
Salaries	68,000		
Wages	100,000		
Carriage Inward	7,500		
Carriage Outward	12,000		
Rent, Rates & Taxes	20,000		
Advertisement	20,000		
Cash at Bank	69,000		
	25,40,750		25,40,750

20. What do you mean by ratio analysis? Describe various objectives of ratio analysis?
21. Define ratio analysis? How it is important in analysis of financial statements?
22. Explain limitations of ratio analysis?
23. What is cash flow statement? Discuss its main uses and limitations?
24. Give a specimen of cash flow statement by indirect method using imaginary figures?
25. Define cash flow statement? How it is different from income statement?
26. The balance sheets of Ram and company limited are as follows-

Liabilities	2002	2003	Assets	2002	2003
Equity share capital	50,000	60,000	Fixed Assets	70,000	88,000
Profit & Loss account	26,400	20,900	Investments	40,000	40,000
Debentures	35,000	35,000	Cash	6,000	8,000
	20,000	21,500	Debtors	7,000	12,000

Accumulated Dep.	7,200	9,000	Prepaid rent	3,600	2,400
Creditors	6,000	6,000	Stock	32,000	28,000
Taxes payable	14,000	26,000			
Bills payable					
Total	1,58,600	1,78,400	Total	1,58,600	1,78,400

Additional informations are as follows-

- Purchased a new fix asset costing Rs. 25,000/-. Paid 13,000/- in cash and gave short term bills for the remaining.
 - Issued additional capital for cash.
 - Disposed off a fully depreciated asset having an original cost of Rs. 7,000/- and no scarp value.
 - Net profit for the year amounted to Rs. 2,000/- (after tax)
- Prepare a cash flow statement as per Accounting Standard no. 3.

27. Determine the closing stock, liquid assets and current ratio from following information-

- sales 15,00,000/-
- Gross profit ratio 30%
- Current liabilities 2,50,000/-
- Inventory turnover (based on closing stock) 3times
- Acid test ratio .75:1

28. Calculate current assets, current liabilities & stock turnover ratio from the following-

- Current ratio 2.5:1
- Working capital 60,000
- Opening stock 29,000
- Closing stock 31,000
- Sales 3,20,000
- Gross profit ratio 25% on sales

29. Compute the return on capital employed (Total assets basis) from the following information-

	X co. limited limited	Yco.
Net Sales	5,00,000	?

37. Prepare a statement of cost from the following data to find out profit and cost per unit-

• Raw materials consumed	15,000
• Direct wages	9,000
• Machine hours worked	900
• Machine hours rate	5Rs. Per hour
• Office overhead	2% of factory cost
• Selling overhead	50 paise per unit
• Units produced	17,100
• Units sold	16,000
• Selling price	4 Rs. Per unit

38. Give four examples of factory overhead, administrative overhead, selling overhead and distribution overhead?

39. A limited has received an order for the supply of three types of casting weighting 36, 90 and 54 tons respectively. 10% of the raw material used are wasted in manufacturing and are sold as scrap for 25% of the cost price of raw material. Material cost Rs. 500 per ton and the wages would amount to Rs. 12,000/-, 31,500/- and 16,500/- respectively. The cost of moulds for casting is Rs. 1,200/-, 1,000/- and 900/- respectively. Factory overheads are to be charged at 30% of wages and administration and other overhead at 20% of works cost. It is desired to earn a profit of 25% on selling price. Ascertain the price to be quoted for the supply of these different types of castings, on the basis of above information.

40. A factory's normal capacity is 1,20,000 units per annum. The estimated cost of production are as under-

• Direct Material	3Rs. Per unit
• Direct Labour	2Rs. Per unit (minimum 12,000/-p.m.)
• Fixed overhead	1,60,000 per annum
• Variable overhead	2Rs. Per unit

Semi variable overhead are Rs. 60,000 per annum up to 50% capacity and an extra expense of Rs. 20,000/- per annum for every 20% increase in capacity or a part thereof. Factory worked at 50% capacity for the first 3 months but it was expected to work at 80% capacity for the remaining 9 months. During the first 3 months, the selling price per unit was Rs. 12. What should be the price in the remaining 9 months to earn a total profit of Rs. 2,18,000/-.

41. What do you mean by process costing? Explain various characteristics of process cost accounting?
42. Explain various differences between normal loss of material and abnormal loss of material?
43. What do you mean by process accounts? Describe the general principles of process costing?
44. write short notes on the following-
- Abnormal effective
 - Inter process profit
45. A limited produces a product which passes through three distinct processes. The following cost data are available for the year ended-

Particulars	Process A	Process B	Process C
Input of material (1000 tons)	2,00,000	NIL	NIL
Wages	60,000	35,000	10,000
Overheads	12,500	5,800	710
Normal loss on input (no sale value)	5%	10%	20%
Scrape @ Rs. 50 per ton (tons)	50 tons	30 tons	51 tons
Selling price per ton	350	500	800

Two third of articles produced in process A and one half in process B were transferred to next process and the balance were sold. Management expenses amounted to Rs. 17,500/- and selling expenses Rs. 14,000/-. You are required to prepare process accounts and a statement showing the profit for the year.

46. What do you mean by standard costing? Explain its various advantages?
47. Define standard costing? Describe the limitations of standard costing?
48. The standard cost of a certain chemical mixture includes 40% material A @ Rs. 22.50 per ton, 60% material B @ Rs.30 per ton. A standard loss of 10% is expected in production. During a period of one month, 90 tones of material A @ Rs. 18 per ton and 110 ton of material B @ 34 per ton were used to produce 182 ton of good production. Calculate all material variances.

49. A factory which employed 100 workers on a job, all are working for 50 hours a week. The standard rate is Rs. 10 per hour and standard output is 200 units per gang hour.

During a week in June, 10 employees were paid at Rs. 8 per hour and 5 at Rs. 12 per hour. Rests of the employees were paid at the standard rate. Actual number of units produced was 10,200. Calculate all labour variances.

50. Calculate all labour variances with the help of following information-

- Standard

Number in standard gang	Men 20	women 10
Standard wages rate per hour	9.00Rs.	8.00Rs.
Standard gang hours in a week		40 hours
Standard output per gang hour		50 units

- Actual

Number in actual gang	Men 16	women 14
Actual wages rate per hour	10.00Rs.	5.00Rs.
Actual gang hours paid for		40 hours
Actual gang hours worked		39 hours
Abnormal Idle time		1 hour
Actual output		2400 units

Marketing Management

(MBA 104)

Unit – I

1. What do you understand by the term 'Marketing'? Explain the Core Concepts of Marketing?
2. What are the factors affecting Marketing Environment? Explain in brief any two factors affecting Micro Environment of a Company?
3. "Marketing may be defined as the delivery of a standard of living. The size of marketing task continually becomes greater as standard of living rises." Elucidate this statement.
4. State and explain the role of marketing in a modern organization?
5. What is meant by marketing planning? Describe the elements of marketing planning. State and explain the components of marketing plan?
6. Discuss the scope and importance of marketing planning?
7. What do you mean by marketing environment? Describe the forces affecting the marketing environment?
8. What do you mean by marketing mix? What are the main elements of a marketing mix?
9. Describe the forces / factors affecting marketing mix?
10. Define marketing management. State and explain the importance of marketing management in Indian economy?

Unit – II

1. What are the steps in the consumer decision making process? Do all consumers' decisions involve these steps?
2. Why is understanding the consumer post-purchase evaluation process important to marketers? How can marketers control cognitive dissonance?
3. Define Consumer behaviour? Discuss the various stages of Buying Process with examples?
4. Explain the meaning of consumer behaviour. What are its variables? State the importance of consumer behaviour in marketing management?
5. What are the psychological / economic determinants of consumer behaviour? Discuss their relevance in marketing decision making?
6. "The personality traits and attitudes are important guides to consumer behaviour?"
7. What do you mean buying motive? Discuss some of the important buying motives?
8. Describe the decision making process leading to buying decisions.
9. Explain the difference between 'consumer behaviour' and 'buyer behaviour'.
10. What do you mean by following terms :-
 - (i) Institutional Markets

- (ii) Government Markets
- (iii) Business Markets

Unit – III

1. Define Segmentation in brief. What variables would you use in segmenting the market for the following products and why?
 - (i) Credit card
 - (ii) Sports car

2. How would you apply your knowledge of segmentation, targeting, and positioning (STP) for
 - (i) Promoting Pulse polio immunization?
 - (ii) Soft drinks

3. Discuss the scope and relevance of the concept of market segmentation. Will the scope change with the opening of Indian economy? Illustrate how firms would be benefited in marketing their products and services by segmentation.
4. What do you understand by Market Segmentation? What are the variables used for segmenting the market of FMCG goods?
5. What criteria or bases are used for segmenting a market?
6. State and explain the conditions essential for successful market segmentation?
7. What are the basic elements that influence in selecting the strategy for market segmentation?
8. Explain the alternative strategies towards market segmentation?
9. Describe Marketing Targeting and Positioning with suitable examples?
10. Briefly discuss the concept of positioning. What is the positioning of
 - i) Santro car
 - ii) Indian airlines

- iii) Pepsi
- iv) Dalda ghee

Unit – IV

1. (a) Discuss the various stages of a new product development process by taking the example of an electric car as a new product concept.
(b) How can test marketing be helpful in launching new products?
2. Enumerate and discuss the major packaging decisions appropriate for the following
 - i) FMCG company
 - ii) Consumer durable company
3. Discuss the marketing strategies that may be used at the introductory and maturity stages of the product life cycle.
4. Explain the concept of PLC and discuss how it is related to the different stages of market development?
5. Discuss the implications of product differentiation strategies decision on the business enterprise.
6. Define the term 'Product'. Also discuss the classification of product?
7. What do you understand by Brands? Distinguish between brands and trade marks. What considerations are taken in selecting an effective brand?
8. Discuss the merits and demerits of branding from the point of view of consumers and producers / manufacturers?
9. "The main objectives of packaging are protection, brand differentiation and identification, sales promotion and handling convenience." Explain
10. Define packaging. What are the objectives and functions of packaging? Give characteristics of a good package.

Unit – V

1. Discuss the major objectives of advertising. Give examples in support of your answer.
2. Identify the advertising medium which is more effective in terms of cost and reach in relation to other media available to the marketer. Illustrate your responses with a specific advertising campaign.
3. Discuss the main objectives of sales promotion. Explain some of the sales promotion methods directed at consumers, which can be used by a detergent manufacturer.
4. Discuss the role of personal selling and advertising in promotional industrial products. How does it compare to consumer product promotion?
5. You are marketing manager of a medium sized manufacturing company. The president has just made the following statement "The distribution activity is not a concern of the marketing department. The function of the marketing department is to sell the product ... let be rest of the company handle production and distribution."
6. What is the role of an Advertising Agency in modern day marketing scenario?
7. Discuss the 5W approach to communication model with suitable examples. Why and how ethics are important in a country like India? Substantiate
8. What do you mean by channels of distribution? State their functions.
9. What are the factors that determine the channel decision for an industrial product?
10. "The manufacturer's choice of marketing channels is interviewed with its policy on distribution intensity." Comment

ORGANISATION BEHAVIOUR

MBA 105

UNIT I

1. Define Organisational Behaviour. State its importance and scope.
2. Define management. Explain various functions of management.
3. Elaborate the contributions put forth by F.W. Taylor & Henry Fayol towards evolution of management thoughts.
4. Explain the nature, importance & purpose of planning.
5. What is scientific management? How Hawthorne studies helps to understand work behavior?
6. Describe the applications of models in Organisational Behavior
7. What are dependable variables in an organization? Explain Organisational citizenship behaviour.
8. Discuss Henri Fayol's contributions to organizational theory.
9. What are the organizational challenges present in Indian scenario?
10. Explain the various disciplines contributing to Organisation Behaviour

UNIT II

11. Explain the meaning of personality. What are the determinants of personality?
12. What are the Big Five Traits of personality?
13. What are the Erikson's Stages of personality development?
14. Define the term 'perception' and explain 'perception process'
15. What is Attribution Theory of perception? Define its application in OB.
16. Define Attitude and explain its various components.
17. What is Job Satisfaction? What is its relationship with productivity, absenteeism, turnover and accidents?
18. Contrast Classical Conditioning and Operant conditioning Theories of Learning.
19. What is reinforcement? What are the four schedules of reinforcement?

20. Explain Social Learning Theory with reference to your Role Model.

UNIT III

21. Define motivation. Elaborate A. H. Maslow's hierarchy theory of motivation.

22. Write a note on Equity Theory of Motivation.

23. What is group cohesiveness?

24. Contrast the Maslow's Need Hierarchy Theory and Herzberg's Two Factor Theory of Motivation.

25. Discuss merits and demerits of formal and informal group

26. Distinguish clearly between intrapersonal and interpersonal conflicts. Quote an example. How does it deteriorate team work in the organisation.

27. Distinguish traditional Vs modern view of conflict. How is conflict resolved?

28. Explain the theory of transactional Analysis. Discuss ego states affecting the transactions within an organisation.

29. Define leadership. Explain the styles of leadership

30. "Leaders are born & not made". Discuss.

UNIT IV

31. Define Organisation and discuss its components.

32. Discuss the key factors on the design dimensions.

33. What is the difference between Mechanistic and organic organization structures?

34. What is the Bureaucratic approach to organization? Why is it receiving bad results?

35. Explain the various forms of organisation structure

36. Explain centralizing and decentralising authority in hierarchy

37. What is the advantage of Matrix structure?

38. What are High Performance Systems?

39. Define organizational culture.

40. What are the positives and negatives of the organizational culture?

UNIT V

41. “Nothing is constant, only change is constant”. Explain the statement w.r.t. factor responsible for change.
42. Enumerate various factors responsible for change.
43. Explain the types of change in management.
44. What are the different approaches of organisational effectiveness?
45. Explain Lewin’s model of change.
46. Discuss various reasons for individual resistance to change.
47. What do you mean by change? What are the parameters determining scope of change in an organization.
48. Who is a change agent? How does he help an organization change?
49. Explain the action research model for change.
50. What are the challenges of change? Explain.

Computers Applications in Management(MBA 107)

UNIT-1

Basics of Computer and its evolution

- Q.1** Define Computer. Who is the Father of Computer ? What are the basic operations of Computer?
- Q.2** Explain about the Block Diagram of the Computer in Detail.
- Q.3** What are the characteristics of Computer List any 6 characteristics?
- Q.4** Explain in detail About the Components of Computer System.
- Q.5** List out the Features of all generations of computer with their advantages and disadvantages.
- Q.6** Write a note on classification of Computers.
- Q.7** Define CPU and ALU?
- Q.8** Explain ENIAC, EDVAC, and EDSAC?
- Q.9** Differentiate between Micro, Mini, mainframe and Super.
- Q.10** What is difference between system software and application software.

UNIT-2

Input and Output Devices

- Q.1** Explain in brief primary memory.
- Q.2.** What is Rom? Describe its various types.
- Q.3** what is the difference between a Primary memory and Secondary memory?
- Q.4** What are the main difference between a floppy disk and a hard disk?
- Q.5** Explain in briefly the any three input device and three output device.
- Q.6** Explain briefly about Magnetic Storage Devices
- Q.7** Explain briefly about Optical storage Devices.
- Q.8** List out the Types of Computer Monitors and Explain in detail.
- Q.9** List out the types of Printing Devices and Explain in Detail.
- Q.10** what is the difference between a volatile memory and a Non-volatile memory?

UNIT-3

Concept of Data Communication and Networking

- Q.1** What is called Networking?
- Q.2.** List out Advantages & Disadvantages of Networking.
- Q.3** Define LAN, MAN, WAN.
- Q.4** What is Network Topology and its Types?
- Q.5** What are the types of Network Architectures?
- Q.6** Explain TCP, SMTP, POP, and HTTP protocol .
- Q.7** What is World Wide Web.
- Q.8** What is IP Address why we use them.
- Q.9** What is the role of Internet Services Providers.
- Q.10** Write short note on Web Search Engine.

UNIT-4

Introduction to GUI using Windows Operating System

- Q.1** How will you create and delete a new folder on desk top?
- Q.2.** Write the steps to copy a text in one file to another file
- Q.3** What is the difference between moving and copying a file?
- Q.4** What happens to files you have dropped in the Recycle Bin?
- Q.5** Explain how Page Margins are set in MS-Word ?
- Q.6** Write short notes on Find and Replace in MS-Word
- Q.7** Explain the advantages of using MS-Word
- Q.8** Explain the Borders and Shading feature on MS-Word.
- Q.9** Write short notes on the following
- .i) Bullets and Numbering
 - ii) Columns.
- Q.10** Explain how a table of 5 rows and columns can be created in MS-Word ?

UNIT-5

Introduction to MS-Excel

- Q.1** Discuss the steps for creating a presentation in MS PowerPoint
- Q.2.** Explain how data can be searched in a MS-Excel sheet.
- Q.3** Explain the use of following functions in MS-Excel with example :
- (i) SQRT (number)
 - (ii) EVEN (number)

Q.4 How are charts useful in Excel? Compare any three chart types available in Excel.

Q.5 Create Mark Sheet of your 7 Team members assessment marks of last week training session (Put Heading of this above the Mark sheet), in “Grooming”, “Communication Skill”, “ IQ”, &”Product Knowledge” with Pass & fail criteria, Gradation, and Percentage of their obtaining marks. Pass & Fail parameter are as bellow:

Subject	Full Marks	Fail Marks
Grooming	100	60>
Communication	100	50>
IQ	50	34>
Product Knowledge	50	25>

Gradation rule: 85% and above = A, more than and equal to 65% = B

Q.6 What is a presentation ? How to make an effective presentation ?

Q.7 What is a Presentation Template ? Explain advantages of using Presentation Template.

Q.8 Discuss the steps for creating a presentation in MS PowerPoint

Q.9. Explain the techniques for making a PowerPoint show livelier

Q.10 How to create Flow charts in Power Point

MBA 108: Business Environment

UNIT I

1. What is Business Environment?
2. What is micro Business Environment?
3. What are the processes of Environmental Analysis?
4. Explain the micro - macro environmental factors affecting business.
5. Why are internal factors of a business enterprise regarded as controllable factors?
6. Critically examine India's Industrial Policies since 1991 and discuss on the outcomes.
7. How are organizations related to their environment?
8. Explain the Structure of Indian economy.
9. How has the business environment transferred during last decade?
10. What are the features and components of Indian financial system?

UNIT II

11. What do you mean by demarketing?
12. What is command economy?
13. What is mixed economy?
14. Describe Economic systems and focus on the Features and Merits of Economic Systems.
15. Briefly explain the economic role of government in Business Environment
16. Explain arguments for and against social responsibility
17. What factors show that "the freedom of private enterprises is greatest in the free market economy?"
18. Mention some of the salient features of a socialist system.
19. Explain Social Responsibility in terms of – Meaning, Definition, Rationale, & Need.
20. What is Development Planning? Explain how planning is important in developing Indian Economy.

UNIT-III

21. Briefly explain the Components of Fiscal Policy.
22. Explain the nature and significance of Fiscal Policy.
23. Explain the concepts of public revenue in India.
24. Explain the concepts of public expenditure in India.
25. What are the factors affecting the monetary policy? What role does RBI play in formulating monetary policy?
26. Distinguish in brief between the
 - a) Budgetary Deficit and Fiscal Deficit
 - b) Revenue receipts and Capital receipts
27. Analyze the objectives of monetary policy.
28. What are the tools of monetary policy?
29. Distinguish between Repo rate and Reverse Repo rate
30. Explain the concepts development activities in India basing the Fiscal policy.

UNIT IV

31. What is liberalization?
32. Expand (i) SWOT; (ii) FDI
33. Write any two objectives of SEBI
34. Briefly mention the features of Industrial Policy of 1991.
35. Explain the Disinvestment mechanism in Detail.
36. What is LPG? Explain arguments for and against LPG.
37. Explain the role of public sector in India.
38. Explain in detail different phases of India's foreign trade policy.
39. Write Short Notes on:
 - a. Globalisation
 - b. WTO

c. IM

40. Write basic features on any 3 of the following

a. MRTP act

b. FEMA act

c. EXIM Policy

d. SEBI

UNIT V

41. Economic Reforms is missing out the focus on social justice Explain in Indian context.

42. What do you mean by Balance of payments? Explain the causes and corrections of disequilibrium in BOP.

43. Explain the major components of BOP.

44. Focus on Economic policy and balance of payment in the light of Indian economy.

45. What is meant by Capital Account Convertibility?

46. Discuss the reduction measures for poverty in India.

47. Discuss the role of the following in poverty reduction:

a. NGOs

b. SHGs

48. Discuss the welfare role of state in India.

49. Do you think the present economic environment is favourable to business? Discuss.

50. Evaluate the goals and strategies of 11th Five Year Plan of India in the context of Millennium Development Goals.

QUESTION BANK OF LEGAL ASPECTS OF BUSINESS

MBA 201

UNIT I

1. What do you mean by contract? Explain various essentials of contract?
2. Define offer? Explain various legal rules regarding offer?
3. What do you mean by invitation to put an offer? Explain various examples?
4. What do you mean by acceptance? Explain various legal rules regarding acceptance?
5. What do you mean by Minor? Explain the nature of agreements made by minor?
6. What do you mean by person of unsound mind? Explain various types of persons of unsound mind?
7. Define coercion? Explain essentials of coercion?
8. What do you mean by undue influence? Explain legal rules regarding relations in which presumption of undue influence will not be applicable?
9. "Contracts without consideration are void". Explain various exceptions to this rule.
10. Explain various expressly declared void agreements according to Indian Contract Act 1872?

UNIT II

1. Write short notes on following in reference to sale of goods Act-
a. Goods b. Delivery c. sale
2. Explain various differences between sale & agreement to sale?

3. What do you mean by goods according to the sale of goods Act? Explain various types of goods?
4. What do you mean by contract of sale? Explain various essentials of contract of sale?
5. What do you mean by conditions? How it is different from warranties?
6. Explain various implied conditions mentioned in the sale of goods Act?
7. Explain the doctrine of caveat emptor with various exceptions?
8. “Only owner can transfer good title in goods to the purchaser”. Explain various exceptions to this rule?
9. What do you mean by unpaid seller? Explain various rights of unpaid seller?
10. Explain various rights and duties of buyer according to the sale of goods Act 1930?

UNIT III

1. What do you mean by negotiable instruments? Explain various characteristics of negotiable instruments?
2. What do you mean by promissory note? Explain various Essentials of promissory notes?
3. What do you mean by bills of exchange? How it is different from promissory note?
4. What do you mean by cheque? How it is different from bills of exchange?
5. Describe various types of negotiable instruments?
6. What do you mean by holder in due course? When a holder can not be treated as holder in due course?

7. What do you mean by endorsement? Explain various kinds of endorsement?
8. What do you mean by presentment of bill? Describe various kinds of presentment of bill?
9. What do you mean by discharge of instrument and parties? Explain various modes of discharge of parties?
10. What do you mean by dishonor of negotiable instrument? When notice of dishonor can be excused?

UNIT IV

1. What do you mean by a company? Explain various characteristics of a company?
2. What do you mean by Memorandum of association? Why memorandum is important for a company?
3. Define memorandum of association? Explain various contents of memorandum of association?
4. What do you mean by articles of association? How it is different from memorandum of association?
5. Write short notes on following-
 - (a) Separate legal entity
 - (b) corporate veil
6. Define articles of association? Describe various contents of articles of association?
7. What do you mean by prospectus? Explain various facts which should be mentioned in prospectus of a company?
8. Define prospectus? Describe the consequences of misstatement in prospectus?
9. What do you mean by a private company? How it is different from a public company?
10. Write short notes on following-
 - (a) Perpetual succession
 - (b) Artificial person

UNIT V

1. What do you mean by director? Explain various rights of directors?
2. Describe various duties of directors?
3. Explain various liabilities of directors?
4. What do you mean by dissolution of a company? How it is different from winding up of a company?
5. What do you mean by compulsory winding up of a company? When a court can give an order or compulsory winding up of a company?
6. When a company can be wind up by its members? Explain various conditions?
7. When a company can be wind up by its creditors? Explain various conditions?
8. What do you mean by winding up of a company? Differentiate between winding up by members and winding up by members?
9. Write short notes on following-
(a) List A contributories (b) List B contributories
10. Explain various facts of the case soloman v/s soloman & com limited?
What was the final decision of court?

Second Semester Examination

Code No.	Paper	L	T/P	Credits
MBA201	Legal Aspects of Business	3	-	4
MBA202	Financial Management	3	-	4
MBA203	International Business Management	3	-	4
MBA204	Production and Operations Management	3	-	4
MBA205	Business Research Methods	3	-	4
MBA206	Human Resource Management	3	-	4
MBA207	Managerial Information System	3	-	4
MBA208	Quantitative Techniques	3	-	4
	Total	24	-	32

Financial Management
MBA 202

Unit 1

Question No. 1 What do you mean by Financial Management? Discuss the Objectives of Financial Management.

Question No. 2 Why is the maximizing wealth a better goal than maximizing profit?

Question No. 3 "The importance of financial management has increased in modern time." Explain

Question No. 4 What is Financial Management? Explain the Scope of Financial Management.

Question No. 5 "Sound financial management is the key to the prosperity of corporation." Explain.

Question No. 6 What do you mean by Financial Management? Discuss the Functions of Financial Management.

Question no.7 Write Short note:

10. Finance
11. Management
12. Accounting
13. Economics

Question No. 8 Write short note:

11. Investment
12. Profit Maximization
13. Wealth Maximization
14. Liquidity

Question No. 9 Discuss the Objectives and Goals of Financial Management.

Question No.10 Explain the value maximization objective of a firm. How do various functions of financial management contribute to this objective?

Unit 2

Question No. 11 Explain Break Even Points. Discuss the utility of Break Even Analysis and Show its limitation.

Question No.12 The trading results of Rama and Co. for the last quarter are:

The quarter ended	Sales (Rs.)	Profit (Rs.)
June 2008	50000	10000
September 2008	75000	20000

Calculate: (a) Profit Volume Ratio (b) Fixed Costs

Question No. 13 What do you mean Profit Volume Ratio? What is the importance of P.V. Ratio for a business organization?

Question No. 14 In 2009 the position of X Ltd. As follows:

	Rs.
Sales	120000
Variable Overhead	96000

Gross profit	24000
Fixed Overhead	16000

Net Profit	8000

Find Out:

- P.V.Ratio
- Break Even Points
- Net profit for the Sales of Rs. 180000
- Desired Sales of net profit of Rs. 16000

Question no. 15 What is Break Even Point? How is it computed? Explain with example.

Question no. 16 What are Break Even Charts? How they are prepared?

Question No. 17 "The Break Even Analysis is a useful device of profit planning." Do you agree? Discuss.

Question No. 18 What do you understand by Break Even Analysis. Discuss its assumptions and objectives.

Question No. 19 Write Short note:

11. Break Even Analysis
12. Contribution
13. Profit Volume Ratio
14. Break Even Point

Question No. 20 Write Short Note:

1. Fixed Cost
2. Profit
3. Safety Margin
4. Variable Cost

Unit 3

Question No. 21 What is meant by Capital Structure? Explain the factors affecting the capital structure.

Question No. 22 Explain the concept and classification of cost of capital.

Question No. 23 Explain Pay Back Period. Why it is so popular among Businessmen? What are its limitations?

Question No. 24 What is meant by Capital Structure? Explain the importance of capital structure.

Question No. 25 A Company issues 12 % debenture of Rs. 500000 at par redeemable after after 10 years at premium of 5% and incurs Rs. 10000 as issue expenses, calculate the cost of debt capital.

Question No. 26 What is optimum Capital Structure? What factor should be in mind in devising a capital structure?

Question No. 27 Write short note:

1. Capital Structure

2. Debenture
3. Retained Earning
4. Fixed Assets

Question No. 28 What do you mean by Capital Structure? What is the difference between capital structure and financial structure?

Question No. 29 Write short Note:

1. Cost of capital
2. Debt capital
3. Preference share capital
4. Weighted average cost of capital

Question No.30 Define Cost of Capital. Explain its significance in financial decision making.

Unit 4

Question No. 31What is Capital Budgeting? Explain the main features of Capital Budgeting?

Question No. 32What is Capital Budgeting? Explain the importance of Capital Budgeting?

Question No. 33What is Capital Budgeting? Explain the procedure of Capital Budgeting?

Question No. 34A limited company is considering investing in a project requiring a capital outlay of Rs. 100000. Forecasts of annual income after depreciation but before tax are as follows:

Year	1	2	3	4	5
Amount	50000	50000	40000	40000	20000

Depreciation may be taken at 20 % on original cost and income tax at 50 % of net income.

Evaluate the project using pay back method.

Question No. 35 What is Pay Back Method? Explain the advantage and limitation of Pay Back period method.

Question No.36 Machine ValueRs. 10000

Cash in flows as follows:

Year	1	2	3	4
Amount	5000	3000	3000	3000

Calculate average rate of return.

Question No.37What do you understand by capital budgeting? Explain its objectives and importance.

Question No.38 Explain Following:

1. Pay Back Period
2. Internal Rate of Return

Question No. 39Explain Pay Back Method. Why is it so popular among businessmen?

Question No. 40 Write Short note:

1. Capital Budgeting
2. Annual Net cash inflows
3. Bail out pay back period method
4. Pay back Reciprocal method

Unit 5

Question No. 41 What is working capital? Explain the factors determining working capital.

Question No. 42 on 1st Jan 2009 the board of directors of X limited desires to

know the amount of working capital that will be required to meet the programme they have planned for the year. From the following information prepare the estimate of working capital requirements-

Production during the year 2008 was 80,000 units and it is proposed to maintain the same during 2009. the expected ration of cost to selling price are:

Raw Material 60%

Direct Wages 10%

Overhead 20%

Following further information are available-

1. Raw materials are expected to remain in stores on an average 2 months before issue to production.
2. Each unit of production is expected to be in process for one month.
3. Finished goods will stay in the warehouse awaiting dispatch to customers for 3 months.
4. Credit allowed by creditors is 2 months from the date of delivery of raw materials.
5. Credit given to debtors is 3 months from the date of dispatch.
6. Selling price is Rs. 5 per unit.

There is regular production and sales cycle and wages and overhead accrue evenly.

Question No. 43 Smith Limited sells goods at a gross profit of 25% . Depreciation is taken into account as part of cost of product. The following are the annual figures given to you:(20)

Sales (two months' credit) 1800000

Material consumed (one month credit) 450000

Wages paid (one month lag in payment) 360000

Cash Manufacturing expenses (one month lag in payment) 480000

Administration expenses (one month lag in payment) 120000

Depreciation on fixed assets 60000

Sales promotion expenses (paid quarterly in advance) 60000

Income tax payable in 4 installments of which one lies in

The next year 150000

The company keeps one month's stock of raw materials and finished good. It also keeps Rs. 100000 in cash. You are required to estimate the working capital requirements of the company assuming 15% safety margin.

Question No.44 What is operating cycle concept of working capital? How will you determine the amount of working capital under this method?

Question No.45 " Inadequate working capital is disastrous whereas redundant working capital is a criminal waste." Critically examine this statement.

Question No. 46 What is the concept of working Capital? What factors determine the needs of working capital?

Question No.47 'Working Capital to a business is what blood circulation is for human body' Explain.

Question No. 48 "Inadequate working capital is disastrous whereas redundant working capital is a criminal waste?" Critically examine this statement.

Question No. 49 Write Short note:

1. Gross Working Capital
2. Net Working Capital
3. Operating Cycle
4. Permanent Working capital

Question No. 50 Write Short Note:

1. Variable Working capital
2. Seasonal Working Capital
3. Operating Cycle Method
4. Current Assets
5. Current Liabilities

MBA 203: International Business Management

UNIT I

1. What is International Business?
2. What is the principal economic basis for international trade?
3. Discuss the factors that cause globalization of business.
4. What are the challenges of Global Business? Describe them.
5. What are the constraints in globalization of business?
6. How will you classify International Business?
7. Bring out the factors influencing international business and explain with example.
8. Discuss in detail the types/modes of International Business
9. Explain the following:
 - a. Factor Proportion Theory
 - b. Product Life Cycle Theory
10. What lessons do trade theories carry for today's governments and policy makers.

UNIT II

11. What is meant by Cultural Environment?
12. 'International trade will further pollute the natural environment' — Discuss.
13. Discuss International Environment.
14. Discuss the various forms of International Business and their relative merits and pitfalls.
15. Discuss the role played by MNC's in technological transfer.
16. What are the issues that should be negotiated in Foreign Collaboration?
17. What are organizational issues in International Business? Explain.
18. What is FDI? Illustrate in detail the concept of FDI
19. Write about the theories and methods of FDI.
20. The decision of how much power should be delegated to a manager of a subsidiary is crucial, and depends on several factors. Examine these factors with their importance in Multinational Corporation.

UNIT III

21. Give the global entry strategy.
22. Why do MNEs differ in their strategic planning?
23. What are the standard approaches to global competition?
24. What are the administrative mechanisms for strategic control of MNEs?
25. Mention any two special measurement techniques used by MNEs.
26. Discuss the relationship between an MNE and its subsidiaries in the context of the "make or buy" decision.
27. While some see globalization as the avenue to the development of poor nations, others see it intensifying misery and inequalities. Critically examine the above statement in today's context.
28. What are the implications of globalisation of business?
29. Briefly explain the globalisation of production, markets, technology and investment.
30. Explain the challenges of globalisation of Indian industries.

UNIT IV

31. Explain the functions of a UNCTAD.
32. How will you draft an Arbitration agreement?
33. Discuss in detail the dispute settlement procedures of WTO.
34. Elaborate on the implications of TRIPS and GATS.
35. Explain the role of WTO in International Business.
36. Why do the regional trade blocks emerge in business?
37. Identify three types of attitudes in the choice of organizational structure.
38. Discuss any one innovative production technique used in international firms to face intense competition.
39. Explain the step by step procedure for International Commercial Arbitration.
40. How does WTO settle disputes in international business?

UNIT V

41. Define CSR? Discuss in detail the Social Responsibility with Int. Business.
42. Write on the Conflict in International Business.
43. What is ethical decision making?
44. Compare and contrast strategic issues of global firms in automobile PC industry.
45. Write the impact of Global competitiveness on Int. Business.
46. Are there any basic differences between Japanese and American work cultures, particularly in relation to human resource management practices? Explain what can India learn from such cultures and practices?
47. Discuss the ethical issues in International Business.
48. "Doing International Business poses challenges to managers so far as social actions are concerned". Elaborate this statement.
49. Why is ethical decision making difficult? How can the decision making be made effective?
50. "Corporate culture and ethical climate can put much pressure on people to channel their actions in certain directions". Discuss.

MBA 204

Unit-1

1. "Nature of production can better understood if we view the manufacturing function from three angles"
Explain those three angles?

2. What is operation research? Account for the growing
importance of production management and operational strategies in business decisions

3. What do you understand by production and operation management? Also explain its scope.

4. Write short notes on:

(a) Mass Production

(b) Batch Production

With their merits and demerits.

5. What are the competitive priorities? Explain how a firm can compete on the basis of cost with special reference to its operations.

6. Describe the various stages involved in satisfying a customer's need. Which of these stages form a part of production and operation management?

7. What do you understand by service package while designing a service?

8. How do you classify services?

9. What do you understand by batch method of production? How does it differ from the job shop method?

10. What is meant by “competitive strategy”? List four performance characteristics that a company can choose to emphasize to have competitive advantage.

Unit-II

11. What is the meaning of plant location? What factors affect the choice of the suitable place for location of a plant?

12. Discuss the various factors involved in the location of a Plant with an emphasis on an automobile plant?

13. What key factors would you consider while locating the following?

(a) Nursery school

(b) Fast food restaurant

(c) Five star hotel

14. Evaluate the advantages and disadvantages of an urban site versus a rural life.

15. Briefly discuss the qualitative and quantitative methods used for forecasting demand.

16. (i) Differentiate between process and product layout?

(ii) “Plant layout involves besides grouping of machinery, an arrangement of other facilities also” Discuss.

17. How does a good plant layout help to improve productivity?

18. Mention the types of layout. Briefly describe each.
19. Describe the characteristics of good product design.
20. Define the term 'Capacity Planning.'

UNIT-IV

21. What are the basic production planning problems? In the context of production planning and control, explain the function of routing, scheduling, dispatching and follow up?

22. Define the following terms:

- (a) Carrying cost
- (b) Ordering cost
- (c) Reorder level
- (d) Safety cost

23. What is quality assurance? Discuss the nature of inspection.

24. Consider the following data-

Annual demand rate	800 units
Unit cost	Rs. 40/-
Ordering cost	Rs. 800/-
Inventory carrying cost	40% of unit price
Back order cost	Rs. 10/-

Find EOQ, Maximum number of back orders, number of orders per year, time between 2 orders, Maximum inventory level, total annual variable cost.

25. (a) "Quality can't be inspected in a product it must be built in a product." Comment.
 (b) TQM focuses on "Satisfy the customer first, last and always". Explain.

26. What do you understand by Just in Time Manufacturing?

27. What is ISO? Explain procedure?

28. What are quality circles? Define quality? What are the dimensions of product quality?

29. A project consists of the following activities and different time estimates-
 a. Draw a network diagram.
 b. Determine the expected task time and their variances.
 c. Find the earliest and latest expected time to reach each node.
 d. find the critical Path.
 e. What is the probability that the project will completed by 27th day.

Activity	Least time (to)	Most time (tp)	Most likely time(tm)
1-2	3	15	6
1-3	2	14	5
1-4	6	30	12
2-5	2	8	5
2-6	5	17	11
3-6	3	15	6
4-7	3	27	9
5-7	1	7	4
6-7	2	8	5

30. Draw the project diagram from the information given below. Also identify the critical path and determine the project completion time. Also find out the earliest start time, earliest finish time, latest start time and latest finish time.

	A	B	C	D	E	F	G	H	I	J	K	L	M
Precedence:	-	A	B	B	D	D	E,F	G	G	H,I	C	K	J,L
Time: (hours)	16	11	14	9	12	10	30	19	11	7	40	9	14

31. From the following network determine

(a) Construct a network diagram

(b) Calculate completion time

Activity	Description	Predecessor Activity	Duration
A	Dismantle pipe connections	-	2
B	Dismantle heater, closure, and floating front	A	4
C	Remove tube bundles	B	8
D	Clean shell	B	3
E	Replace tube bundle	B	5
F	Prepare shell pressure test	C	2
G	Clean bolt	C	8
H	Clean tube bundles	F,G	6
I	Clean heater	D,E,F	5
J	Prepare tube pressure test	I	7

32. From the following network determine (a) Construct a network diagram

(b) Calculate completion time (c) Total float, free float and independent float

Activity	1-2	1-3	1-4	2-4	2-5	3-6	4-6	5-7	6-7	6-8	7-8	8-9
----------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Duration 4 12 10 8 6 8 10 10 0 8 10 6

33. What do you mean by PERT and CPM. Discuss its advantages and limitations.

34. What is network analysis? Where is it used? Explain the procedure for drawing network diagram.

35. Describe the kanban method of control?

Job Design, Work Measurement, Work Study, Method Study, Monte Carlo Simulation Techniques

Unit-III

36. What is method study? Explain the different steps involved in method study?

37. In a machine shop, the following were the times recorded for each operation in seconds, for five trials of a particular job.

Operation	Cycle observed timing					Rating
	1	2	3	4	5	
Face Machine	10	11	10	10	11	110
Bore Machine	15	15	14	15	13	120
Face Machine	12	12	12	11	12	100
Groove Machine	8	7	7	8	9	80

Assuming total allowance of 15%, calculate the standard time and standard production norm per day based on three shifts per day of 8 hours each.

38. What are the advantages and disadvantages of Monte Carlo Simulation as a problem solving technique?

39. An automobile production line turns out about 100 cars per day, but deviations occur owing to many causes. The Production is more accurately described by the probability distribution given in table no 15.

Table 15(a)

<u>Production/day</u>	<u>Probability</u>	<u>Production/day</u>	<u>Probability</u>
95	0.03	101	0.15
96	0.05	102	0.10
97	0.07	103	0.07
98	0.10	104	0.05
99	0.15	105	0.03
100	0.20		

Finished cars are transported across the bay, at the end of each day, by ferry. If the ferry has space only for 101 cars, what will be the average no of cars waiting to be shipped, and what will be the average no of empty space on the boat? Use Monte Carlo simulation and simulate for 20 days. Random numbers are given:

0721 1208 0803 3265 4374 2337 1628 3018 2534 1921

40. A time study was made of an existing job to develop new time standards. The worker was observed for 30 minutes during which he made 20 units. He was related at 90% by the analyst.

The firm's allowances for rest and personal time are 12%.

- (a) What is the normal time for the task?
- (b) What is the standard time for the task ?
- (c) If the worker produces 360 units in an eight hour day, what would be the days pay if the base rate is Rs 60 per standard hour?

Unit-V

41. Discuss the various categories of waste as identified by Shigeo Shingo. How they can be eliminated?
42. Describe the major tools and techniques of JIT manufacturing.
43. Write notes on
 - (a) Statistical quality control
 - (b) Quality Circle
44. Discuss the elements of TQM concept.
45. What is "continuous improvement" or "Kaizen"? Discuss the three guiding principles of Kaizen.
46. What is quality control? What are its objectives and benefits?
47. How do you develop a quality circle programme? What are its benefits?
48. Why do organizations strive to get ISO 9000 certification?
49. Quality cannot be inspected in a product, it must be built in a product. Comment.
50. The JIT production system holds only bare minimum inventories. How does it cope up with demand fluctuations?

BUSINESS RESEARCH METHODOLOGY

MBA 205

Unit I

Question No.1 Explain Followings:

15. Research
16. Descriptive Research
17. Analytical Research
18. Applied Research
19. Fundamental Research

Question No.2 Explain succinctly the role of research in managerial planning and decision.

Question No.3 Briefly describe the different steps involved in a research process.

Question No.4 What do you mean by research? Explain its significance in modern time.

Question No.5 What points must be kept in mind while defining a research problem? Briefly mention the advantages of considering these points while defining a research problem.

Question No.6 In the research process, why is the problem definition stage probably the most important stage? What are the key issues that need to be addressed at this stage?

Question No.7 Describe fully the techniques of defining a research problem.

Question No.8 Explain how research helps in making better decision in following areas:

11. Government Policy and Economics Decisions
12. Marketing Research

Question No. 9 "The task of defining the research problem often follows a sequential pattern" Explain.

Question No. 10 What is the necessity of defining a research problem? Explain.

Unit II

Question No. 11 Explain followings:

14. Research Proposal
15. Research Design
16. Exploratory Research
17. Descriptive Research

Question No.12 Explain the meaning and significance of a research design.

Question No. 13 "Research design in exploratory studies must be flexible but in descriptive studies, it must minimize bias and maximize reliability." Discuss.

Question No.14 Give your understanding of a good research design. Is single research design suitable in all research studies? If not why?

Question No. 15 Describe briefly the different types of research design available clearly pointing out the difference in each type.

Question No.16 How do exploratory, descriptive and casual studies differ from each other?

Question No. 17 What do you understand by Research design? What are the criteria of a good research design?

Question No. 18 What is experimental design? Explain its meaning and significance.

Question No.19 "Experimental research is better than descriptive research" Do you agree with the statement?

Question No. 20 What is Research Design? Discuss the basis of stratification to be employed in sampling public opinion on inflation.

Unit III

Question No. 21 Distinguish the differences between parametric and nonparametric test. What is the importance of nonparametric test?

Question No. 22 What is the purpose of statistical hypothesis? Discuss null and alternative hypothesis with appropriate examples.

Question No.23 What is meant by "representative ness" in a sample? Explain in what sense a simple random sample is representative of the population. Also distinguish between simple random sampling and convenience sampling.

Question No.24 The arrival pattern of customers at a supermarket occurs sequentially. The manager noted down the arrival sequence of customers sex-wise (M and W denote man and woman).

WWW MM WW MMM WWW M W MMM WWW MM WWW MMM W MM WW MM W MM

Test the hypothesis that the arrival pattern of the customers is random. The critical value of Z at α (α) = 0.05 is 1.96

Question No.25 Under what circumstances would you recommend?

- a) Convenient sampling
- b) Multistage sampling
- c) Quota sampling

Give an example of each one.

Question No. 26 Differentiate between stratified sampling and cluster sampling, giving examples of each.

Question No. 27 A sample of 400 male students is found to have a mean height 67.47 inches. Can it be reasonably regarded as a sample from a large population with mean height 67.39 inches and standard deviation 1.30 inches? Test at 5% level of significance.

Question No.28 A random sample of 30 students obtained the following marks in a class test :
Test the hypothesis that their median score is more than 50.

58 55 25 32 26 85 44 80
33 72 10 42 15 46 64 39
38 30 36 65 72 46 54 36
89 94 25 74 66 29

Question No. 29 A die is thrown 132 times with following result:

Number turned up:	1	2	3	4	5	6
Frequency	16	20	25	14	29	28

Is the die unbiased?

Question No. 30 What is Chi- Square test? Explain its significance in statistical analysis?

Unit IV

Question No.31 Railway commutes in Delhi have been facing various problems during travel. You have been assigned the task of finding their problems. Design a suitable questionnaire to be used in this study.

Question No. 32 Why tabulation is considered essential in a research study? Give the characteristics of a good table.

Question No.33 Examine the merits and limitations of the observation method in collecting data. Illustrate your answer with suitable example.

Question No.34 Which method is most suitable method for conducting an enquiry regarding a family welfare programme in India? Explain its merits and demerits.

Question No.35 Describe in brief the importance of editing, coding, classification, tabulation and presentation of data in the context of a research study.

Question No.36 A local newspaper wants to ascertain the extent to which the inclusion of a daily stock market page might increase its circulation. Which type of data collection would you like to propose for this? Explain the unit of analysis and the population size for the data collection. Prepare at least eight questions in a questionnaire to collect the pertinent information.

Question No.37 Explain the difference between primary and secondary data

Question No. 38 What are the advantages of secondary data over primary data? Explain three different methods for primary data collection.

Question No. 39 What are the various methods of collecting statistical data? Which of these are reliable and why?

Question No. 40 Describe the importance of interview method in business research.

Unit V

Question No. 41 Computer graphics will have an impact on the research report writing format. Elaborate this in the light of computer application of report writing.

Question No. 42 Write a format of a good report indicating different parts and their positioning in the report.

Question No. 43 What are the different categories of research reports? Explain each of these categories in detail. Also give two examples of reports from each of these categories.

Question No. 44 Define a research report and explain its purpose. What are the characteristic of a research report?

Question No. 45 What is communication dimension considered an essential component of presentation skills?

Question No.46 What are the different categories of research report? Explain each of these categories in detail.

Question No. 47 "Interpretation is a fundamental component of research process." Explain why so?

Question No.48 What points will you keep in mind while preparing a research report? Explain.

Question No.49 Explain the technique and importance of oral presentation of research findings. Is only oral presentation sufficient? If not, why?

Question No. 50 Explain the significance of research report and narrate the various steps involved in writing such a report.

Human resource management

MBA 206

UNIT I

- Q.1. Define “Human resource management” What is the importance of H.R.M in present Global scenario?
- Q.2. Define HRM. What are the modern day challenges faced by today’s HR manger?
- Q.3. Define Human resource planning and explain the process of HRP.
- Q.4. Describe the Objectives and Functions of Human Resource Management.
- Q.5. Discuss the Approaches of HRM.
- Q.6. Define Job Analysis? And discuss the objectives of Job Analysis.
- Q.7. Explain the Determination of Current and Future HR Requirements
- Q.8. Analyze the Methods of Recruitment.
- Q.9. Define Interview. Explain the various interview technique.
- Q.10. Explain the Internal Mobility of HR .

UNIT II

- Q.1. You are on HR manager of kingfisher. You are supposed to design a training programme for ground staff. What principles and on the job training methods you would use in designing the programme.
- Q.2. “Training like any other HR function, should be evaluated to determine its effectiveness.” Explain.
- Q.3. Explain the benefits of training and development to employees.
- Q.4. Define and explain the term Training and Development along with the importance of the same.
- Q.5. What are the objectives of Training Programmes? Also explain Training Process Model?
- Q.6. What do you understand by the term ‘Training’? Differentiate between Training and Development?
- Q.7. Define training and development. What are the merits and demerits of training and development?

Q.8. Discuss the role and significance of training and development with reference to public sector and MNC'S.

Q.9. Name a few on-the-job training programmes and their benefits.

Q.10. How would you evaluate the effectiveness of a training programme ?

UNIT III

Q.1. Explain in full 360 degree appraisal.

Q.2. "Performance appraisal is not merely for appraisal but is for improvement of employee performance." Explain the statement.

Q.3. You, as HR manager of the company, has been asked to draw a promising incentive plan for the employees in the production department. State the features that you will like to incorporate in such incentive plan.

Q.4. Define Wage and Salary.

Q.5. Define Compensation Management.

Q.6. Define Performance Linked Pay.

Q.7. Explain the Concept of Job Evaluation.

Q.8. Explain what is Potential Assessment?

Q.9. Explain the process of Potential Assessment.

Q.10. Why is it essential to pay special attention in designing Employee Compensation.

UNIT IV

Q.1. Why is it essential to empower employees in today's changing environment?

Q.2. As an HR manager do you think Worker's Participation in Management is essential? Support your answer with proper example.

Q.3. What is Worker's Participation in Management? Explain its benefits.

Q.4. What is Worker's Participation in Management? Explain the various techniques of workers participation in management

Q.5. What is Collective Bargaining? Also explain principles of Collective Bargaining.

Q.6. What is Collective Bargaining? Explain the procedure of Collective Bargaining.

Q.7. Define Concept of Employee Counseling.

Q.8. Discuss the Concept of Employee Counseling. Explain how it help in increasing employee morale.

Q.9. Write short notes on:

13. Empowerment

14. Worker's Participation

Q.10. Write short notes on:

15. Collective Bargaining

16. Employee Counseling

UNIT V

Q.1. Why is it essential to handle industrial dispute efficiently?

Q.2. What do you understand by Industrial dispute? Explain the various ways of managing it.

Q.3. Explain the different methods of dispute settlement.

Q.4. Define grievance management. Explain why it is essential to manage grievance on time?

Q.5. Explain the Concept of Employment Relations. Describe its importance.

Q.6. Why is it essential to give special importance to Employee health and safety? Explain various Statutory Provision for Employee Health and Safety.

Q.7. Why is it essential to give special importance to Employee health and safety? Explain various Non- Statutory Provision for Employee Health and Safety.

Q.8. Write short notes on:

18. Statutory Provision for Employee Health and Safety.

19. Non- Statutory Provision for Employee Health and Safety.

Q.9. Write short notes on:

17. Industrial dispute management

18. Settlement of disputes

Q.10. Write short notes on:

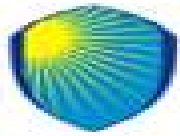
19. Discipline and grievance management.

20. Concept of Employment Relations

MBA 207: Management Information System

1. Define MIS.
2. What is information?
3. Give one reason for using computer for MIS in the organization
4. What are the impacts of Management Information System?
5. List the types of Strategies.
6. List the phases of Herbert Simon Model.
7. What is a system?
8. Define the term : System Analysis
9. What are the different methods of data and information collection? Explain
10. What are the attributes of DSS?
11. Why should we implement an ERP packages?
12. Expand the term “ERP”
13. Define Knowledge.
14. State any two Business Intelligence tools.
15. What is sensitivity analysis? What benefits do you get after sensitivity analysis
16. What is system Analysis? State the need for system Analysis.
17. Distinguish between the manufacturing sector and service sector in terms of character, focus and deliverable.
18. How the ERP is different from conventional packages?.
19. Distinguish between Inferential and Factual Knowledge.
20. Briefly explain about Product strategy.
21. Explain Business planning using MIS.
22. Briefly explain the necessity of the strategic planning.
23. What are the problems in making Rational Decisions?
24. Define system development methods. Explain any one.
25. List the steps for Computer system design and Explain.
26. Give the applications of service sector in industry.
27. Explain Artificial Intelligence System.
28. Briefly explain the different types of tools available in DSS.
29. Give the guidelines for ERP implementation.
30. Explain the various components of ERP.
31. Explain about the First generation Knowledge Management.

32. Explain about the drivers of knowledge management.
33. Give the various approaches for successful implementation of knowledge management and explain.
34. Draw the model of Information Processing system in manufacturing sector.
35. Explain any one way for implementing an ERP.
36. What are the applications of MIS in service industry? Briefly explain.
37. Evaluate Critical Success Factor method for the purpose of Information Requirement Analysis.
38. Explain the procedure for analyzing the existing system.
39. What is data mining? Explain the advantages and disadvantages in detail.
40. Define computer network. Explain the different types of networks.
41. Explain various characteristics of CASE tools.
42. Write short notes on (any three):
 - a) Prototyping model.
 - b) Quality Assurance.
 - c) Expert systems.
 - d) Types of Information.
43. Describe the concept of data warehousing. Discuss the need of data warehousing in modern business.
44. What is the importance of information security and control in MIS Dept.?
45. A mobile company is developing mobile billing system. Company is offering more than one mobile to a customer. The mobile company offers facilities like music on demand, internet, alerts and messages, electricity bill payment etc. Customer can choose facilities he wants customer can pay bill either in cash, using credit card or through ECS. The bill shows details about tariff, facility charges and rent. As a analyst design a system having
 - a) Input screen for application for new mobile number.
 - b) Format of Pending Bill Report.
 - c) Format of service wise customer report.
46. What is 'Copyright' protection? Explain its relevance in computer applications.
47. Discuss the importance of security in I.T. /Information System and explain the various measures which could be initiated to minimize ,if not eliminate altogether .the threats to system security.
48. Discuss the need to frame law against benign computer virus maker. What harm can it cause to your computer?
49. What is malware? Distinguish among a virus, a worm and a trojan horse.
50. Describe the roles of firewalls, intrusion detection systems and antivirus software in promoting security.



Third Semester Examination

Code No.	Paper	L	T/P	Credits
MBA 301	Strategic Management	3	-	4
MBA 302	Consumer Behavior	3	-	4
MBA 303	Summer Internship	-	-	6
Select any 2 specializations (4 papers from each of the specialization)				
	Total	30	-	46
Code No.	Paper	L	T/P	Credits
MBAHR-304	Training & Development	3	-	4
MBAHR 305	Performance Management	3	-	4
MBAHR- 306	Organizational Change & Development	3	-	4
MBAHR- 307	Manpower Planning & Control	3	-	4
MBAFM-304	Financial Strategic Decision	3	-	4
MBAFM-305	Security Analysis & Portfolio Management	3	-	4
MBAFM-306	Income Tax: Theory & Practice	3	-	4
MBAFM-307	Management of Financial Services	3	-	4
MBAMKT-304	Advertising Management	3	-	4
MBAMKT-305	Retail Marketing	3	-	4
MBAMKT-306	Marketing of Services	3	-	4
MBAMKT-307	Sales and Distribution Management	3	-	4

Strategic Management

MBA 301

Unit: 1

Question No. 1 What is the Strategic Management? Is the Strategic Management relevant in the backdrop of the uncertainties and turbulence in business market?

Question No. 2 What is the Strategic Management? What is the importance or role of Strategic Management?

Question No. 3 What is the Strategic Management? What is the Process of Strategic Management?

Question No. 4 What is the Strategic? What are the types of Strategic?

Question No. 5 Define 'Mission' in your own words. Mention the characteristics of a good mission statement.

Question No. 6 Explain the following:

(a) Resource Based Model

(b) Business Objectives.

Question No. 7 Explain following:

(a) Levels of strategy

(b) Corporate level

Question No. 8 Explain following:

(c) Business definition

(d) Vision

Question No. 9 Discuss the issues that are relevant for strategic decision making.

Question No.10 'A vision is too abstract to be of any practical value.' Do you agree with the statement? Why?

Unit: 2

Question No. 11 Choose any industry and outline the factor that could either create opportunities or threats for companies with in that industry in the near future.

Question No. 12 Explain briefly the PESTEL and use it for analyzing competitive environment of any industry of your choice.

Question No. 13 Explain briefly the Porter's Five Forces Model and use it for analyzing competitive environment of any industry of your choice.

Question No. 14 What do you mean by environmental analysis? Discuss the role it plays in strategy formulation.

Question No. 15 Select any organization of your choice. Identify the high priority environmental factors in its relevant environment.

Question No. 16 Differentiate clearly between the external and internal components of environment with example.

Question No. 17 Describe the different aspects of environmental scanning necessary for identifying opportunities and threats in a company's environment

Question No. 18 explain the followings:

- (1) Environment
- (2) Internal Environment
- (3) External Environment
- (4) Capabilities

Question No.19 What impact do organization resources and behaviour have on the internal environment of an organization?

Question No. 20 What different approaches can be adopted by strategists to appraise their organizations?

Unit: 3

Question No 21 Explain the concept of Cost Leadership strategy. Illustrate your answer with suitable example.

Question No 22 Explain the concept of Differentiation strategy. Illustrate your answer with suitable example.

Question No 23 Explain the concept of Focus strategy. Illustrate your answer with suitable example.

Question No. 24 What do you understand from the term Joint Venture? What are the features of a successful Joint Venture?

Question No. 25 Briefly explain the factors which contribute towards the success of a strategic alliance. Illustrate with a recent example of strategic alliance.

Question No.26 Discuss the statement, “Related diversification is an attractive corporate strategy as it offers the best of both the worlds.”

Question No. 27 Provide reasons as to why this corporate level strategy is adopted: (1) Stability (2) Expansion (3) Retrenchment (4) Combination.

Question No.28 What is Backward and Forward integration? What is the difference between Backward and Forward integration?

Question No. 29 Suggest the strategies that Indian companies can use to compete with global companies within India?

Question No. 30 Discuss the condition under which an organization can attain cost leadership and differentiation simultaneously. How is this achieved?

Unit: 4

Question No. 31 Explain the GE Nine Cell Planning Grid with suitable example.

Question No. 32 Explain the BCG Matrix with suitable example.

Question No. 33 Describe the Manner in which the process of strategic choice works.

Question No. 34 A large business group wishes to identify strategies for the various businesses in the portfolio. How can it go about doing this?

Question No. 35 Critically comment on the use of corporate portfolio analysis for examining the objective factors involved in exercising a strategic choice.

Question No.36 Describe the GE nine cell matrix technique used for analyzing corporate portfolio.

Question No.37 In what way is the concept of life cycle helpful in making strategic choice at the business level?

Question No.38 Discuss how combination strategies can be adopted sequentially? Simultaneously?

Question No.39 Discuss the relevance of industry, strategic groups and competitor analyses to the strategic choice process.

Question No.40 Write short note:

- (1) Cost Leadership
- (2) Differentiation

- (3) Niche Strategy
- (4) Competitive Advantage

Unit: 5

Question No. 41 Define Value Chain Analysis and Describe how it help managers to assess the strengths and weaknesses of their firm.

Question No. 42 Explain the importance of strategic leadership in Strategic Management.

Question No. 43 Explain the meaning of Competitive advantage and its significance in Strategic Management.

Question No. 44 Explain the importance of Organization Restructuring in the context of Strategic Management.

Question No. 45 What do you mean by Value Chain Analysis? Discuss the significance of Value Chain.

Question No. 46 Write Short note:

- (1) Value Chain Analysis
- (2) Generic Strategies
- (3) Offensive V/S Defensive
- (4) Leader V/S Runner Up

Question No. 47 Describe the contents of a good and workable strategic plan for a large business group.

Question No. 48 What strategies are more likely to be chosen if strategists adopt: an aggressive decision style, A defensive decision style? Why?

Question No.49 Read the following case and answer the questions given at the end:

It's a major oil deal, a masterstroke for Vladimir Putin, a warning shot to OPEC, and a coup for John Browne, the restless chief of Anglo-American energy giant BP. The Feb. 11 announcement that BP PLC (BP) would pony up \$7.1 billion in cash, stock, and assets for a 50 percent stake in what will be Russia's third-largest oil company could even shake up the industry as much as Browne's 1998 acquisition of Amoco, a deal that triggered huge consolidation.

The BP agreement with the owners of Tyumen Oil Co. a major Russian oil and gas producer, boosts the London company's oil reserves by a third. But the agreement has significance far beyond the oil patch. Energy is the most political of businesses, and this deal s clearly a bargain struck between Russia and Britain, America's closest ally. As such, it is a reward for British Prime Minister Tony Blair, who was quick to embrace Russian President Putin after the former KGB boss took power in 2000. Having such a marquee Western name as BP link its future to Russia is a boon to Putin, who considers Russian energy companies key levers of his foreign policy. Putin is signaling by the agreement that Russia is welding itself more firmly than ever to the West – and that other multinationals can safely seek investment in Russia. Putin also wants to harness BP's savvy and capital for Russia's purposes. BP's main Russian

partner, Mikhail Fridman, says that before Putin blessed the deal, he insisted that the new joint venture focus on expanding westward into the old Soviet bloc and beyond.

With tensions increasing over Iraq, BP's move also fits well with the West's strategic goal of developing Russia as an alternative source of crude to OPEC and its Persian Gulf kingpins. BP's deal could open the way for a surge of badly needed Western capital to expand Russia's output and build export pipelines. If so, Russia would gain an edge in its jousting with Saudi Arabia for influence in the world markets. The Saudis and others have only themselves to blame for not gaining huge investment bucks themselves. For the past decade, BP has been trying hard to land deals in the kingdom as well as in Kuwait and Iran, with little success.

Of course, Russia hasn't exactly been a cakewalk for investors – indeed, BP itself has been badly burned in the past. But in a conversation in his spacious but Spartan office in BP's new London headquarters, Browne expresses confidence that he made the right call. “If you look at the world today, there are very few places to go.” He says, unwinding over coffee and cigar after a three-hour marathon presentation to investors. “Russia is the world's largest oil and gas producer, there are sizable resources yet to be found, and it is uniquely accessible to us.”

Browne and his aides are experimenting with a new model for investing in Russian oil. BP will contribute most of its existing Russian assets, valued at close to \$900 million, and pay \$6.75 billion in cash and stock, stretched over three years, for 50 percent of a company that mainly consists of TNK(Tyumen Oil), Russia's fifth-largest oil producer, and Sidanco, which ranks seventh. Together, the two companies produce about 1.2 million barrels per day. Three Russian investors – Fridman, 38, who controls 50 percent of TNK, as well as Len Blavatnick, 45, and Viktor Vekselberg, 45 – will realize enormous hard – currency gains from the deal.

If the deal flies, it will give BP a Russian beachhead that Exxon Mobil Corp. (XOM) and Royal/Dutch Shell Group (RD) are going to find difficult to match. “This is an important breakthrough for BP,” says J.J.Traynor, an analyst at Deutsche Bank in London. “It puts pressure on all the other companies” BP is also counting on its politically well-connected partners to run interference for the new company as it seeks to expand on its already considerable Russian holdings. The new company may go after promising new fields in Eastern Siberia or gas deals for China, analysts say.

Ironically, Browne was nearly snookered out of Russia in the late 1990s by the same business barons whom he now embraces. Back in 1997, BP purchased a 10 percent share in Sidanco for \$484 million; But in a hardball application of Russia's laws that outraged Browne and spooked other foreign investors, Tyumen's owners elbowed BP aside and gained control of one of Sidanco's prime oil fields. The nasty legal dispute wasn't settled until 2001, when Tyumen's owners returned the field to Sidanco. The Russian owners took a majority stake in Sidanco, while BP upped its share to 25 percent and won management control. Gradually – and surprisingly – the enemies turned into partners, even allies.

This “bloody nose” was a crucial learning experience, Browne now says. Browne praises the strides Russia has made in bettering its business-climate. Fridman counters that the environment is not “dramatically different” from the robber baron days of a few years ago. What made the deal possible is “a kind of trust between the partners,” he says.

Good feeling aside, BP is doing its best to protect its shareholders from what can be a rapacious environment. The key Russian partners will be unable to sell their shares in the new company until 2007, giving them an incentive to make the arrangement work. BP will provide the CEO, Robert Dudley, and the chief financial officer. The partners will split board members, but the company will be incorporated outside of Russia with the option of referring disputes to arbitration in Sweden.

There’s always the possibility of a blow-up. But Browne says BP teams have been poring over TNK’s books and examining the company’s fields for a year, and that BP knows what it is buying. He’s hoping to achieve significance gains by bringing better technology and management to existing fields and by standing at the head of the line for new opportunities. The Russian side is betting that an alliance with a name-brand Western player will make it easier for them to acquire marketing and refining assets in Central and Eastern Europe, where Russian-owned companies have been viewed with considerable suspicion.

The Russians have an excellent hand to play. BP needs to replace its fields in the North Sea and Alaska’s Prudhoe Bay, mainstays since the 1970s. And while the company has spent the past decade trying to strengthen its comparatively weak position in the Persian Gulf, it has been unable to secure major assets in Kuwait, Iran, or Saudi Arabia. “The Middle East clearly has the right opportunities for someone,” says Browne. “But it may not be a Western oil and gas company.” In contrast, cold, perilous Russia seems welcoming indeed.

Questions :

- (a) What are the problems that exist in the case? List down the various alternatives.
- (b) What is your recommendation to resolve the problem?

Question No.50

ASIAN PATNTS (INDIA) LIMITED

The siege is over, and the time has come for the leader to sally forth into greener pastures. Even as the paints industry is emerging from the shadow of recession, the Rs. 560 crore Asian Paints (India) Limited (APIL), is mixing new shades to emerge with winning colours.

Says managing director Atul Choksey : "With proper planning and a comprehensive approach to issues, we intend to keep pace with the growth of the industry".

APIL is actually targeting a growth rate that is higher than the 9 to 10 per cent that the industry has been averaging recently. In the year to March 1994, the company notched up a gross sales turnover of Rs. 559.96 crore (net sales : Rs. 401.96 crore), a growth of 10.8 per cent over the previous year. Net profit also registered a healthy growth of 31.5 percent to Rs. 25.61 crore. The results have tidied up the company's balance sheet, which had begun to look a bit ragged.

APIL's approach is multipronged : expansion of its product range and introduction of value added, niche products in the industrial paints area; line extensions of existing products to target lower income market segments both in rural and urban areas; expansions of production capacity and continuous modernisation to keep pace with the growing demand; and diversification in to the unrelated but synergistic area of ceramics.

All these strategies are part of what the company's top management terms "harnessing our full potential", or the challenges that lie ahead. They are also aimed at retaining leadership in a recession-free industry over the next few years.

APIL is the leader in the entire industry, comprising both organised as well as unorganised players, with a market share of about 19 per cent. The company is confident of the fact that its share of industry sales is twice as much as that of its nearest competitor, Goodlass Nerolac. APIL also dwarfs the others in size, its net sales nearly twice that of Goodlass Nerolac, well over twice that of third-placed Berger Paints, and nearly four times that of fourth-placed Jenson and Nicholson (see Exhibit-I).

It is only wary of the expanding unorganised sector which seems to be eating up the share of firms in the organised sector. Nevertheless, given the multiplicity of shades it is capable of, APIL reckons it can look forward to a compound growth in its market share.

Exhibit I

How They Compare

(Figures in Rs. crore for 1993 - 94)

Company	Net sale	Net Profit	Net Profit/Sales (%)
Asian Paints	401.96	25.62	6.36
Goodlass Nerolac	205.88	8.05	3.91
Berger Paints	174.95	3.24	1.85
Jenson & Nicholson	110.33	1.97	1.72
Garware Paints *	106	2.57	2.33

Shalimar Paints**	102.59	1.60	1.56
Bombay Paints**	37.81	0.03	0.08

* 18 months to September 1993

**12 months to March 1993

But though the good times are back, the company is not content to sit back and relax. The last three years, during which the paints industry went through a trough, saw APIL taking a beating (though it remained the market leader all through), with its paints division showing a negative growth of 3.5 per cent in terms of volume.

With the rupee having been progressively devalued during the years 1989-92, and with high rates of inflation also rampant over this period, excise duties and other levies too exerted upward pressure on paint prices, and this served to depress demand. An additional complication, reinforcing this trend, was created by the difference in the selling prices of paints made by the organised and unorganised sectors.

The first signs of recovery came with the Union Budget of 1993 which cut exercise and custom duties, Excise duties were reduced to 30 per cent and customs duties were cut from 85 to 65 per cent- This provided a respite to the industry by facilitating a rolling back of prices, and it began to grow at about 2 per cent a year. In spite of intermittent social disturbances in 1993, the industry gradually responded and so did the demand for its products. Simultaneously, the automobile industry, which is a major user industry for paints, also began to emerge from the two-year recession.

A gradual revival of the industry brought along a new threat for the seven major players from the organised segment. Uneven prices during the recession years had the unorganised competitors grabbing at a significant chunk of the market.

Budget concessions brought relief to the organised sector, but its constituents also found themselves having to compete with an unorganised sector that had grown to become a significant threat, even as the prospect of competition from imports began to worry the organised sector.

APIL'S largest new venture will be a diversification into ceramics, though the project is still at the planning stage. The decision to enter a new field is fuelled by the management's perception that the ceramics industry has tremendous potential for growth.

Even though the company has no experience in the production and technology aspects of ceramic tiles manufacture, it has opted for ceramics because the marketing will involve utilisation of its existing distribution network for paints. The rationale is that since paints and ceramics are both building materials, APIL'S existing customer base (which can serve as a ready-made market) will be targeted for its ceramics products.

"With our extensive distribution network and stocking points, we can reach even the remote markets. So marketing ceramics is not likely to be a problem," says Choksey. The plan is to penetrate the market as

quickly as possible, and grab a substantial chunk of industry sales. The company will initially start with ceramic tiles, but there is no plan to restrict itself to any specific market segment.

The project involves a Rs. 70 crore initial investment in the first phase, which involves installation of a capacity of 23,000 tonnes per year. This will be followed in a couple of years by the second phase, which will see an increase in the capacity to 50,000 tonnes.

The new project is scheduled for completion by the end of 1996, and it will, in all probability, be located in Gujarat. This is because any location in that state will have the advantage of proximity to the raw material supplying areas in Gujarat and Rajasthan. APIL is currently negotiating with foreign collaborators for the technology, which will have to be imported. The technology will also have to be adapted to Indian conditions.

While putting a few eggs in a new basket to ensure that fluctuating fortunes in the paint industry do not have the effect of hurting the company's bottomline yet again, APIL is not ignoring its bread-and-butter business - that of paints. Over the past year, a variety of new brands have been added to its product range. The company has made an attempt to extend its marketing and distribution beyond the country's major towns, to which its activities were hitherto confined.

'Utsav', an economically priced brand, was launched last year and is targeted at small households with limited budgets. This project concentrated mainly on consumers in Tamil Nadu, Maharashtra and Gujarat, thus widening the accessibility of its products to all consumer levels.

General Manager Mr. P.M. Murthy says that "the degree of penetration concentrates on how economical it is to do business." He says that though this new product has performed favourably, it has not contributed much to the profits of the year. "Of course, it promises to be a very good and attractive segment for future business," he adds, when asked about its future growth and profit potential.

Other new products also include powder paints to be used for both auto and non-auto appliances. There are other products like wood finishings (Touch-wood) that takes care of refinishing on furniture.

To strengthen its industrial product base, APIL has collaborated with PPG industries, an American firm, and thus enjoys the use of cathode electro deposition primer (CED). The company has concluded a tie-up with Nippon Paints for original equipment paint products and with Sigma Coatings of Holland for corrosion coatings. The technology that has been brought home as a result of these ventures is modified at the company's plant at Bhandup, so as to make it suitable for the Indian climate.

With a better product range on offer now, APIL is just waiting for a greater awareness of industrial paint applications to develop in the Indian market; the presumption is that the demand for this particular product is still latent. For its decorative paints, the company has gone in for differential pricing to encourage all segments of the market.

The company is intent on a continuous modernisation and upgradation of its technology and its assets, so as to keep in tune with the changing requirements of the marketplace. In addition, it is also working on plans to increase production capacity over the next few years.

Besides the activity on the domestic front, APIL is increasing its overseas presence as well. One of the few Indian companies with overseas subsidiaries in the South-Pacific region, APIL is now setting up a new subsidiary in Australia. Its existing ventures abroad too have reported healthy results: Asian Paints (South Pacific) has registered a 12 per cent growth; Asian Paints (Tonga) grew at a rate of five per cent, Asian Paints (Solomon Islands) at over 10 per cent and Asian Paints (Nepal) at over 18 per cent.

With a new subsidiary at Vanuatu (New Hebrides) and a joint venture unit in Townsville (Australia), APIL has established at least a foothold in the international markets.

When asked about the threats facing the company, Choksey chuckles and says he prefers to call them challenges. "We need to meet the demands of this growing organisation- of our workforce, our technology and our assets. A major point to be tackled is to be able to meet the growing demand for our product and to create a greater awareness for our newer products," he says.

Over the first few months of the current financial year, sales volume has been growing at a rate of 14 per cent, well above the industry average. With the recession firmly behind it and government levies no longer inflating their price, the paint industry seems to be on an uptrend. But the APIL management has its work cut out for it : it will not merely have to gear up to meet the burgeoning demand, but will also have to work hard at retaining and then increasing its market share.

Questions :

- (a) What corporate goal has the company adopted for the next few years and with what strategies does the company propose to realise the above goal ?
- (b) What threats is the company facing or/and might face in future ? What has it done and/or what could it further do to safeguard itself from threat(s)?
- (c) Evaluate the new strategies of Asian Paints (India) Limited. particularly its proposed foray into ceramics.
- (d) What action plans has the company proposed to strengthen its product base ?

Consumer Behaviour

MBA 302

UNIT -1

- Q 1. What is the difference between primary and secondary research? Describe the qualitative and quantitative techniques of primary research. Under what circumstances might the availability of secondary data make primary research unnecessary?
- Q 2. Being a consumer analyst of a customer-centric organization how would you analyze the market for your product?
- Q 3. Describe different strategies required for retaining the customers? What is CRM? Explain it with suitable examples.
- Q 4. Describe in detail Consumer Research Process.
- Q 5. Describe different marketing strategies a marketer would adopt for a customer centric organization.
- Q 6. Explain any 4 of the following in about 30-40 words.
- Market segmentation
 - Marketing mix
 - Brand Extension
 - Differentiation
 - Brand Equity
- Q.7. In what respect do qualitative and quantitative research differ ?.Discuss.
- Q 8. What are the advantages of segmenting the market? Discuss various bases of market segmentation?
- Q 9. What does it mean to be a “Customer Centric Organization”? Explain with the help of suitable example.
- Q 10. What criteria for selecting segments should be used by an organization in deciding which segments to target?

UNIT -II

- Q 11. Although water is free ,many consumers choose to pay .What needs do you think consumers are seeking to satisfy when they purchased bottled water. Explain all the other types of needs with the help of suitable examples

Q 12. What do you mean by cognitive learning and how does it differ from the conditioning theory of learning? Explain

Q 13. What strategies can be used to change the following components of an attitude.

- a. Attitude
- b. Behavioral
- c. Cognitive

Q 14. Describe the major characteristics of the following personality theories.

- a. Freudian theory
- b. Neo Freudian
- c. Trait theory

In your answer illustrate how each theory applied to the understanding of consumer behavior

Q 15. Sleep Safe—“We have designed a travel alarm that just wake you up in the middle of the night, because a fire is sending smoke in your room you see ours is a smoke alarm”

This advertisement of a smoke alarm satisfies which of your need? Describe different types of consumer needs.

Q 16. Marketing manager for “Global Chips” adopted the strategy of distributing free samples of its snacks in shopping malls, multiplexes and stores .In this case which type of learning or conditioning strategy the marketing manager has used for launching the product.? Explain all the other types of conditioning methods used by marketing managers.

Q 17. Describe different types of consumer needs with the help of suitable examples.

Q 18. Write short notes on

- a. Motivation
- b. Attitude

Q 19. What is perception ? How does it influence consumer Behavior?

Q 20. What role do advertising & communication plays at each of the purchase decision stages and to what extent can they influence buyer behavior?

UNIT III

Q 21. Describe all the stages of family life cycle. What is meant by family decision making? How can different members of the house be involved with different stages of the decision process?

Q.22 . Case Study

The Mosquito Magnet

Female mosquitoes bite humans and other creatures to acquire blood for the protein they need to lay eggs. They are attracted to humans by the carbon dioxide and other compounds in their breath as well as body heat, moisture and organic compounds on the skin. Mosquitoes typically do not fly from more than 200 yards from where they are hatched (unless wind blown) during their short (several weeks life). Thus if most females are continuously killed in an area, the population should collapse in six to eight weeks.

American biophysics recently introduced the Mosquito Magnets on the basis of these facts. It looks a bit like a small gas barbecue grill complete with propane tank. It mimics a large mammal by emitting a plume of carbon dioxide heat and moisture, and octenol (a chemical in human breath) . This plume attracts female mosquitoes, no-see-ums, black flies and sand flies . It only attracts blood - sucking insects. As the insects approach the Magnet , they are vacuumed into a net where they dehydrate and die. A variety of tests indicate that this system does indeed work and is most effective available.

The system needs to operate 24 hours a day as it works by creating a mosquito free (or low density area). It takes about two weeks for there to be a noticeable decrease in the mosquito population . The company claims that the population will typically collapse in four to six weeks, leaving only occasional, wind blown mosquitoes in the area.

The 20 gallon propane tank will need to be refilled approximately three weeks (approximately \$ 10). The octenol cartridge (which is not essential but improves the attraction power of the system) also need to be replaced every three weeks (about 6\$ each). The net needs to be emptied when half full (frequency depends upon the mosquito density in the area).

There are three models of the Mosquito Magnet as described below (prices do not include the propane tank, which costs less than \$50)

Liberty : covers three quarters of an acre: needs a 110-volt plug to operate the vacuum fan: \$495.

Freedom: covers three quarters of an acre : generates its own electricity; \$795.

Pro : covers one acre: generates its own electricity; \$1,295

Questions

1. Is the Mosquito Magnet an innovation ? If so, what type?
2. How can the firm encourage word-of-mouth communications about the Mosquito Magnet?
3. Which family members will be involved in the purchase decision? What roles will they play?

Q 23. What is subculture ? How does it influence consumer behavior?

Q 24. What is culture? What are the most important cultural values ? How do cultural values influences for marketers?

Q 25. Describe nature and types of reference groups and its influence on consumers.

Q 26. What is social class? How is it measured ? What role social stratification plays in formulating marketing strategy.

Q 27. Discuss the significance of the family in consumer behavior.

Q 28. What is meant by “attention”? What determines which stimuli an individual will attend to? How do marketers utilize this.?

Q 29. What are the different social class categories in India? What is the impact of social class on consumer behavior?

Q 30. What is meant by cross-cultural influences? Why are such influences important for marketers?

Unit IV

Q.31. Case Study

Wal-Mart Enters China

In 1991, Outside the United States Wal-Mart opened its first store in Mexico City, in 1997.

Now it has more than 1200 stores in nine countries outside the United States (Argentina, Brazil, Canada, China, Germany, Korea, Mexico, Puerto Rico, and the United Kingdom).

Retailers other than U. S. Firms are also expanding across the globe.

Makro a Dutch wholesale club, is South East Asia's leading Store Group

Carrefour of France is the leading retailer in Brazil and Argentina and recently opened an outlet in Shanghai.

Yaohan, a Japanese retail chain with headquarters in Hong Kong, expanding in Europe and U.S.

In fact the four non U.S. retailers operate in more countries and have significantly more foreign sales than Wal-Mart, America's largest retailer.

According to market and business analysts, internationalization is essential for retailers to prosper in the future. One expert predicts the rise of four or five dominant global retailers that will enjoy substantial advantages in

- Pricing
- Sourcing,
- And logistics

And other analysts opine that “We are really moving to boundaryless retailing.”

Retail firms that succeed internationally find a way to bring value to local markets that local competitors cannot match. This value may be in the form of

- ✓ Low Price,
- ✓ Selection,
- ✓ Service,
- ✓ Image,
- ✓ Unique products, or
- ✓ Other features desired in multiple cultures

Toys “R” Us has found unmatched selection a feature that offers it a strong brand image and a competitive advantage in Europe and Japan despite prices higher than in the United States. Michael Goldstein, the CEO, Noted after talking to the customers who were leaving a store, when asked what they liked about the store, everyone of them said selection. No one paid attention to pricing, which has been the one of the big concerns for the firm.

In Hong Kong, as elsewhere, it is Disney’s products and image that draw customers. There was a near riot when a Disney store opened in Hong Kong in 1994. The outlet can hold only 150 people at a time, and 5,000 people routinely show up each day. The store has giant screens continually showing clips from Disney films and clerks dressed in 1950s collegiate gear.

The Hong Kong Market:

Hong Kong shoppers are very price sensitive. Many appear to treat shopping almost as a competitive sport in which the person who gains the lowest price wins. However, despite the desire for low price, convenience often plays a dominant role in store choice. Few Hong Kong Chinese have access to a private car. Instead, they rely on buses and taxis. Carrying large items or bulk purchase home by bus is difficult or impossible.

Using a taxi is expensive. Thus, most Hong Kong residents shop within a few kilometers of their residence.

Even if transportation were not an issue, house size would be. Most residents live in very small apartments. Many of these apartments are only 300 square feet. Given small refrigerators and limited storage space, Hong Kong consumers shop for food and other items virtually daily. They cannot easily buy in large quantities or size and store the product no matter what savings they might obtain by doing

so. Frequent shopping is made easier by the fact that most of the large apartment buildings contain a number of retail outlets such as a small grocery store, pharmacy, laundry, and restaurant.

Hong Kong has thousands of small businesses. However, most face the same purchasing constraints that household do. They do not have access to private transportation and lack storage space. The small business often double as the family residence, and potential storage space is required for family activities.

Wal-Mart's Approach

Wal-Mart is entering the market with a small chain of value clubs that are similar to small Sam's clubs; that is, they will be small-scale retail / wholesale, cash and carry, membership warehouse operations. Wal-Mart's traditional approach is to offer Customers the goods and services they desire at a price well below the competition. However, it also relies on relatively large, bulk purchases for much of its sales. One opportunity for Wal-Mart is to open outlets near the many new apartment houses being constructed in new territories. The enormous building boom in this region will house many less sophisticated new residents from china who may be particularly appreciative of the low price and selection Value Clubs will offer.

Wal-Mart has learned how to make its U.S. customers feel like they are shopping at their own personal store. It will continue this approach in Hong Kong. For Example, it will accept returned goods with a smile. This policy basically does not exist in Hong Kong, even if the items are defective. However, it remains to be seen if low price and unique service will be enough. As one shopper commented while visiting the store and looking at a four-pound Jar of Skippy peanut Butter: "The price is right, but where would I put it?"

Discussion Questions:

1. Will Wal-Mart succeed? What would you recommend to help it succeed?
 2. What value are relevant to the success of retail stores such as Wal-Mart? How Should Wal-Mart ad-just its strategies to be consistent with the prevailing value system in Hong Kong?
 3. How will Wal-Mart need to alter its approach as it opens stores in the following countries?
 - a. Japan
 - b. Egypt
 - c. Germany
 - d. South Africa
 4. How can Wal-Mart use reference group influences to its advantage in Hong Kong?
- Q 32. What role do advertising & communication plays at each of the purchase decision stages and to what extent can they influence buyer behavior?
- Q 33. How consumers make decisions for goods and services. Explain in detail with the help of all given stages of consumer decision process model.

- Q 34. Explain in detail Howard –Sheth model of buyer decision making.
- Q 35. Explain buyer decision process with the help of Engel, Blackwell, Miniard model.
- Q 36. What is post - purchase dissonance? In what purchase situations is post-purchase dissonance is more likely?
- Q 37. What actions can a marketer of consumer durable brands take to reduce post-purchase dissonance among consumers?
- Q 38. Why do consumers search information? Differentiate between internal search and the external search.
- Q 39. Discuss different steps involved in the purchase decision process of a LCD .
- Q 40. Discuss the steps in consumers' information processing. Does it happen in case of all purchases?

UNIT V

- Q 41. “Organizational buying decisions are totally rational” . Discuss this statement in reference with all the steps involved in organizational decision process.
- Q 42 A large insurance company wants to add micro computers to its office management function. What process company people have to undergo before making the purchase. Explain with all the steps involved in the organizational decision process.
- Q 43. Describe external and internal factors influencing organizational culture.
- Q.44 Explain the role of a decision-making unit in making purchases ,and how does it vary according to the purchase situation?
- Q 45 Case Study:

The company, Satyam Plastics, specializes in the manufacture and marketing of molded plastic products used as components of other products such as cars, motorcycles, planes and other equipment .Satyam,s products have a reputation of being unique, durable resistant to breakage ,and a very long life and are considered as far superior than any other competing products available in the market. Satyam,s product development has particularly focused on wear and tear and problems with breakage are important factors influencing buying decisions of buyer organizations .In the applications where the ability to mould plastics into unique shapes and light weight are important,Satyam has the advantage over metal products because of its strength and impact resistance requirements, that are higher than normal .Product failure in these applications can result in considerable repair expenses, loss of productivity ,inconvenience, and even physical danger.

Recently Satyam hired the services of a marketing research firm to learn about the customer needs and importance ratings of purchase criteria as well as customer perceptions of Satyam relative to competitors. The top three purchase criteria among current customers and non-customers are as follows:

Table1: Purchase criteria and perceived performance among current customers

Purchase Criterias	Importance	Competitive position
Product's life	30%	Very good
Breakage	25%	Very good
After sales service	15%	Very good
Product price	14%	Poor
Availability	10%	Very Poor
Delivery	10%	Poor

Table 2: Purchase criteria and perceived performance among non- customers

Purchase Criterias	Importance	Competitive position
Availability	30%	Very good
Price	20%	Poor
Delivery	15%	Poor
Product,s life	5%	Very good
After sales service	3%	Very good
Breakage	2%	Very good

It was decided by the management that soon another survey should be conducted to learn how purchase decisions were made both by current buyers and non-customers.

Questions

1. Which target market should Satyam focus upon? Explain.
2. What additional benefits does the management think would come out of another survey?
3. How should Satyam handle non-customers since they appear to be a big market segment?.

Q 46 Discuss various factors that influence various organization.

Q 47. “The purchase decision process in organizations is significantly influenced by the complexity and difficulty of a given purchase situation” Explain this statement.

Q 48. Discuss briefly the organizational purchase decision process.

Q 49. Describe two organizations : one is formal and one is informal .How would it affect their purchase decisions? Discuss.

Q 50. What type of reference groups are there in an organization ? Explain the role of lead users.

MBA HR-304: Training & Development

Unit I

1. Define and explain the term Training and Development along with the importance of the same.
2. What are the objectives of Training Programmes? Also explain Training Process Model?
3. What do you understand by the term 'Training'? Differentiate between Training and Development?
4. Define training and development. What are the merits and demerits of training and development?
5. Discuss the role and significance of training and development with reference to public sector and MNC'S.
6. Define Training? How can effective trainers be developed?
7. Explain the role and relevance of training in HRD
8. Why is it necessary to link training and development activities to the achievement of the organization's business activity?
9. Discuss the need for Training, Importance of Training. Differentiate between Training and education.
10. How does training differs between companies that are considered BEST Award winners and those that are not?

Unit II

1. Explain the concept of training as a subset of HRD. Explain in detail the adult learning process in training.
2. What are the basic assumptions and specific characteristics of adult learning ?
3. What is learning? How is it related to training? Also explain Social learning theory.
4. What value would it be to know that you are going to be training a class of persons between the ages of 20 and 35? Would it influence the approach you would take?
5. Explain the features of Adult Learning. Add your views on how these features require serious consideration while designing training programmes for middle level executives of an organization.
6. What are the principles of learning? Explain the theories of learning.
7. Define Social learning theory. Explain the principles of learning.
8. Define Learning. What is Pedagogy?
9. Explain the difference between Pedagogy and Andragogy.
10. Write short note on:
 - Social learning theory
 - Reinforcement theory

Unit III

1. Discuss the steps involved in conducting a training programme in a systematic way.
2. Diagrammatically explain the process of training in Detail.
3. What are the various methods of determining training needs?
4. Explain Operational and Person analysis in detail?
5. What is TNA? Why it is to be conducted?
6. Explain different approaches to TNA.
7. What are the problems an HR executive may face while planning and implementation of training programme ? How can these problems be overcome?
8. Explain the essentials to be followed in designing a training programme?
9. Explain the role and relevance of TNA in an organization. Elucidate the various methods use in TNA.
10. Write short notes on:
 - Criteria for Identifying Training Needs
 - Concept of Job Competency.

Unit IV

1. Name a few on-the-job training programmes and their benefits.
2. How would you evaluate the effectiveness of a training programme ?
3. Explain the 'KRIKPATRICK' Model of evaluation in detail.
4. Explain the different types of Evaluation method in brief.
5. Differentiate between on the job training and off the job training. Describe any 3 training techniques.
6. Discuss the different training skills needed for trainer.
7. Success of the training program is essential for the success of an organization, explain. Also explain the role played by a trainer in a training programme.
8. Discuss in detail the importance of management games? Explain two off-the-job training methods.
9. What is the importance of evaluation of training programmes? What are the problems in evaluation?
10. Explain in detail the various methods of training? Which of the method do you consider the best for training of employees in pharmaceutical sector?
11. Write short note on:
 - In-Basket technique
 - Simulation Exercise

Unit V

1. What is Interactive Multimedia? Explain Computer based training in a detail?
2. Explain the role of technology in training. Discuss the importance of computer based training.
3. What is E-Learning? Explain the advantages and disadvantages of E - learning.
4. Explain how technology has changed the learning environment?
5. Discuss how new technologies made it easier to learn. How do they facilitate transfer of training?
6. Why would a company use a combination of face-to-face instruction and Web-based training?
7. Explain learner control, sharing and linking. How do they contribute to the effectiveness of E-learning?
8. Discuss some advantages and disadvantages of Multimedia training.
9. Write notes on:
 - E-Learning
 - Distance Learning.

PERFORMANCE MANAGEMENT

MBA HR 305

Unit I

1. Describe the concept and perspective of performance management.
2. Trace the historical development of Performance Management.
3. Enlist the types of integration of performance management.
4. Discuss the brief philosophy behind performance management.
5. What are the pre-requisites of performance management?
6. Performance management is a key to success. Do you agree?
7. Design and explain performance management model.
8. Bring out the benefits and imperatives of performance management.
9. What are the challenges to performance management to organization in today's business scenario?
10. Write short notes on:
 - a. Competencies and resources
 - b. Five factor model
 - c. Vertical integration

Unit II

11. What are the essential features of performance management systems? And also outline new trends in performance management.
12. What are the concept and perspective on performance management system?
13. What are the objectives of performance management system?
14. Describe the characteristics of performance management system.
15. What are the functions of performance management system?
16. Write a note on e-performance management.
17. Discuss competency based performance management system.
18. What are the pre-requisites of performance management system.
19. Why do different organizations have different performance management systems?
20. Performance management system is a strategic process, illustrate.

Unit III

21. What is performance planning?

22. Explain the process of Performance planning.
23. Describe the objectives and importance of performance planning.
24. Enlist the principles of performance planning
25. Write a short note on setting performance criteria with suitable example.
26. Describe the concept and perspective of performance managing
27. Give examples to illustrate importance of performance managing.
28. Why is performance managing importance in performance management process.
29. How performance managing supports performance planning?
30. Design the process of performance managing for a management consultancy firm.

Unit IV

31. What is performance appraisal? Enlist the objectives and importance of performance appraisal.
32. What are different approaches to performance appraisal?
33. Discuss the process of performance appraisal followed in an organization.
34. Discuss different methods of performance Appraisal and suggest which methods you like the most and why?
35. What is forced-choice rating scale in stocktaking potential?
36. What are the common rater's problems? How can they be overcome?
37. Write short notes on the following:
 1. Performance appraisal system.
 2. Assessment centers.
 3. Performance standard
 4. Review skills
38. What is Competency Mapping?
39. "Competency is linked to performance planning". Do you agree?
40. What are the elements of an effective Appraisal System?

Unit V

41. How can performance Management bring about change in an organization?
42. What is a high performance team?
43. What are the criteria for success of performance management in all organisations?
44. Discuss the role of recognition and rewards in Performance Management.
45. Discuss some performance review difficulties.

46. Discuss the significance of rewards in performance management. Can reward contribute for enhancing performance of employees?
47. Write the difference between Performance Appraisal and Performance Management.
48. What is the relationship between job satisfaction and job performance?
49. What are general deficiencies in competencies and roles of HR professionals in the context of Indian organizations?
50. Enlist the effective and strategic roles for HR professionals.

ORGANISATION CHANGE & DEVELOPMENT

MBA HR 306

Unit I

1. State the importance of change
2. What are the imperatives of change?
3. What are the forces of change? Explain internal forces of change.
4. List the factors determining organization change.
5. What are the types of change experienced in an organization?
6. Describe the Model of Continuous Change Process.
7. How does Force Field Analysis differ from the continuous change process model?
8. What are the goals of organizational change?
9. Discuss the Kotter's 8-step Model of change.
10. How Transition is managed in an organization?

Unit II

11. What are the triggers for change?
12. How change affects people?
13. What are the various behaviours towards change?
14. Why people resist change?
15. It is difficult to bring organization wide change, why?
16. Identify and discuss methods of minimizing change.
17. What are the skills required by managers to bring about effective change.
18. Explain 'social pressure' as one of the reasons for organisational change.
19. How will you overcome the problems of implementation of organisational change?
20. How is change related to stress?

Unit III

21. Define Leadership. How it is related to effective change in an organisation?

22. List the characteristics of a Leader.
23. Critically examine the trait theory of Leadership.
24. What are the major leadership styles? In your view which style has a greater impact?
25. Explain the Behavioural theory of Leadership.
26. What is the difference between transformational and transactional leadership?
27. Does leadership make any difference to the effectiveness of an organization?
28. What is Free-rein style of leadership.
29. Explain the different leadership styles based on Managerial Grid.
30. "Leaders are born or made", give your opinion.

Unit IV

31. Define Organizational Development.
32. What are the characteristics of Organizational Development?
33. Explain Human Process approach to Organizational Development.
34. What are the basic assumptions to begin OD program in organization?
35. Trace the historic development of OD.
36. What are the key factors in consultant-client relationship?
37. Give an account on the relative pros and cons of team interventions.
38. Discuss the steps involved in Action Research process.
39. How does OD intervention fit into organizational process?
40. Identify different approaches to classify OD interventions.

Unit V

41. Why is Organisation Development necessary?
42. What are the objectives of third party interventions?
43. What are OD interventions?
44. Bring out the role of TA in OD.
45. Explain briefly the 7 phases of OD programs?
46. What is third party peacemaking intervention?

47. Explain the OCTAPACE Model of climate survey
48. Explain the Grid Organizational Development
49. Explain Techno-structural approach to Organizational Development.
50. Write short notes on:
 - a. Quality Circles
 - b. T-group
 - c. MBO
 - d. Process Consultation

Manpower Planning & Control

MBA HR-307

Unit I

1. Should organization view human resources from an investment perspective? Discuss the factors that determine the extent to which an organization is investment oriented in its management of human resources.
2. Identify and discuss the different bases for classifying HR Strategies. How can HR strategies help an organization to create competitive advantage?
3. Why is it important for the HR manager to be strategic business partner? What other roles are HR managers expected to play in the knowledge economy.
4. Identify major trends in business environment and explain how these trends have influenced Strategic HR Planning Process.
5. What do you understand by, shortage and Surplus of Employees? Discuss the various strategies for managing the same.
6. Explain in detail the HR staffing system.
7. Why is it necessary to treat manpower as asset of the organization ?
8. Explain in detail the Strategic HR Planning Model.
9. Explain in detail the HR Planning Process.
- 10 “It is essential to treat men power as an asset of the organization”. Elucidate the statement.

Unit II

11. What is importance of Job Analysis? Explain the process of Job Analysis
12. What is Job Analysis? Explain the importance of Job Analysis.
13. Explain in detail Job Analysis. Also explain the use of Job Analysis.
14. Explain in detail the various Methods of Job Analysis.
15. A wrong person on a wrong job cost a lot to the organization, Explain.
16. Explain the various quantitative Job Analysis Technique.
17. Write short note on:
 - a. Uses of Job Analysis
 - b. Process of Job Analysis
18. Write short note on:
 - a. Meaning Job Analysis
 - b. Job Design
19. Explain in detail what is Job Design?

20. What is Job Analysis? Explain in detail what are the advantages and disadvantages of Job Analysis.

Unit III

1. What do you understand by HR Forecasting? Discuss the various techniques of Forecasting.
2. Explain in detail the HR forecasting Process.
3. What methods can be use by the organization to forecast manpower needs?
4. Explain in detail the various Delphi & Nominal Group Technique.
5. Explain how organization's project Future talent?
6. Explain how Staffing requirement are forecasted?
7. Write short note on:
 - a. Staffing Tables,
 - b. HRIS
8. Write short note on:
 - a. Inventorying Available Talent
 - b. Forecasting Staffing Requirements
9. Write short note on:
 - a. Scenario Forecasting
 - b. HR Budget
10. Write short note on:
 - a. Demand Forecasting
 - b. Supply Forecasting

Unit IV

12. Explain the concept and stages of Career Development.
13. What do you understand by Organizational HR Policies? Also explain its importance.
14. Explain Carrier Anchors in detail.
15. Explain Career Planning Process in detail.
16. What do you understand by the term Succession Management? What are the challenges involve in it.
17. Explain Replacement Analysis in detail.
18. Explain Management Development Programs in detail.
19. Explain Management Development Methods in detail.
20. Explain Job Rotation in detail.
21. What do you understand by Auditing MDP's?

Unit V

10. Explain the emerging trends & issues in man power planning.
11. Explain the role of HR as Strategic Partner.
12. Explain the relation of HR and Six Sigma Practice.
13. Explain HR Research in detail.
14. Explain the relation between HR and Innovation and Creativity
15. Write short on:
 - a. BPO
 - b. HRO
16. Explain Talent Management in detail.
17. Write short note on:
 - a. New HR Roles
 - b. Talent Management
18. Write short note on:
 - a. HR as Strategic Partner
 - b. HR and Six Sigma Practice
19. Write short note on:
 - a. HR Research
 - b. HR and Innovation

Security Analysis and Portfolio Management

MBA FM 305

Unit I

Question No. 1. What is Investment? Is investment different from speculation? Explain.

Question No. 2. What are the investor's objective in investing his fund in the stock market?

Question No. 3. " The investment process involves a series of activities starting from the policy formulation." Discuss.

Question No. 4. Explain the process of investment undertaken by the investor.

Question No. 5. An investor purchased a bond at a price of rs. 1000 with Rs. 100 as coupon payment and sold it at Rs. 1100 what is his holding period return?

Question No. 6. " Stocks are considered to be risk but bonds are not" this is not fully correct. Elucidate.

Question No. 7. What is listing ? why do companies get their shares listed on the stock exchange?

Question No. 8. Explain the procedures adopted for listing?

Question No. 9. what are the advantage of the listing?

Question No. 10. Explain followings:

1. Investment Process
2. Listing of securities.

Unit II

Question No. 11. What is meant by fundamental analysis ? How does fundamental analysis differ from technical analysis.

Question No. 12. How is the economic condition related to stock market?

Question No. 13. Explain the utility of the economic analysis and state the economic factors considered for this analysis.

Question No. 14. How do various indicators predict the prospect for investment in stock?

Question No. 15. Explain the factors that have the most significant effect on the Industry's earnings?

Question No. 16. Why is industry analysis important? Why should it follow the economic analysis?

Question No. 17. How is the competitive position of a company within an industry determined?

Question No. 18. What are the factors that affect the earning per share of the company?

Question No. 19. What are the methods adopted to analysis the financial statements of the company?

Question No. 20. What is SWOT analysis? Carry out SWOT analysis for any industry of your choice.

Unit III

Question No. 21. How does technical analysis differ from the fundamental analysis?

Question No. 22. Explain in detail the Dow Theory and how is it used to determine the direction of the stock market?

Question No. 23. How do volume and breadth of the market indicate the trend of the market?

Question No. 24. "Chart patterns are helpful in predicting the stock price movement." Comment.

Question No. 25. what is a point and figure chart, and how is it used?

Question No. 26. Define the various forms of the market efficiency. What do they have in common?

Question No. 27. Explain the strong form of market efficient market hypothesis.

Question No. 28. How does efficient market hypothesis differ from the technical analysis.

Question No. 29. discuss the relationship between fundamental analysis and efficient market hypothesis.

Question No. 30. Explain followings:

1. Random Walk Theory
2. M.M. Hypothesis.

Unit IV

Question No. 31. What do you mean Portfolio? Explain the concept of Portfolio.

Question No. 32. What do you mean Portfolio? Explain the portfolio management process.

Question No. 33. What are the steps in the traditional approach of portfolio.

Question No. 34. State the modern approach in the construction of the portfolio.

Question No. 35. Assume that the risk free rate of return is 7 percent. The market portfolio has an expected return of 14 percent and a standard deviation of return of 25 percent. Under equilibrium condition as described by CAPM what would be the expected return for a portfolio having no unsystematic risk and 20 percent standard deviation of return?

Question No. 36. what are the basic assumptions of CAPM? What are the advantages of adopting CAPM model in the portfolio management?

Question No. 37. How would you evaluate a security with the help of the CAPM theory?

Question No. 38. What are the advantage of APT over CAPM? Explain in detail.

Question No. 39. Describe the basic arbitrage pricing theory model of two factors.

Question No. 40. Explain followings:

1. CAPM
2. The security market line

Unit V

Question No. 41. Define Markowitz diversification. Explain the statistical method used by Markowitz to obtain the risk reducing benefit?

Question No. 42. What are the assumptions made under Markowitz theory of portfolio analysis?

Question No. 43. Describe the procedure developed by Markowitz for choosing the optimal portfolio of risky assets.

Question No. 44. Explain the sharp index model? How does it differ from Markowitz model?

Question No. 45. How can we arrive at the optimum portfolio?

Question No. 46. How does the allocation of the funds among the securities differ with short sales?

Question No. 47. How does you calculate the systematic, unsystematic risk of security and portfolio risk?

Question No. 48. Explain Followings:

1. Single index model
2. Corner Portfolio

Question No. 49. Explain the Sharpe's Performance Index.

Question No. 50. Explain Followings:

1. Simple Diversification
2. Optimum Portfolio with short sales.

INCOME TAX: THEORY & PRACTICE

MBA FM 306

1. Write short notes on following-
 - a. Assessment year
 - b. Previous year
 - c. Gross total Income
2. Explain various conditions for determining the residential status of an assessee?
3. How a residential status of HUF, Firm & company will be determined?
4. Explain various rules regarding tax liability of various types of assessees?
5. Explain various taxable allowances?
6. Explain various taxfree allowances?
7. Explain various types of provident funds and their rules regarding tax liability?
8. How annual value of a let out house is determined? Explain with suitable example.
9. Explain various exempted incomes of house property?
10. Explain various deductions and their rules, available to an assessee out of annual value while calculating taxable income from house property?
11. Write short notes on following-
 - a. Unabsorbed depreciation
 - b. Tea development account
12. What do you mean by cost for the purpose of calculating depreciation according to income tax Act?
13. Specify the expenses which are expressly allowed in computing taxable profits from business?
14. How following expenses will be treated for the purpose of calculating income from business and profession-
 - a. Preliminary expenses
 - b. expense on scientific research
15. Write short notes on following-
 - a. Capital asset
 - b. Transfer of capital asset
16. Explain various taxfree capital gains?
17. What do you mean by capital gain? Explain various rules regarding short term capital gain and long term capital gain?
18. Explain various incomes included under the head "Income from other sources"?

- 19.** Discuss the provisions of Income tax Act relating to lottery, crossword puzzles, horse race and other casual incomes?
- 20.** Explain various deemed incomes according to income tax Act 1961?
- 21.** Explain various rules regarding set off and carry forward of losses?
- 22.** Explain the deduction of section 80C available to an individual assessee?
- 23.** Explain various income tax rates applicable on individual assessee?
- 24.** The agricultural income is exempt from tax, yet it increases the tax liability on other incomes. Discuss?
- 25.** Discuss the salient features of assessment of HUF under income tax Act 1961?
- 26.** What do you understand by partition of HUF? How is the assessment made on such family after partition?
- 27.** How can an individual become member of HUF & how his membership from HUF is ceased?
- 28.** What are the differences in the assessment of individual and HUF?
- 29.** What do you mean by HUF? Explain various characteristics of HUF?
- 30.** Explain various incomes which are not taxable for HUF?
- 31.** Explain rules regarding deduction of scientific research expenses while calculating taxable income of company?
- 32.** Write short note on following in reference to assessment of companies-
 - a. Expense on acquiring patent and copyrights
 - b. Expenses on obtaining license for operating telecommunication services.
- 33.** Give the list of expenses which are allowed on the basis of payment only for computing taxable income of company?
- 34.** Explain various rules regarding Minimum Alternate Tax applicable on companies?
- 35.** What is the procedure of calculation of book profit regarding tax liability of a company?
- 36.** Explain donations (section 80 G) available to a company assessee?
- 37.** Explain various tax rates applicable on various types of companies?
- 38.** For the assessment year 2010-2011 A limited has correctly worked out its book profit as per section 115JB as Rs.14,45,600/-. The total income computed as per the provisions is Rs. 2,87,450/-. It desires to know how much amount has to be shown in the final account of the company as provision for taxation?

39.A Bharat mill limited is a domestic company in which the public are substantially interested. Compute company's total income and its net tax liability. The following are the particulars of its income in respect of the previous year 2009-2010:

a. Income from Govt. Securities	20,000
b. Income from business	3,00,000
c. Short term capital gain	20,000
d. Long term capital gain	30,000
e. Dividend from an Indian company	15,000
f. Dividend from a foreign company	10,000
g. Book profit under section 115 JB	10,00,000

40.B company limited, a public company within the meaning of section 2(18) had the following incomes for the previous year ended on 31st March 2010-

a. Business income	50,000
b. Profit from new hotel established in June 2001	100,000
c. Long term capital gain (on shares)	25,000
d. Long term capital gain (on building)	5,000
e. Short term capital gain	10,000

Compute the total income and tax payable by the company?

41.Explain main provisions of Income tax Act 1961 regarding the assessment of co-operative societies?

42.State the incomes of co-operatives which are included in gross total income but a deduction is granted under section 80P?

43.Name various deductions of section 80 available to co-operative societies?

44.Explain various tax rates applicable on co-operative societies according to income tax Act 1961?

45.DAV college co-operative society limited Ajmer had the following incomes during the year ended 31st March 2010-

a. Income from the college canteen	30,000
b. Income from the general merchandise business	40,000
c. Income from credit facilities given to members	15,000
d. Gross interest on securities	12,000
e. Taxable income from house property	6,000

- f. Dividend received from other co-operative societies 8,000
 Determine the gross total income and total income of the society for the AY 2010-11

46. From the following information relating to the income of a co-operative society (primarily engaged in the manufacturing of fruit products- a cottage industry) for the year 2009-10. Compute its total income and tax liability for the assessment year 2010-11

- | | |
|--|-------|
| a. Income from manufacturing of fruit products | |
| 30,000 | |
| b. Interest on deposits with the central co-operative society | 6,000 |
| c. Income from other business | |
| 52,000 | |
| d. Income from collective disposal of labour of members | 3,000 |
| e. Interest on government securities | 5,000 |
| f. Income from house property (computed) | 3,500 |
| g. Long term capital gain from the sale of securities (computed) | 8,000 |
| h. Winning from lottery | 7,000 |

On the examination of books of accounts of the society, it has been revealed that it has given a donation of Rs. 3,000 to National Defence fund in December, 2009.

47. From the following figures relating to the details of income of a rural co-operative society, you are required to find out its tax liability for the assessment year 2010-11

- | | |
|---|-------|
| a. Interest received on unlisted securities | 2700 |
| b. Rent from house property | 6,000 |
| c. Income from business | 7,500 |
| d. Long term capital gain | 1,000 |
| e. Dividend from other co-operative societies | 800 |

State the difference in tax liability, if the society is an urban consumer co-operative society.

48. From the following figures relating to the details of income of a co-operative society, you are required to calculate its tax liability for the assessment year 2010-11

- a. Taxable income from house property
40,000
- b. Profits from other business
90,000
- c. Profits from cottage industry
42,000

The society has given the donation of Rs. 10,000 to the state government for family planning programme.

49. From the following figures related to the details of income of a co-operative society, you are required to calculate its tax liability for the assessment year 2010-11

- a. Rent from house property
20,000
- b. Industrial profit established in backward state in Jan 1999
50,000
- c. Profits from other business
1,00,000
- d. Income as dividend from other co-operative societies
5,000

50. From the following information relating to the income of a co-operative society (engaged in fruit products) for the previous year 2009-2010. You are required to compute its total income and the amount of tax payable thereon for the AY 2010-11

- a. Income from manufacturing of fruit products
1,80,000
- b. Interest on deposits with central co-operative society
1,16,000
- c. Income from other business
48,000
- d. Income from collective disposal of labour of members
1,16,000
- e. Interest received on listed debentures of a company
9,000

f. Long term capital gain on investment

35,000

g. Rent received from house property

1,00,000

h. Amount received from lottery

21,000

Donation to Prime Minister National Relief Fund

5,250

MANAGEMENT OF FINANCIAL SERVICES

MBA FM 307

- 1.** What do you mean by financial system? Explain various functions of financial system?
- 2.** What do you mean by financial asset? Explain marketable and non-marketable financial assets?
- 3.** What do you mean by financial intermediaries? Explain capital market intermediaries and money market intermediaries?
- 4.** What do you mean financial markets? Explain various types of financial markets?
- 5.** Explain various differences between capital markets and money market?
- 6.** Write short notes on following-
 - a. Mortgage market
 - b. Financial guarantee market
- 7.** What do you mean by commercial bill market? How it is different from treasury bill market?
- 8.** What do you mean by financial rates of return? Explain the objectives of interest rate policy?
- 9.** What do you mean by financial instruments? Explain various types of financial instruments?
- 10.** Write short notes on following-
 - a. Government securities market
 - b. Long term loans market
- 11.** What do you mean by leasing? Explain various types of lease?
- 12.** Explain various advantages and disadvantages of lease?
- 13.** What do you mean by financial lease? How it is different from operating lease?
- 14.** Explain various income tax provisions regarding lease?
- 15.** What do you mean by hire purchase? Explain the nature of hire purchase agreement?
- 16.** Define hire purchase? How it is different from leasing?
- 17.** Explain the role of banks in hire purchase business?
- 18.** Explain various differences between hire purchase and installment sale?

19. What do you mean by venture capital? Explain various features of venture capital?
20. Explain various guidelines issued by government of India regarding venture capital?
21. What is the importance of venture capital for promoters and investing public?
22. Explain various methods of venture financing in India?
23. Give suitable suggestions for growth of venture capital funds?
24. What do you mean by merchant bank? Explain the role of merchant banks in Indian markets?
25. Explain various services provided by merchant banks?
26. Explain the duties and responsibilities of merchant banks as lead managers?
27. Explain various guidelines issued by SEBI for merchant banks?
28. "Scope of merchant banking in India is very good" Discuss.
29. "Merchant banks are facing so many problems in India". Explain?
30. What do you mean by mutual funds? Explain various types of mutual funds?
31. Write short notes on following-
 - a. Close ended funds
 - b. Pure growth funds
32. What is the concept of housing finance? Describe various objects of National Housing Bank?
33. Explain the refinancing and regulatory role of National Housing Bank?
34. Explain the procedure for disbursement of loan by Housing Finance Companies?
35. Define insurance? Explain the nature of contract of insurance?
36. What do you mean by insurance? Explain various types of insurance?
37. Briefly explain the history of insurance sector in India?
38. Write an essay on Insurance Regulatory & Development Authority Act 1999?
39. Explain various products offered by insurance companies?
40. What is general insurance? How it is different from life insurance?
41. What is credit card? How it is different from debit card?
42. Define credit card? Describe various types of credit cards?
43. Describe various facilities offered to card holders by card issuing banks?
44. Describe various benefits & demerits of credit cards?
45. Explain various norms issued by RBI on credit card?

- 46.**What do you mean by credit rating? Explain the functions of credit rating agencies?
- 47.**Explain various benefits of credit rating to rated companies?
- 48.**State the names of credit rating agencies working in India? Describe their objectives?
- 49.**What do you mean by factoring? Describe its advantages & disadvantages?
- 50.**Define factoring? Explain various types of factoring?

Advertising Management

MBA MKT-304

UNIT I

Q 1. “A brand in many ways is the most precious business asset owned by a firm, it allows a firm to communicate consistently and efficiently with the market ”. In the light of the above statement explain the role advertising plays in brand Management.

Q 2. Explain all the communication models with suitable examples.

Q. 3. Why do communication Managers give so much importance to integrated marketing Communication? Describe the IMC process in reference to advertising.

Q.4. Explain what role advertising plays in a firms marketing effort.

Q 5. Write short notes on :-

- a. Roles and functions of advertising.
- b. Key players in the advertising

Q 6. What is IMC ? Choose a well known brand and discuss how it uses IMC to give consistent messages.

Q 7. The Promotion mix for a vaccum cleaner would certainly differ from the promotion mix of Banking Services. Elucidate and recommend the promotion mix for the above two product/services categories.

Q 8. . How would you explain the techniques of direct marketing to a non–profit organisation? What are the advantages and disadvantages compared to other forms of marketing communication?

Q 9. What roles do publicity and public relations play in creating awareness and educating both the internal and external publics of the firm?

UNIT II

Q 6. Explain social Aspects of advertising.

Q 7. What is segmentation and why is it a useful process? Describe bases for consumer market segmentation.

Q 8. Explain “Buying Decision Process” model, What role do advertising & communication plays at each of the purchase decision stages and to what extent can they influence buyer behavior?

Q9. Describe the ethical and regulatory aspects of advertising.

Q 10. Give out instances where markets segmented on apparent demographic characteristics actually differ because of underlying psychographic or behavioral traits of consumers.

11. Write short notes on :

- (a) Mass media
- (b) Creativity in Advertising
- (c) Social Marketing in Indian context
- (d) Ethics in Advertising

UNIT III

Q11. Why is it important to devise the advertising strategy before executing a campaign?

Q 12. Describe in detail all the functions of advertising agencies.

Q13. Write short notes on

- a. Types of advertising agencies.
- b. Agency Compensation

Q 14. Describe the marketing plan in the advertising context.

Q 15. Explain different categories of Advertising Agencies and Specialized services.

UNIT IV

Q. 16. “In producing a great TV commercial. first you must write one.”

In the light of the above statement describe how to write a television copy & the tools used for TV copywriting

Q 17 Can a mute commercial work on Television? In what situation might it be suitable.

Q 18. What are the different types of appeals used in designing messages by advertisers? In what situations humor appeal works better ?Give few examples.

Q 19. Describe in detail the various copy elements of a print ad.

Q 20. Describe all the six facets of creative strategy.

UNIT V

Q. 21. Explain why Media planners try to balance Reach, Frequency and Continuity of proposed media schedules and what consideration goes into this decision.?

Q 22. How does media strategy and tactics selection help in evaluation of advertising effectiveness.

Q 23 . What are the key media strategy decisions found in a media plan?

Q 24. What are the primary functions of a media buyer and how do they differ from the role of a media planner

Q 25 Describe the pretesting and post testing tools of evaluating advertising effectiveness.

Q 26 Distinguish between Communication strategies and Advertising strategies.

Q 27 It is being said that advertising strategy helps in developing creative strategy and media strategy. Discuss by giving examples

Retail Marketing

MBA MKT 305

Unit – I

11. What is retail marketing and what is its role in marketing ?
12. What are the functions performed by a retailer ?
13. Why has the retailer emerged as a leader in the marketing channel ?
14. What are the issues facing global retailers and how can they be overcome?
15. Explain the significance of retail as an industry ?
16. What would be the social and economic impact of retail development in India ?
17. The supply chain in food distribution in India is inefficient. Can organized retail help in removing these inefficiencies ? Explain how this can take place ?
18. Keeping in mind the developments happening in the retail scene, what is the need of the hour for Indian retailers ?
19. Has India really reached the growth stage in retail ? what is the strategy that needs to be adopted by the retailers to ensure that they succeed ?
20. Explain the functions performed by Retailers. Also explain the characteristics of retailers.
21. Is the marketing concept of "customer satisfaction "at a profit a sufficient guideline for judging the ethics of business practices? If so Why?

Unit – II

1. Write a note on Store Design and Store Layout ?
2. Explain Comprehensive Store Planning and Location Planning ?
3. Explain Store Design, Retail Image Mix and Space Mix ?
4. Write a note on Effective Retail Promotion Mix ?
5. Discuss the various retail store layouts.
6. Describe a 'hyper market' and a 'specialty store' with examples.

7. How important is the role of pricing in retail marketing mix? Briefly discuss the various retail pricing approaches.
8. Describe the important promotional strategies associated with retail marketing. Also explain the factors determining the Retail Marketing Mix.
9. Suggest various methods to achieve competitive advantage and positioning in retail marketing ?
10. What are the factors that a retailer need to take into account while choosing a location for a retail store ?

Unit – III

1. Explain the retailer's role in a distribution channel.
2. Write a note on Merchandise Management ?
3. Write a note on Buying Merchandise or Purchasing systems ?
4. Write a note on Price Adjustments or Merchandise Pricing ?
5. Define merchandise management and how is it performed in organized retailing?
6. How is buying different from merchandising with special reference to retail marketing?
7. What is the importance of the function of merchandising in a retail organization ?
8. How does the function of buying and merchandising vary depending on the size and type of organizations ?
9. Explain the concept of Lifestyle Merchandising ? Is this concept applicable in India ?
10. Explain the importance of Merchandising Planning in Merchandising management ?

Unit – IV

1. What is visual merchandising? Explain the objectives of visual merchandising in India.
2. What is the importance of visual merchandising in retail sector? Describe in detail the trends in visual merchandising in India.
3. What are the elements of visual merchandising? Discuss the steps to be followed in effective visual merchandising.
4. Discuss the essential features of visual merchandising. Also explain the pre-requisites while planning for visual merchandising.
5. Explain the principles of stores management. Also Explain the features of decentralized stores.
6. "Effective stores management increases the organizational efficiency" Discuss.
7. Discuss the role of visual merchandising in the process of sales conversions.
8. How critical is training to the delivery of a high level of customer service ?

9. How do large national retailers target improvements in customer service using loyalty programmes ?

10. Short Notes :

(a) Retail selling process

(b) Retail Database

(c) Sales performance

Unit – V

1. Explain the prospects of retailing in India ? How the retail scenario is different from western retail ?

2. Discuss the various modern formats of Retail that you are familiar with? Comment how relevant they are in the current retail business environment ?

3. Define -a modern retail format. How does it differ from a traditional retail format?

4. List out all the modern retail formats in the Indian context and explain each of them briefly.

5. Elaborate on the acceptable ethical and Legal issues in retailing that must be practiced by a retail executive?

6. Elaborate on the licenses required by a retailer for setting up his operations in India?

7. Elaborate on the legal issues faced by the retailing fraternity in India?

8. Elaborate on the consumer research strategies Used by market researchers? Take an example lifestyle departmental store and determine the of consumer research strategy that will need to be used in this case?

9. Describe the key sectors of retail in India with detail.

10. Short Notes :

(a) Virtual Store

(b) E-Retailing

(c) Merchandise depots

(d) Retail Theatre

(e) Service Malls

Marketing of Services

MBA MKT-306

UNIT-I

Q. 1. How do you think services differ from goods? Both a product like butter and service like airline are vulnerable of becoming perishable but in different ways. What essential elements differentiate goods from services?

Q. 2. Briefly describe the marketing problems caused by Intangibility and possible solutions to Intangibility problems.

Q. 3. What is extended marketing mix? Why is it important for service industry ?

Explain in detail with the help of suitable examples.

Q. 4. Briefly describe the marketing problems caused by Perish ability and possible solutions to perish ability problems.

Q 5. What is service? With tangibility and intangibility on either side of the continuum, can you identify services which can be classified along this continuum? Explain with suitable examples.

Q 6. Briefly describe how the unique service characteristics of intangibility, inseparability, heterogeneity, and perishability apply to your educational experience in your services marketing class .

Q 7. What strategies has the insurance industry utilized in its attempt to minimize the effects of intangibility? Of the companies that have actively attempted to minimize the effects , have some companies done a better job than others?

Q 8. In what ways is distribution of services different from goods ? Identify a few services which can be distributed electronically and discuss the challenges involved in it.

Q 9. Distinguish between the following with the help of examples.

- a. 'Search Qualities' & 'Experience qualities'
- b. 'Facilitating services' & 'Supporting services'

Q 10. Define and discuss the following terms: search attributes, experience attributes and credence attributes. Which type(s) of attributes most accurately apply to services? Explain

UNIT II

Q 11. Explain in detail all the three phases of purchase process model.

Q 12. Describe the types of risks involved in purchasing a service and its reduction strategies used by customers.

Q 13. What is meant by service encounter? What factors influence the service encounter? Explain in detail.

Q 14. What are the factors that influence customer expectations?

Q 15. Write short notes on

- a. Zone of tolerance
- b. Seven P 's of services marketing.

Q 16. List the strategies firms can use to manage consumer expectations during the pre purchase phase, the service encounter and post-purchase phase.

Q 17. Explain how a consumer's image of a service will affect his or her expectations.

Q 18. Case Study

Scandinavian Airlines System: Meeting Customer Expectations

Flying has gotten a lot lighter on the pocketbook than it used to be. In the last 20 years, airline ticket prices have dropped by as much as 60%, as have airline profits. With more airlines and service alternatives available to consumers than ever before, competition among carriers has become fierce, and meeting customer expectations crucial.

“Our goal is that 100 % of our customers must want to travel with SAS again,” says Jan Stenberg, president and CEO of Scandinavian airlines system.

“Ninety-five percent of them do today, so there is some room for improvement,” says Stenberg, confirming that customers' past experiences are critical to his company.

Scandinavian Airline System (SAS), the third largest carrier in Europe, is one of a number of airlines struggling to stay aloft. A deregulated European market, a recession, the hijacking and subsequent attack on the World Trade Center, and the fact that 7 of its 20 competitors are either government-owned or subsidized hasn't made the last 20 years easy for the company. However, after suffering four consecutive years of operating losses, in 1994, SAS made a U turn, posting a profit.

What created the winds of change for SAS? While some of its competitors slashed prices in order to fill seats, SAS took another approach. Instead of selling cheap seats, the company expanded a marketing strategy initiated in the mid-1980s: it became “The business traveler's airline.” More recently SAS increased its number of flights and connections, offered free one-day stopovers in Copenhagen and

Stockholm for business travelers wishing to sight see, and revamped its planes with ergonomically designed seats and in-cabin, wireless LAN access to the web and email services. Travelers can also check in for their flights at SAS-affiliated hotels or even from their car phones, eliminating pre-service waiting.

SAS also boasts the best on-time flight record of any European airline, which is important to business people traveling on tight schedules. “care is about how our products make people feel. It includes personal and professional service, friendly and respectful attention at every stage of the trip, and understanding of the customer’s situation and the willingness and ability to provide comfort and solve problems,” says Stenberg.

Part of solving problems involves admitting flights can sometimes be delayed and assisting passengers affected by them. All passengers who are delayed more than four hours are given a “Customer message card” upon which they can fill in messages to be forwarded by phone or fax by SAS. The approach seems to be working. The company now transports more business class flyers than any of its European competitors.

Lives as the sum total of our aircraft, our maintenance bases, our offices, and our administrative procedures. But if you ask our customers they won’t tell you about our planes, or our offices, or the way we finance our capital investments. Instead, they’ll talk about their experiences with the people at SAS,” commented SAS’s former CEO, Jan Carlzon, who envisioned and implemented the expanded business-class services in the detailed his formula for SAS’s successes in the 1980s, Carlzon estimated that 10 million SAS customers every year came in contact with five SAS employees for 15 seconds per counter-amounting to what he called “50 million moments of truth,” SAS is not a collection of material assets but the quality of the contract between an individual customer and the SAS employees who serve the customer directly,” he said.

Still “Moments of truth” must be sustained from decade to decade and from CEO to CEO. Despite SAS’s best efforts on a continuing basis, it’s still possible to fall short. Said Helle Katholm invardsen, a public relations manager from Denmark: “I travel with SAS very often. SAS used to be better than other airlines. But several times recently I have felt that they didn’t bother to apologize for delays. And the other advantages, such as the lounges, cabin service, and so on, are the same all over no matter what company in Europe you travel with. I used to think I was almost home when I boarded a SAS plane, but I don’t feel that way anymore.”

Questions

1. To improve profitability, SAS was forced to reduce its work force by over 1,000 employees. How might such reductions affect the ideal, desired, predicted, and adequate level of service? Can the company adjust consumers’ zones of tolerance in order to cope with staff reductions?
2. Identify the ancestor expectations of the people intending to book airline flights. What factors play a part in their decisions? How can SAS improve its firm-produced factor in order to attract customers?

Q 19. Write short notes on any four

- a. Desired service
- b. Flow of supplementary services.
- c. Zone of tolerance
- d. Bad Mouth Betty.
- e. Service scapes

Q 20. Consider a recent service purchase that you have made. Which of the factors influencing expectations were the most important in your decisions? Why?

UNIT III

Q 21. Describe all the stages of New Service Development.

Q 22. Describe strategies for matching Capacity and Demand and give at least two specific examples of each.

Q 23. What is Yield Management? Discuss the risks in adopting a yield management strategy.

Q 24. Describe an Integrated Communication Program for services with special reference to sales promotion.

Q. 25. Write short notes on

- a. Internationalization of services
- b. Franchising of services

Q 26. How important is it for a hotel located at a hill station to use promotions during off season? Also identify the possible sales promotion schemes it can offer?

Q 27. Write short notes on (any three)

- a. Pricing of educational services.
- b. Yield Management
- c. Role of Physical evidence.
- d. Role of service sector in Indian economy.

Q 28. What do you understand by the term yield Management? Discuss the importance of yield management for an airline.

Q 29. Explain the role of advertising in the communications program. How can advertising be used to reduce the negative impact of the service characteristics of intangibility, perish ability, variability and inseparability.

Q30. Discuss the role of the services cape in the communication program. Cite an example of both a services cape that supports the firm's communications program and one that does not.

UNIT IV

Q.31. Explain Different Approaches to Pricing Services.

Q.32. How service quality can be measured ?Why is quality important in services? Discuss the strategy any service organization may adopt to achieve it

Q 33. List the gaps in the evaluation of service quality and marketing strategies firm can use to reduce the size of each gap.

Q 34. Write short notes on

- a. Hard and Soft measures in improving Service quality.
- b. Pricing of services

Q 35. Enlist those services in which there is price competition. Also enlist some of those services in which there is non –price competition. Identify reasons, thereafter for pricing strategies in these two categories of services.

Q 36.Explain the SERVQUAL model. How is it used by service marketers.

Q 37. What are the basic differences between customer satisfaction and service Quality?

Q 38.Explain how a manager might use the model of service quality to improve the quality of his/her on firm.

Q 39. Discuss the role of pricing in the marketer of services.

Q 40. Define the five dimensions of service quality. Give an example of each dimension.

UNIT V

Q41. Explain the logic behind these two quotes : “a complaint is a gift ”and the “customer who complains is your friend”.

Q 42. Why is it important for a service firm to have a strong recovery strategy? Think of a time when you received less than describe service from a particular service organization. Was any effort made to recover.? What should/could have been done differently?

Q 43.Describe all the relationship development strategies.

Q 44. Discuss how relationship marketing or retention marketing is different from the traditional emphasis in marketing.

Q 45. What are the benefits to the company of an effective service guarantee? Describe all the types of service guarantees .

Q 46. Think about a service organization that retains you as a loyal customer. Why are you loyal to this provider ? What are the benefits to you of staying loyal and not switching to another provider? What would it take for you to switch?

Q 47. Write short notes on:

a. Importance of customer retention.

b. Trends in International trend in services.

c. Extended marketing mix for hotels.

Q 48. Choose a firm you are familiar with. Describe how you would design an ideal service recovery strategy for that organization.

Q 49. Why do customers switch service providers? Can you do anything as a marketer to prevent the customers from switching?

Q 50. Explain the characteristics of a good service guarantee. Formulate a service guarantee for a fixed landline telecom service provider.

Sales and Distribution Management

MBA MKT-307

Unit – I

1. What is the difference between AIDAS theory of selling and the buying formula theory of selling? Explain by taking the example of any sales situation of your choice.
2. How does the relative importance of advertising and personal selling vary across the different stages of the purchase process? Explain.
3. (a) What are the responsibilities of a salesman?
(b) How can effective planning be useful for a salesman in discharging his duties?
4. Explain why sales management is considered as an important function?
5. Discuss with examples how “order taker” sales position is different from “order getter” position?
6. Describe how sales managers and distribution channels work together in planning the sales operations?
7. What are the emerging trends in sales management now a day?
8. Enumerate the relationship between Objectives, Strategies and Tactics?
9. Why is sales career considered exciting, challenging and a route to the top position in an organization?
10. What changes will take place when a sales person is promoted from a sales representative position to a first line sales manager position?

Unit – II

1. Why are sales territories required? Discuss the various steps to scientific territory planning and suggest what type of territory planning would you recommend for
 - (i) A company selling textile machinery components to large textile units.
 - (ii) A Company selling infant milk powder.
2. Discuss the process of identifying training needs of salespersons? What kind of training program would you suggest in the following situations and why?
 - (a) Training new recruits to a company selling pollution checking equipment.

- (b) Training senior salespersons identified for taking senior management positions in the company.
3. What are the attributes of a good sales quota plan?
 4. What is the meaning of motivation? Why it is such an important concept for a sales manager to understand?
 5. Which of the theories of motivation you would recommend for motivating sales force? Why?
 6. How can training needs of salespersons are identified? How do the learning styles of salespersons affect the design of the sales training programme? Use illustrative examples to substantiate your answer.
 7. Describe any of the qualitative methods of sales forecasting and indicate its advantages and disadvantages?
 8. Write short notes on any four of the following:
 - (a) Preparation of sales budget
 - (b) Motivation tools for sales personnel
 - (c) Interview as a tool as sales-force selection
 - (d) Negotiation process
 - (e) "Sales close" techniques
 - (f) Diversity of sales situations
 9. Explain briefly the steps involved in designing an effective compensation plan?
 10. Define leadership. Describe the various styles and skills of leadership?

Unit – III

1. Why are distribution channels necessary?
2. What are the components of a distribution channel strategy?
3. Consider an FMCG company trying to distribute its product directly to its consumers. What would be the major hurdles if this strategy is followed? What would be the advantages and disadvantages by following this strategy?
4. What are the major contributions of distribution channels to a society? Is it possible to imagine a society without distribution channels?

5. What is meant by a customer oriented channel? How is it different from a conventional marketing channel?
6. Explain the channel design process? What is the need for comparison with the existing channel in the entire process?
7. What is the channel establishment plan?
8. How do companies actually take note of the cost of distribution?
9. How can a specialist reduce the cost of distribution channel while analyzing all the aspects of the selection of them?
10. How are channels for services different from channels for products?

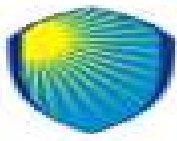
Unit – IV

1. What is meant by channel control? When does a channels member resent additional control?
2. What are the sources of channel power? How is channel power related to channel dependence?
3. What is channel position? What are the major advantages that a channel principle derives from a good channel position?
4. What are the components of a channel positioning strategy?
5. What is an influence strategy in the context of channel management? How are influence strategy classified? How do we decide to select one type of influence strategy for a particular situation?
6. How are the causes of conflict classified? How can we avoid conflict?
7. What factors determine the use of one conflict management technique to another?
8. Why is preventing conflict very important in channel management? What happens to a channel system when there is little emphasis on prevailing conflict?
9. Define the channel offering of a retail chain to an individual manufacturer from among all the manufacturers who supply goods to the retail chain?
10. Why do conflicts occur in a distribution channel? Is it possible to eliminate all types of conflicts in a channel relationship? How does channel conflict affect channel performance?

Unit – V

1. What is a logistics system? Define the components of the logistics system of the following industries (a) automobile industry (b) cement, and (c) pharmaceutical industry
2. What is meant by logistics strategy? How is a logistics strategy linked to the marketing function?
3. What are the components of a logistics plan?

4. Enumerate the relationship between a logistics plan and a marketing plan?
5. How does warehousing as a function contribute towards cost reduction in a system?
6. What are the major functions of a warehouse? How is warehousing related to inventory decisions?
7. What is meant by inventory carrying cost? How are its components interrelated?
8. Explain the inventory carrying costs and the functions performed by the distributors?
9. Enumerate the importance of physical distribution and Logistics management? Give examples in support of your answers?
10. Evaluate the concept and principles of Supply chain management? Give examples in support of your answers?



Forth Semester Examination

Code No.	Paper	L	T/P	Credits
MBA 401	Corporate Governance & Social Responsibility	3	-	4
MBA 402	Project Planning and Control	3	-	4
Select any 2 specializations (4 papers from each of the specialization)				
	Total	30	-	40
Code No.	Paper	L	T/P	Credits
MBAHR 403	Strategic HRM	3	-	4
MBAHR 404	International HRM	3	-	4
MBAHR-405	Industrial Relations & Labour Legislation	3	-	4
MBAHR- 406	Compensation Management	3	-	4
MBAFM-403	Management of Banking & Insurance	3	-	4
MBAFM-404	International Financial Management	3	-	4
MBAFM-405	Merger, Acquisition and Corporate Restructuring	3	-	4
MBAFM-406	Financial Derivatives Management	3	-	4
MBAMKT-403	Product and Brand Management	3	-	4
MBAMKT-404	Rural and Industrial Marketing	3	-	4
MBAMKT- 405	International Marketing Management	3	-	4
MBAMKT-406	Customer Relationship Management	3	-	4

Corporate Governance

MBA 401

Unit I

- Q.1 Discuss the concept of corporation.
- Q.2. Discuss the various phases in evolution of corporate structure.
- Q.3. How will you describe corporation as a person
- Q.4.What is the purpose of a corporation and its responsibilities as a moral person?
- Q.5.What is the expectations of society from a corporation?
- Q.6.What is the obligations of the corporations to the market?
- Q.7.What is the stakeholder approach and how is it different from shareholder approach?
- Q.8.Does a corporation has any obligations towards society at large? Elucidate.
- Q.9.What is a transparent and accountable behavior of a corporation? Discuss it with relevant example.
- Q.10. “Stakeholders are the principle players in inception, sustainability, development and growth of any organization.” Discuss.

Unit II

- Q.11. Explain the concept of corporate governance. State its objectives.
- Q.12.What is the need for and importance of corporate governance?
- Q.13.Discuss the major issues in corporate governance.
- Q.14.Contrast the Anglo-American model and Japanese model of corporate governance.
- Q.15.What is the legal obligation of the directors?
- Q.16. Discuss the ownership and control of a corporate.
- Q.17. How Capitalism has laid road to corporate governance?
- Q.18. Explain the benefits of good corporate governance.
- Q.19. Discuss the historical perspective of corporate governance.
- Q.20. Explain how governance is more than just Board processes and procedures.

Unit III

- Q.21. What is Business ethics? Explain the type of business ethics.
- Q.22. Examine the need for and importance of business ethics.
- Q.23. Explain the importance of Business ethics and corporate governance
- Q.24. What are the social responsibilities of business? How it can be achieved by a business enterprise?
- Q.25. What is the code of conduct of business houses?
- Q.26. Explain the ethical issues involved in managing finance with an objective of maximising shareholders wealth rather than shareholders interests.
- Q.27. Corporate social responsibility and accountability have become a very integral part of business activity. In this context discuss the various tasks that a business entity is expected to perform in the society.
- Q.28. Examine the tools/instruments employed to promote socially responsible practices in business.
- Q.29. Discuss the stakeholders approach in corporate social responsibility.
- Q.30. Why should corporate assume social responsibility?

Unit IV

- Q.31. What is the role of directors in enforcing good corporate governance?
- Q.32. Describe the role and responsibilities of a good Board.
- Q.33. Bring out the relationship between Board independence and firm's performance.
- Q.34. What are the methods adopted in corporate life to access the training needs of Directors?
- Q.35. What are the competencies required by Directors for investor servicing and human areas?
- Q.36. Contrast the roles and responsibilities of Chairman and CEO.
- Q.37. "The Board of Directors of a company shall be entitled to exercise all such powers and to do all such acts and things as the company is authorised to exercise and do." Elucidate.
- Q.38. "People know a company through its officers and not through its documents." Do you subscribe to this view? What consequences follow if a person dealing with the company has not seen its documents or does not have any knowledge of their contents?
- Q.39. "An ultra vires transaction binds none but several consequences flow from such a

transaction.” Critically examine the above statement and point out the consequences for the company and its directors.

Q.40. What are the various functions of the Board and CEO.

Unit V

Q.41. What is the role of MRTP Commission?

Q.42. Briefly state recommendations made by Cadbury Committee.

Q.43. Discuss the recommendations of Kumar Mangalam Committee Report on Corporate Governance.

Q.44. Who can seek remedies against oppression and mis-management of company? On what grounds can relief be granted in an application seeking relief?

Q.45. State the differences between unfair trade practices and restrictive trade practices.

Q.46. A company made claims in its advertisement that its toothpaste can make teeth whiter in just 14 days, when in reality it could not do so. How will you relate this with the corporate governance.

Q.47. Which of the following implies, adopting the norms of the country, in which an organization operates its business?

Q.48. Lily Textiles incorporate corporate governance committee that spends a lot of time discussing corporate governance matters, including business ethics and best practices. In one such meeting they decided that they should follow the principles recommended by OECD Report. Discuss the broad areas OECD principles fall into.

Q.49. Discuss the future of Corporate Governance in India

Q.50. Read the caselet carefully and answer the following questions.

a. Discuss the ethical dilemma that the CEO of S & Co. Ltd is facing with respect to the given case.

b. If you were the CEO of S & Co. Ltd, whom will you select and why?

S & Co. Ltd was an organization manufacturing consumer durables. The Company had a large number of workforce white collared for office and factory management and blue collared for factory work. There were a number of technical supervisors in the factory. While the managers at all levels were at the corporate office, the technical supervisors of the factory have also had a channel/avenue for promotion to the management cadre in the corporate office, provided the corporate office had a separate wing dealing with any special aspect of a particular shop. There were some shops like the finished product section, millright, sample testing sections, etc., which fell in this category. Mr Ram, who has also specialized in Human Resource Development, was the Personnel Manager of the Company (in the middle management cadre—directly reporting to the top). Mr. Krishna is a colleague of Mr. Ram, dealing with technical matters of the company and belonging to a different department. Whenever any promotion is sought to be given by the company to any of the posts in the category of lower level

managers, the recommendations of these two are required to be submitted which the top brass considers and orders the promotion.

There arose one vacancy for lower level manager in the finished product division at the corporate office. This section was facing problems with workers. Apart from handling his normal duty, the new manager had to handle workers problems also.

Recommendations were to be made.

Mr. Prasad and Mr. Kumar were the eligible contenders for that post. Papers were accordingly put up, stating that both of them were good in their work. Mr. Prasad was a go-getter, used to take quick decisions (sometimes wrongly also) while Mr. Kumar was a non-interfering type, permitting decisions to be taken at lower levels. There were also reports that on one or two earlier occasions, Mr. Prasad was sought to be charged, owing to his certain unpalatable decisions, which could not ultimately be implemented. Work turnout under his supervision was very good and a number of workers liked him for the simple reason that he used to take decision one way or the other without procrastination though some subordinates branded him as a controversial person. Another reason for calling him as a controversial person was that he had been following some unethical practices in the organization like producing false medical bills and claiming money for that, using organizational resources like stationary and telephone for his personal use etc.

Mr. Kumar, a non-interfering, non-controversial person and was giving suggestions whenever required, but still did not want any one to quote him anywhere (particularly to the top or whenever his guidance has resulted in something going wrong).

Mr. Ram, the Personnel Manager, wanted to recommend Mr. Prasad on the ground that he was a go-getter and good at decision-making. Mr. Krishna, however, wanted to recommend Mr. Kumar for that post on the ground that he was noninterfering and had never involved himself in any unethical practice. The Personnel Manager argued with his colleague in favour of his recommendation stating that in an organization, particularly at the level of Manager in a section be it lower, middle or higher, performance is very important. Decisions, he argued, depend upon many factors including circumstances, and may be unpalatable to some and this cannot be avoided. Mr. Krishna, argued that Mr. Prasad is a controversial person since he used to show his authority and assert himself and this was not advisable in the present day context and present position where he had to handle a very important section of blue collared staff and he was also unethical in his conduct. Mr. Ram did not agree with this view and argued that since Mr. Kumar is one who plays safe and avoid, whenever occasion permits, taking decision, he may not be a good manager. Also that Mr. Kumar considers Krishna as good, since he was not keen in enforcing the systems and thus not causing inconvenience to any one, which may not good for the organization in the long run. It is human nature that some persons cannot keep quiet without commenting on others and their action. They have to say something bad or adverse about the performers and this makes them controversial. Since they did not see eye-to-eye, they sent in their recommendations separately to the CEO recommending both Mr. Prasad and Mr. Kumar, respectively, giving inter-alia the reasons

mentioned above leaving the choice to the head. The CEO found that Mr. Prasad was a very close relative of his wife and he could have personal problems, if he did not select Prasad. He knew very well that though Prasad is definitely a good performer he has indulged in unethical behaviour many times. Now, the CEO faces an ethical dilemma.

Project Planning & Control

MBA 402

UNIT1

- 1 Define the term 'project'. Briefly explain steps in project management
- 2 What is project life cycle? Describe in brief the action needed at each stage from designing to developing of a project?
- 3 Define the roles & responsibilities of project manager.
- 4 Explain types of Organization structure.
- 5 What are the different organization structures recommended for project organization and what are their advantages and disadvantages?
- 6 "Project is a one short time limited goal oriented, major undertaking requiring commitment of varied skills and resources, a combination of human and non human resources posted together in a temporary organization to achieve a specific purpose." Describe.
- 7 What are the major contents of a Detailed Project Report (DPR)? Briefly describe each part.
- 8 "The ideas that flash are like rough diamonds which are converted into diamonds that shine by idea generating and screening process." Explain.
- 9 Discuss the various types of projects as classified by financial institutions.
- 10 What is a pre feasibility study? What are the objectives of such a study?

Unit2

- 1 "Technical feasibility of project depends largely on location, availability and cost of various requirements in alternative locations." Discuss the statement.
- 2 Why it is necessary to conduct market survey? What steps are involved in conducting a market survey?
- 3 Differentiate the following:
 - i Census survey vs. Sample survey
 - ii Primary information vs. Secondary information
 - iii Pre feasibility report vs. Detailed project report
- 4 Discuss the various methods of financial evaluation of the projects. Make a comparative analysis of these methods.
- 5 What are the major contents of a detailed project report? Briefly describe each part.
- 6 "Market and Demand analysis is an integrated approach to generate market power by critical analysis of the market logistically." Explain
- 7 "Financial analysis involves the evaluation of the project from financial angle. It requires collection, summarizing, analyzing, presenting and interpreting the financial information of the project." Explain.
- 8 Write short notes on:
 - (i) Cost of project
 - (ii) Break even point

(iii) Material inputs and utilities

iv Plant capacity

9 Write short notes on:

(i) SWOT analysis

(ii) Means of finance

(iii) Cost of production

v Technical Arrangements

10. What aspects are considered in technical analysis?

UNIT3

1. (a) Why is the use of work break down structure important to the project manager.
(b). Why should an organization use the matrix structure
2. What is project planning? Discuss the objectives and rationale of project planning.
3. Describe the project master plan for project which you know. What are its content
4. " Matrix organization design is complex and difficult to implement." Why then, do so many organization use it?
5. Write short note on:
 - (a) Work Packages
 - (b) Responsibility Matrix
6. Describe the process of subdivision of activities and events in WBS with suitable diagrams.
7. What are the fundamentals of a project plan? Describe briefly various planning techniques that are widely used in projects.
8. Distinguish between matrix organization and pure project organization structure.
9. What do you mean by project organization structure? Describe the various types of project organizations in brief.
10. What is work break down structure? Describe the process used in preparing a WBS.

UNIT 4

1. What is network analysis? Where is it used? Explain the procedure for drawing network diagram.
2. A project consists of the following activities and different time estimates-
 - a. Draw a network diagram.
 - b. find the critical Path.
 - c. What is the probability that the project will completed by 27th day.

Activity	Least time (to)	Most time (tp)	Most likely time(tm)
1-2	3	15	6
1-3	2	14	5

1-4	6	30	12
2-5	2	8	5
2-6	5	17	11
3-6	3	15	6
4-7	3	27	9
5-7	1	7	4
6-7	2	8	5

3. Draw the project diagram from the information given below. Also identify the critical path and determine the project completion time. Also find out the earliest start time, earliest finish time, latest start time and latest finish time.

	A	B	C	D	E	F	G	H	I	J	K	L	M
Precedence:	-	A	B	B	D	D	E,F	G	G	H,I	C	K	J,L
Time: (hours)	16	11	14	9	12	10	30	19	11	7	40	9	14

4. What is CPM and list the steps in CPM project planning? How critical path can be identified in CPM?

5. From the following network determine (a) Construct a network diagram

(b) Calculate completion time (c) Total float, free float and independent float

Activity	1-2	1-3	1-4	2-4	2-5	3-6	4-6	5-7	6-7	6-8	7-8	8-9
Duration	4	12	10	8	6	8	10	10	0	8	10	6

6. What do you mean by PERT and CPM. Discuss its advantages and limitations.

7. From the following network determine (a) Construct a network diagram

(b) Calculate completion time

Activity	Description	Predecessor Activity	Duration
A	Dismantle pipe connections	-	2

B	Dismantle heater, closure, and floating front	A	4
C	Remove tube bundles	B	8
D	Clean shell	B	3
E	Replace tube bundle	B	5
F	Prepare shell pressure test	C	2
G	Clean bolt	C	8
H	Clean tube bundles	F,G	6
I	Clean heater	D,E,F	5
J	Prepare tube pressure test	I	7

8. What is cost estimating? Why are estimates so important?

9. Explain elements of Budgeting?

10. Discuss Cost estimating process.

UNIT5

- 1 “Risk management involves identifying assessing and responding to project risk in order to minimize the likelihood and impact of the adverse event on the achievement of the project objective.” Discuss.
- 2 “Evaluation of a project is another means of project control.” Discuss
- 3 Explain the tools to use in controlling project objectives?
- 4 What improvements could you make in evaluating performance, quality, or status?
- 5 Write short notes on:
 - a Kickoff Meetings
 - b Resource Control
 - c Change Control
 - d Graphical Reports
- 6 Describe the change control process used in the project.

- 7 Describe the project control process.
- 8 What is Project termination? Discuss the various reasons of Project termination.
- 9 “Project final report is a perfect repository of the knowledge and tools applied on every project which help in future performance.” Discuss.
- 10 Why reporting on project objectives is necessary? Explain in detail.

MBA HR 403:

Strategic Human Resource Management

UNIT I

1. Define Strategic Human Resource Management? What are the main points of difference between SHRM and human resource strategies?
2. Should organization view human resources from an investment perspective? Discuss the factors that determine the extent to which an organization is investment oriented in its management of human resources.
3. Identify and discuss the different bases for classifying HR Strategies. How can HR strategies help an organization to create competitive advantage?
4. Describe the factors that have led to changes in the nature of employment relationship in the contemporary business environment. Identify the major differences between the traditional employer-employee relationship and the new employer -employee relationship. What strategies can be used by HR managers for generating employee commitment to the firm in the new employment relationship? Give examples of organizations you know of that are using some of these strategies.
5. Identify major trends in business environment and explain how these trends have influenced HRM practices.
6. What are the most important demographic, societal, and workforce trends affecting HRM today?
7. Why is it important for the HR manager to be strategic business partner? What other roles are HR managers expected to Play in the knowledge economy.
8. Describe the impact of technology on the world of work. Has technology changed HRM? If it has, in what way?
9. Identify major trends in business environment and explain how these trends have influenced HRM practices.
10. What are the most important demographic, societal, and workforce trends affecting HRM today?

UNIT II

1. Discuss how the in the internet has changed the way companies recruit? Enumrate the advantages and disadvantages of e-recruitment.
2. Explain the competency based approach to selection. Why has this approach gained importance in the current business environment?
3. Why is it important to link work-life initiatives with the overall HR and business strategy of the firm? How do work life initiatives benefit the organization as well as the individual employee? Give examples.
4. Discuss the main types of formal work life initiatives that organizations can provide to their

- employees. Describe work-life initiatives of some organizations that you are familiar with.
5. Write note on:
 - Employee referrals
 - Head hunting
 6. What do you understand by Flexi Work Assignment? Explain, with example, how this concept is helping organizations in increasing productivity.
 7. Explain the concept of Quality of work life. Discuss how organization's are ensuring Quality of work life in their organization.
 8. Explain the concept of employee empowerment. Discuss why it is essential to empower employee.
 9. Writ short note on:
 - Autonomous work teams
 - Cross cultural training
 10. What do you understand by, shortage and Surplus of Employees? Discuss the various strategies for managing the same.

UNIT III

1. Explain in full 360 degree appraisal.
 2. "Performance appraisal is not merely for appraisal but is for improvement of employee performance." Explain the statement.
 3. You, as HR manager of the company, has been asked to draw a promising incentive plan for the employees in the production department. State the features that you will like to incorporate in such incentive plan.
 4. Define key result areas.
 5. Define Merit based promotions. Discuss its advantages and disadvantages.
 6. Explain why it is essential to link performance with pay? Discuss its advantages and disadvantages.
- Q.5. Define Employee Wastage and Turnover Rate .
- Q.6. Define Performance Linked Pay.
- Q.7. Explain the Concept of Job Evaluation.
- Q.8. Explain what is Potential Assessment?

Q.9. Explain the process of Potential Assessment.

Q.10. Why is it essential to pay special attention in designing Employee Compensation.

UNIT IV

1. What are the benefits and pitfalls of HR outsourcing? What are the criteria that firms can use for determining which HR activities should or should not be outsourced?
2. Define downsizing. Discuss the various condition forcing firms to take this decision.
3. Explain what is Project based employment ?
4. Discuss the Human Aspect of Strategic HRM.
5. Explain how cultural diversity impact the overall functioning of organization?
6. Define mergers and acquisitions. Discuss its various implications.
7. Discuss how mergers and acquisitions effect the existing man power.
8. Write short note on:
 - Leadership
 - power and politics
9. Define Employee Morale. Discuss how it effect the overall functioning of organization.
- 10.** Discuss the relationship between Personal values and business ethics

UNIT V

1. Briefly analyze the role of Human Resources in Strategy Formulation.
2. Give a Brief Note on HRM Strategy for Future.
3. Describe the Strategic Human Resource Processes
4. What is HRS? Point out the Approaches of HRS.
5. Explain the 7 step Model for implementing HR's strategic role.
6. Define HR Scorecard.
7. Discuss the dimensions of HR alignment.
8. Discuss HR as a strategic partner.
9. Write short note on:
 - HR as a strategic partner
 - HR Scorecard
10. Write short note on:
 - Model for implementing HR's strategic role
 - Systems alignment Map

International HRM

Unit I

- Q.1. What is International HRM? What are the issues involved in it?
- Q.2. Explain the international HRM model by a programme.
- Q.3. What are the various steps required for a truly international conception of HRM?
- Q.4. Explain 5p models of IHRM?
- Q.5. Outline the differences between domestic and international Human Resource Management and the variables that moderate these differences?
- Q.6. What are the reasons for the emergence of international HRM?
- Q.7. What are the stages of structural evolution of multinationals?
- Q.8. Discuss the new types of MNC structures.
- Q.9. "HRM plays a key role in control and coordination processes, in less-hierarchical structures." Comment with suitable examples.
- Q.10. What are the main similarities and difference between domestic and international HRM?

Unit II

- Q.11. What are the selection criteria for international assignment?
- Q.12. What are the components of effective pre-departure training programs?
- Q.13. What steps are needed to attract an effective workforce for an MNC? How should an organization develop an effective workforce?
- Q.14. What are the approaches to Multinationals' staffing decisions?
- Q.15. Explain the "Going Rate" approach and "Balance Sheet" approach.
- Q.16. What approaches do multinationals follow for handling international taxation?
- Q.17. Why is training necessary for expatriates, whether PCN or TCN?
- Q.18. The companies should give extensive training to its international employees before sending on an international assignment. Elucidate
- Q.19. Discuss the various levels of expatriate training.
- Q.20. Write short notes on:
- a. Preliminary visit

b. Language training

c. Diversity Training

d. HCN Training

Unit III

Q.21. While evaluating subsidiary performance in terms of market competitiveness, what are the constraints that may affect goal attainment?

Q.22. "Performance Management is the most important responsibility of HR executives." Comment.

Q.23. While determining the performance of an expatriate(TCN, PCN), what variables should be considered? Explain.

Q.24. Discuss the significant issues and concerns of international IR.

Q.25. What are the factors that influence multinationals in industrial relations?

Q.26. What are the characteristics of multinationals that give labour unions cause for concern?

Q.27. What is 'Social Dumping' and why should trade unions be concerned about it?

Q.28. Briefly describes the IR practices of the following countries: Australia, Japan, France, US, UK and India.

Q.29. In what way can trade unions constrain the strategic choices of multinationals?

Q.30. Write short notes on:

a. NAFTA

b. ASEAN

c. EU

d. ITS

Unit IV

Q.31. Discuss the relevance of culture in international HRM.

Q.32. Culture affects managerial styles. Do you agree with the comments? Justify your answer with suitable illustrations.

Q.33. Briefly explain the four dimensions of national culture as proposed by Hofstede. With a few examples, explain how the managerial styles may vary depending on the cultural context.

Q.34. With a example of a few countries discuss the cultural difference across countries.

Q.35. What are the dimensions of cross culture communication?

Q.36. What are the determinants of Culture? What is the importance of cultural sensitivity?

Q.37. Discuss the potential cross culture problems.

Q.38. Discuss the transferability across culture through four learning modalities.

Q.39. How does work behavior varies across culture?

Q.40. Write short notes on:

a. The Globe project

b. Managers as problem solvers.

c. Geocentric predisposition

Unit V

Q.41. Highlight the reasons commonly stated for lesser number of women expatriates in international assignments. Justify them.

Q.42. Trace out the different workplace related factors faced by women expatriates which hinder their growth process and create problems for mobility in the organizational contexts.

Q.43. What substantial role can HR managers/departments play in improving the situation of expatriate women in effectively functioning in foreign assignments?

Q.44. The role of human resource management is vital in the effective functioning of mergers and acquisition in international context. Explain.

Q.45. What effective ways/methods can you suggest for making international mergers a success story?

Q.46. You have been asked to accept an international assignment that involves Working in china for two years for the general trend, your employer will not Provide a past assignment guarantee you realize that the probability of Unemployment than the assignment is finished rather high. Why would you accept this international assignment?

Q.47. Language standardization requires sub day employees to become competent in the corporate language, if they seek a career with in MNC. Discuss ways in which employees can be disadvantaged by a lack of corporate language competence?

Q.48. What is whistle blowing? State the benefits and disadvantages.

Q.49. "Good Business Ethics promotes good business." Explain the significance of business ethics in international context.

Q.50. Discuss on the ethical issues involved in international human resource management.

Industrial Relations and Labour Laws

Unit I

1. What do you mean by industrial relations? Explain various factors affecting the industrial relations?
2. Explain the nature and importance of industrial relations?
3. Explain various objects of peaceful industrial relations?
4. Explain the development of industrial relations from pre-independence period to post independence period?
5. Explain various measures to improve industrial relations?
6. "Industrial legislation can improve the industrial relations." Explain?
7. Explain various causes of industrial disputes in India?
8. Explain various methods regarding settlement of industrial disputes?
9. What is workers participation in management? Why participation is necessary in present conditions?
10. What is the importance of workers participation in management?

Unit II

1. Explain scope and objects of industrial disputes Act 1947?
2. Explain various features or characteristics of Industrial Dispute Act 1947?
3. Explain following terms according to Industrial Dispute Act-
 - Appropriate government
 - Average pay
4. What do you mean by strike? Explain various types of strike?
5. What is lock-out? How it is different from strike?
6. What do you mean by Quality of Work Life? Describe various dimensions of Quality of work life?
7. Explain various techniques for improving Quality of work life?
8. Write short notes on following
 - Lay off
 - Retrenchment
9. What do you mean by Quality of work life? How quality of work life can be measured?

Unit III

1. What do you mean by trade union? Explain various characteristics and objectives of trade union?
2. Define trade union? Why workers join trade unions?

3. Explain various functions of trade unions?
4. Describe various problems shortcomings of trade unions in India?
5. What measures should be taken for strengthening trade unions in India?
6. What do you mean by employers association? Describe the objectives of employers association?
7. What do you mean by registered trade union? Explain various rights of registered trade unions?
8. What do you mean be trade unions? Why trade unions are criticised in India?
9. Describe various types of trade unions?
10. What do you mean by labour laws? Describe various objectives of labour laws?

Unit IV

1. Explain following terms according to the Factories Act 1948-
 - Factory
 - Manufacturing Process
2. What do you mean by occupier? Explain various duties of occupier?
3. Describe various rules regarding health of workers mentioned in the Factories Act 1948?
4. Explain various powers of inspection staff appointed according to the factories Act 1948?
5. Describe various rules regarding safety of workers mentioned in the factories Act 1948?
6. Describe various provisions regarding approval and registration of factories?
7. Describe various rules regarding welfare of workers mentioned in the factories Act 1948?
8. What do you mean by manufacturing process? Describe various duties of manufacturer?
9. Define following terms according to factories Act-
(a) Child (b) young person (c) Adolescent (d) Adult
10. Explain various rules regarding safety and maintenance of building, plant and machinery mentioned in factories Act 1948?

Unit V

1. Explain various objects of Minimum wages Act 1948?

2. Describe various rules regarding minimum rates of wages according to Minimum wages Act 1948?
3. Explain various rules of minimum wages Act regarding working hours or normal working day?
4. Explain various features of Workmen compensation Act 1923?
5. Describe various principles governing compensation mentioned in workmen's compensation Act 1923?
6. Describe various objects of the Payment of wages Act 1936?
7. Explain scope and object of the employees provident fund Act 1952?
8. Explain scope and objects of the payment of bonus Act?
9. Explain scope and objects of the payment of bonus Act 1965?
10. Describe the application and scope of the employees state insurance Act?

MBA HR 406: Compensation Management

1. Define Compensation Management.
2. Explain the theories of compensation management.
3. Discuss the various Compensation Management Strategies.
4. Discuss the various factors Influencing Compensation Management.
5. Define Compensation Management. Explain the Process of Compensation Management.
6. Explain the Concept of Job Evaluation
7. Discuss the relationship between Job Evaluation and Compensation .
8. Write short note on:
 - 'Tournament theory'
 - 'Agency Theory'
9. Define Compensation Management. Explain the importance of compensation management.
10. Write short note on:
 - 'Subsistence Theory'.
 - 'Tournament theory'.

UNIT II

1. Define Compensation Management. Who are various Stake Holders of Compensation Management?
2. Explain the various Wage Determination Model.
3. Define Compensation Management. Explain the Determinants of Compensation.
4. Explain Compensation Planning.
5. Write short note on:
 - Compensation Structure and System Design.
 - Compensation Survey
6. Define Compensation Management. Discuss Effectiveness of Compensation System.
7. Discuss Behavioral Dimension of Compensation.
8. Discuss the Factors Influencing Effective Compensation.
9. Discuss how Motivation and Compensation are interrelated?
10. Write short note on:
 - Organizational Justice

- Consequence of Dissatisfaction

UNIT III

1. Explain the Concept of Performance Evaluation.
2. Explain the relationship between Performance Evaluation and Compensation
3. Discuss the Performance Based Compensation Schemes.
4. Discuss the concept of Competency Based Compensation. Also explain the advantages & disadvantages of the same.
5. Discuss in detail the different types of Employee Benefits.
6. Define the different Types of Employee Benefits. Discuss the various Non-Monetary Benefits.
7. Write short note on:
 - Rewarding Team.
 - Special Pay Plans.
8. Write short note on:
 - Performance Evaluation.
 - Competency Based Compensation.
9. Write short note on:
 - Employee Benefits.
 - Competency Based Compensation
10. Write short note on:
 - Non-Monetary Benefits.
 - Performance Based Compensation Schemes

UNIT IV

1. Explain in detail the concept of Executive Compensation.

2. What is Executive Compensation? Explain the Factors Affecting Executive Compensation.
3. Discuss in detail the Agency Theory of Executive Compensation.
4. Discuss the different Models of Executive Compensation.
5. Explain ESOPS. Discuss the advantages of the same.
6. Discuss the various Retirement Benefits. Discuss the advantages of the same
7. Write short note on:
 - Executive Compensation
 - Agency Theory
8. Write short note on:
 - Executive Compensation Models
 - Executive Compensation policy
9. Write short note on:
 - ESOPS
 - Taxation of Salary Income
10. Write short note on:
 - Perquisites and Retirement Benefits Taxation of Salary Income

UNIT V

1. Explain the relevance of Managing Compensation System.
2. Explain the concept and principles of Executive Compensation, in detail.
3. What is the role & relevance of Involvement of Union in Wage & Salary Administration?
4. Explain the various Compensation Legislation.
5. Define Budget & its Administration.
6. Define International Pay System.
7. Short Note on:
 - a. International Pay System

b. Managing Compensation System

8. Short Note on:

a. legal Implication of compensation

b. Budget

9. Short Note:

a. Importance of Proper Salary Administration

b. International Pay System

10. Explain the role of Legal Authorities in Managing Compensation System in A country.

MANAGEMENT OF BANKING & INSURANCE

MBA FM 403

UNIT I

1. What are the main functions of banks? Discuss.
2. What are Commercial banks ? Discuss functions of commercial banks in India.
3. What are Regional Rural Banks ? Discuss functions of Regional Rural Banks in India.
4. Explain the banking structure of India.
5. Draw a fixed deposit and discuss its main features.
6. Explain the legal position of a banker with regard to fixed deposit.
7. Distinguish between a Current Account and Savings Bank Account.
8. Discuss the formalities which a banker has to observe before opening a new account.
9. Explain the components of credit policy of INDIA
10. Discuss credit culture of Indian banks in detail.

UNIT II

11. What is retail banking ? Discuss the main characteristics of retail banking in INDIA.
12. Explain the reasons for the emergence of retail banking. What are the prerequisites for the success of retail banking.
13. What are the different forms of retail banking ? Discuss in detail.
14. Explain the challenges / issues associated with retail banking.
15. What are the different sources of rural finance in India ? Explain
16. Discuss in detail the role of NABARD in rural finance.
17. Discuss the role of Rural development banks in the economic progress of india.
18. What is NCARBD ? Explain the different activities it undertakes.

19. Explain the role of Regional Rural banks in rural credit.
20. Explain the role of cooperative banks in rural finance.

UNIT III

21. Explain the changing nature of banking operations in India.
22. Who is a banker and customer? Explain the general relationship between banker & customer.
23. What are the rights and obligations of a banker towards a customer?
24. Explain the importance of Customer Relationship Management in banks .
25. Today is the era of CRM In every field. Discuss this in reference to banking.
26. What is E banking? Discuss the emergence of E banking in India.
27. What are the different E banking strategies adopted by banks in India?
28. Discuss the various E banking services offered by a bank.
29. Discuss the features of E banking and bring out its merits & constraints.
30. Analyse the various risks associated with E banking and suggest measures to overcome them.

UNIT IV

31. Write a note on Insurance Act, 1938.
32. Critically evaluate the provisions of Insurance Act 1938 with reference to current scenario of insurance in India.
33. Insurance is a tool to social security. Discuss.
34. Explain in detail with examples principles of insurance.
35. Explain various kinds of insurances.
36. Write short notes on (a) Fire Insurance (b) Health & Accident insurance
37. Write short notes on (a) Marine Insurance (b) Property Insurance
38. Explain Motor Insurance. Discuss Third party liability.

39. Analyse General insurance business in India.

40. Discuss how private players have changed the current insurance business scenerio in india.

UNIT V

41. What is life insurance ? Explain the need of life insurance .

42. Explain the features of Life Insurance.

43. Explain the concept of financial planning with the help of life insurance.

44. Life insurance is scientific. Explain

45. Explain the stages of life cycle of a person and link it with the calculation of insurance needs.

46. Indian masses are under insured. Comment.

47. Explain the basic elements and features of life insurance plans.

48. Explain various types of insurance policies prevailing in India.

49. Explain how life insurance is different from non life insurance.

50. Explain the procedure of claim settlement in case of life insurance.

FINANCIAL MANAGEMENT

MBA FM 404

UNIT I

1. What do you mean by futures? Describe various financial future contracts?
2. Explain various types of financial future contracts?
3. Explain various functions of futures markets in India?
4. Define options? Explain the conceptual framework of options?
5. Explain various types of options?
6. Explain various differences between American and European options?
7. What do you mean by options? How is it different from futures?
8. What do you mean by swap? Explain various types of swap?
9. Write short notes on following-
 - (a) Interest rate futures
 - (b) Foreign currency futures
10. What do you mean by call option? How is it different from put option?

UNIT II

1. What do you mean by foreign direct investment? Explain the concept of product life cycle in reference to foreign direct investment?
2. Write short notes on following-
 - (a) Global depositary receipts
 - (b) Foreign currency convertible bonds
3. Write an essay on global stock markets?
4. Define foreign direct investment? Explain various strategies which should be adopted by MNCs for foreign direct investment?
5. What do you mean by exchange rate? Explain various factors influencing exchange rate?
6. Define foreign direct investment? Explain various theories of foreign direct investment?
7. Describe costs and benefits of foreign direct investment for home country?
8. Write short notes on following-
 - (a) Horizontal FDI
 - (b) Vertical FDI
9. What do you mean by foreign direct investment? Explain various strategies of foreign direct investments.
10. Explain various merits and demerits of foreign direct investment for host country?

UNIT III & IV

1. Write an essay on international banking?

2. There are so many opportunities for banks to earn revenue in India then why banks are establishing their branches abroad?
3. Discuss various modes of internationalisation of banks?
4. Write short notes on following-
(a) Interest rate swap (b) Currency swap
5. Write a brief note on Euro currency markets?
6. Define cost of capital? How will you determine cost of capital of different sources?
7. What do you mean by cost of capital? Discuss the significance of concept of cost of capital?
8. Define weighted average cost of capital? How will you determine it? Explain with the help of suitable examples?
9. "Retained earnings is a source of capital without cost." Comment and explain the method of determining its cost?
10. Explain the meaning of cost of equity capital? What elements would you consider in arriving at the cost of equity capital?
11. A MNC has a following capital structure-

Source of funds	Dollars
1. 9% Debentures	3,00,000
2. 7% Preference shares	2,00,000
3. Equity share capital (12000 shares)	3,00,000
4. Retained earnings	2,00,000
Total	10,00,000

The market price of equity share is 30 dollars. A dividend of 3 dollars per share is proposed. The company has income tax rate of 35% and personal tax rate is 30%. Compute the after tax weighted average cost of capital?

12. The shares of a company are currently being sold @ Rs. 25 per share. The company has paid a dividend of Rs. 2 per share for the last year. The estimated growth rate of the company is 3% per annum. Determine the cost of equity capital of the company and determine the estimated market price of company's equity share if anticipated growth rate of the company-
(a) Rise to 5% (b) falls to 1%
13. Define capital budgeting? Discuss its objectives and importance?
14. What do you mean by capital budgeting? What is the need of capital budgeting in international business?
15. Explain various factors to be considered in capital budgeting?
16. Describe the method of calculation of following-

(a) Annual cash inflow (b) Initial investment

17. Shree cement limited is considering issuing Rs. 10 lakh of Rs. 100 each 12% debentures at par? The debentures are repayable after 10 years. However, the company will have to pay Rs. 3 per debenture as issue expenses. Assuming corporate tax rate at 35%. Find out after tax cost of debentures. What would be the cost if the debentures are issued at a discount of 5% or a premium of 10%?

18. Following are the details of three projects-

	A	B	C
Cost in dollars	1,00,000	1,40,000	7,000
Life in years	10	12	14
Scrape value in dollars	10,000	20,000	700
Annual profit after tax in dollars	10,000	12,000	550

Select the best project using following methods-

(a) Payback period

(b) Post pay back profitability

19. A project costs 25,000 dollars and has a scrape value of 5,000 dollars after 5 years. The net profit before depreciation and taxes for the five years period are expected to be 5,000 6,000 7,000 8,000 and 10,000 dollars respectively. You are required to calculate the average rate of return assuming 30% rate of tax and depreciation on straight line basis.

20. A project costing 10 lakh dollars has a life of 10 years at the end of which its scrape value is likely to be 1 lakh dollar. The firm's cut off rate is 12%. The project is expected to yield an annual profit after tax of 1 lakh dollar. Depreciation being charged on straight line basis. At 12%p.a. the present value of one dollar received annually for 10 years is 5.65 and the value of one dollar received at the end of 10th year is .322. Ascertain the net present value of the project and state whether we should accept the project or not?

UNIT V

1. What do you mean by accounting? Explain various concepts of accounting?
2. Define accounting? Describe various conventions of accounting?
3. What is the need of globalisation of accounting? Explain various dimensions of international accounting?
4. What do you mean by consolidation of financial statements? Describe various techniques of consolidation?
5. Describe various rules regarding accounting of foreign currency translation?
6. Write short notes on following-

- (a) Transfer price (b) Arm's length price
7. Describe various methods of treatment of translation gains or losses in international accounting?
 8. Describe various modes of double taxation relief provided by several countries?
 9. Describe the following-
 - (a) Tax heavens (b) Double tax avoidance agreement
 10. Write short notes on following-
 - (a) Tax neutrality (b) Tax equity

Merger, Acquisition & Corporate Restructuring

MBA FM 405

UNIT I

1. Define & Explain Corporate Restructuring.
2. Discuss the main forms of corporate restructuring.
3. Discuss the motives of Corporate restructuring.
4. Discuss various forms of restructuring used for expanding business activities.
5. Discuss the rationale behind the corporate restructuring in india.
6. Explain various types of mergers.
7. Explain the merger process in detail.
8. Discuss the rationale for mergers in india.
9. Discuss the need for strategic business alliance & its current relevance.
10. Write short notes on (a) Demerger (b) spin off (c) Reverse merger (d) Slump sale

UNIT II

11. What are the different approaches to valuation ?
12. Explain discounted cash flow valuation.
13. Explain different methods of valuation based on assets.
14. Explain different issues in valuation.
15. Explain DCF Technique of valuation in detail.
16. Explain relative valuation approach.
17. Explain capitalization of earnings approach.
18. Explain cash flow based valuation approach.

19. Write short notes on (a) EVA (b) MVA

20. Explain guidelines for valuation

UNIT III

21. Explain the different methods of financing a merger ?

22. Discuss the current trends in financing of mergers & acquisitions.

23. Discuss the various negotiation strategies for acquisition.

24. Define hedge funds & venture capital funds.

25. What are managerial hubris ? Discuss its impact on the post merger value of the firms.

26. Corporate performance improves after merger. Discuss.

27. Define swap ratio. How its determination is helpful in merger & acquisition.

28. Define EPS analysis. How its determination is helpful in merger & acquisition

29. Explain the Post merger issues relating to Mergers & acquisitions.

30. Explain the methods of performance measurement & analysis post mergers.

UNIT IV

31. What are the conditions to be satisfied for an amalgamation to be an amalgamation in the nature of merger ? Give your answer referring Accounting Standard – 14.

32. Explain accounting treatment in amalgamation and merger.

33. State advantages and disadvantages of pooling of interests method.

34. State advantages and disadvantages of purchase method.

35. Compare pooling of interests method with purchase method.

36. Analyse disclosure requirements for amalgamation.

37. What are the tax benefits available to the acquiring company in merger and what are the pre requisite to avail such income tax benefits under Income tax act 1961.

38. Discuss the tax concessions available to the company in light of Income tax act 1961.

39. How do a firms growth prospects affect its potential for being involved in a tax motivated merger ?

40. Show the opening entries and opening balance sheet of A Ltd. after amalgamation on the assumption that the amalgamation is in the nature of merger.

Balance Sheet as on 31st March, 2010

(Rs.'000)

Liabilities	A ltd.	B Ltd.	Assets	A ltd.	B Ltd.
Equity share capital (Rs. 10 per share)	50,00	30,00	Land & buildings	25,00	15,50
14% preference share capital (RS. 100 each)	22,00	17,00	Plant & machinery	32,50	17,00
General reserve	5,00	2,50	Furniture & fittings	5,75	3,50
Export profit reserve	3,00	2,00	Investments	7,00	5,00
Investment allowance reserve	-	10,00	Stock	12,50	9,50
Profit & Loss account	7,50	5,00	Debtors	9,00	10,30
13% debentures (Rs.100 each)	5,00	3,50	Cash & Bank	7,25	5,20
Trade Creditors	4,50	3,50			
Other current	2,00	1,50			

liabilities					
	99,00	66,00		99,00	66,00

A ltd. takes over B ltd. on 10 April, 2010. The purchase consideration is discharged as follows :

1. Issued 3,50,000 equity shares of Rs.10 each at par with the equityshareholders of B ltd.
2. Issued 15% preference shares of Rs. 100 each to discharge the preference shareholders of Bltd. at 10% premium.
3. The debenture holders of B ltd. will be converted into equivalent number of debentures of A ltd.
4. The statutory reserves of B ltd. are to be maintained for two more years.

UNIT V

41. What is a share buyback ? Discuss the guidelines for buyback of share in india under SEBI buyback regulations, 1999.
42. Explain the motives behind buyback of shares.
43. Briefly explain the methods of buyback of shares.
44. Explain hostile takeover in detail.
45. The present era is full of takeover war in corporate sector. Friendly, Hostile and alternative takeover tactics are now a routine affair. To apply a particular tactic in given situation requires a business judgment. Discuss this statement.
46. Explain the following terms (a) Greenmail, (b) Bail out takeover, (c) Golden parachutes
47. Explain the following terms (a) White knight, (b) White squire, (c) Pac Man Defese
48. Explain the following terms (a) Poison Pills, (b) Standstill agreement , (c) Golden jewels
49. Discuss the various post merger issues.
50. Discuss the various legal aspects of mergers & acquisition in India.

Financial Derivatives Management

MBA FM 406

UNIT I

1. What do you mean by derivatives? Explain various features of derivatives?
2. Describe various types of financial derivatives?
3. What do you mean by derivatives market? Describe the historical background of derivatives market?
4. Explain various advantages of financial derivatives?
5. Describe various differences between forward contracts and future contracts?
6. Write short notes on following
 - (a) Options contract
 - (b) warrants and convertibles
7. Briefly explain the swap contracts?
8. Define derivatives? Give various reasons of criticism of derivatives?
9. Give various points of differences between basic financial derivatives and complex financial derivatives?
10. Write short notes on following-
 - (a) Clearing house
 - (b) settlement price

UNIT II

1. What do you mean by future markets? Describe financial future contracts.
2. Explain various types of financial future contracts?
3. Describe the evolution of future markets in India?
4. Explain various functions of future market?
5. What is the trading mechanism of future markets?
6. Write short notes on following-
 - (a) Financing function of future markets
 - (b) Liquidity function of future markets
7. What do you mean by speculators in derivatives market? How they are different from spreaders?
8. Write short notes on following-
 - (a) Interest rate futures
 - (b) Foreign currency futures

9. What do you mean by stock index futures? How they are different from bond index futures?
10. Briefly explain the concept of Hedging?

UNIT III

1. What do you mean by forward contracts? Describe the conceptual framework of forward contracts?
2. Define forward contracts? Explain various features of forward contracts?
3. What is forward contract? How it is different from future contracts?
4. Write short notes on following-
 - (a) Long position
 - (b) Short position
 - (c) Underlying asset
5. Write a detailed note on classification of forward contracts?
6. "Forward contracts act as fore-runners of future market." Critically evaluate.
7. Explain various terms used in trading of forward contracts?
8. What are the various risks associated with forward contracts? How these can be reduced by using future contracts?
9. Write a detailed note on forward rate agreements?
10. Describe the following-
 - (a) Delivery price
 - (b) Forward price

UNIT IV

1. Define options? Explain the conceptual framework of options?
2. Describe brief history of options?
3. Explain various types of options?
4. Differentiate between American & European options?
5. What do you mean by call option? How it is different from put option?
6. Write short notes on following-
 - (a) Option premium
 - (b) Expiration date
 - (c) Exercise date
7. What do you mean by options? How it is different from future contracts?
8. Describe various differences between exchange traded options and OTC traded options?
9. Give comparative analysis of futures, forwards and options contracts?
10. "It is oftenly said in option contract that the writer has a contingent liability." Do you agree with the statement, if yes, why?

UNIT V

1. What do you mean by credit derivative? Explain various features of credit derivatives?
2. What do you mean by credit risk? Write a brief note on Credit risk assessment?
3. Describe the growth of credit derivatives market?
4. Define credit derivatives? Explain various types of credit derivatives?
5. Write short note on following-
 - (a) Credit risk assessment
 - (b) Credit risk management
6. What do you mean by credit default swap? Explain various features of credit default swap?
7. What do you mean by total return swap? Explain important features of total return swap?
8. Explain various benefits of credit derivatives?
9. What do you mean by credit linked notes? Explain the structure of credit linked note?
10. Write short notes on following-
 - (a) Credit options
 - (b) Basket linked credit swaps

Product and Brand Management

MBA MKT:403

UNIT 1

Q1 Explain the New Product Development process

.Q 2. Describe new Product Launch Process.

Q 3. Compare market pull or need based products with technology based products. Describe the product development process used for each.

Q 4.As a product manager you have received about five new product ideas in your processed Food division. What are the processes that can be used to screen these ideas and select the best one? Which process would you like to use and why?

Q 5. What are the major bottlenecks in New Product Development ?

Q 6. Explain the reasons of Product failure. Give suitable examples

Q 7. What is the matrix approach to product planning? By taking an illustrative example explain the suggested marketing strategy for a multi product company on the basis of a product evaluation matrix.

Q8. With respect to any product idea of your choice ,explain the process of concept development and testing. What is the significance of this stage in the new product development process.

Q 9. What is test marketing?What are its objectives?Discuss various types of test marketing procedures.

Q 10 Write short notes on :

- a. Test Marketing
- b. Product-Launch
- c. Augmented product
- d. Product length
- e. Product Life Cycle

Unit-II

Q 11. What are the different motives for initiating a product change ? Explain the concept of product architecture and its implications for product design taking suitable examples.

Q12. Why is environmental analysis important for product manager? For a product category like Air Conditioners or Washing Machines, explain the environmental factors you would need to monitor.

Q 13. How is pricing affected by the other elements of marketing mix? How do factors like competition stage in the product life cycle and costs affects the pricing decision for a new product ?Explain with the help of examples.

Q 14. "Product strategies are required to be changed due to changes in consumer needs, technology, government regulations and product life cycle".Elaborate.

Q15. "Every product has perishable distinctiveness". Discuss this statement in context of product life cycle and explain its reference in marketing.

Q 16.) What are the advantages & disadvantages of celebrity endorsement? Explain with examples.

Q 17 Explain strategies to be followed by an organization at different stages of the product life cycle in relation to-

- 1.Product
- 2.Price
- 3.Place
- 4.Promotion

Q 18 .“Brand is the most enduring asset of an organization”-is it correct? Explain with the help of suitable examples.

Q 19. Write short notes on:

- Benefit segmentation(2)
- Brand equity(5)
- Differentiation(3)

Q 20. Try to think of additional examples of brands that adopted either a “back to basics “ or “reinvention” revitalization strategy . How well did the strategies work?

UNIT –III

Q.21. Describe product failure and product success. What measures can you take to prevent the failure of a new product.

Q 22.Describe the strategic brand management process.

Q 23.Explain cost based brand equity.

Q. 24. Illustrate “Significance of Brand management”. What are your favorite brands and why.?

Q.25. Identify a fading brand. What suggestions can you offer to revitalize its brand equity? Apply the different approaches and which strategies would seem to work best.

Q 26 What do you mean by New Products? What are the reasons for New Product failure?
As a product manager how would you prevent the new product failure and ensure its success?

Q.27 a. Describe the functions of brand managers? What are the essential differences between brand management & product management?
b. Briefly explain growing importance of branding in Indian Market?

Q 28. What do you mean by New Products? What are the reasons for New Product failure?
As a product manager how would you prevent the new product failure and ensure its success?

Q 29. A Premium end hair gel was launched by an MNC in the Indian market. A careful research indicated that it has a niche market but is very profitable. However, it coincided with the timing of another gel launch by an Indian company. Both the products were a success. What factors attributed to each company's success?

Q 30. Describe price based method of measuring brand equity.

International Marketing Management

MBA MKT405

Q1. Explain any 4 of the following in about 30-40 words.

- (a) Protectionism
- (b) Liberalization
- (c) Macro Economic Environment
- (d) Micro Environment
- (e) World Trade
- (f) Non Tariff barriers
- (g) Difference in global marketing and export marketing
- (h) Explain difference in GATT and WTO.
- (i) Cultural Dimensions
- (j) International Product designing
- (k) Free Trade Zones
- (l) International Monetary Fund
- (m) World Bank Functions
- (n) Regional Banks
- (o) Indirect Exporting

Q. 2. What are the Drivers in the International business environment that lead a firm to engage in international operations? What are some of the firm specific drivers leading to internationalization?

Q.3.Explain the challenges of the export marketing over domestic marketing.

Q 4.Explain the concept of Global Marketing with the help of EPRG framework.

Q 5. As a newly appointed export manager in a cosmetic manufacturing company you have been asked to visit Oman and Saudi Arabia. Evaluate the impact of culture on your business plans.

Q 6. You are the marketing executive in EXZ Company Ltd. Your company has decided to enter into international markets without any investments abroad. Discuss various modes of entry suitable in this regard and also explain their merits and limitations.

Q 7. Why do firms go International? Explain with the help of examples .

Q. 8. Write a note on EPRG orientation

Q 9. Imagine that you are the Vice President, Marketing, in a domestic firm which is not very keen to go international despite good business opportunities overseas. Write a detailed note to the President of the company explaining the advantages to the company if it enters international markets.

10. . What do you understand by international marketing orientation of a firm ? Explain EPRG orientation to international marketing.

UNIT II

Q 11. A company wants to enter International markets by involving another company in the foreign country. Discuss various modes of international market entry where the scope for involvement of a foreign company is possible. Critically evaluate in which situations each of those modes is suitable.

Q 12. Discuss different methods of collecting primary data in international marketing research. Explain their merits and limitations.

Q 13. Describe the International Marketing Research Process.

Q 14. One of your friends is willing to export handicrafts from India. Explain to your friend export promotion activities undertaken by organizations/Institutions he should get in touch with.

Q 15. Distinguish between any two of the following:-

- (a.) Export marketing and International Marketing
- (b.) Strategic alliance and Joint venture
- (c.) Service and Product
- (d.) Convenience sampling and Systematic sampling

Q 16. Write short notes on :-

- (a.) Popularity of joint ventures.
- (b.) Organization implications of joint ventures versus licencing.

Q 17. How will entry into a developed foreign market differ from entry into a relatively untapped market? Elaborate

Q 18. You are the marketing executive in ABC Company Ltd. Your company has decided to enter into international markets without any investments abroad. Discuss various modes of entry suitable in this regard and also explain their merits and limitations

Q 19. Briefly describe each type of International entry mode, from exporting to wholly owned subsidiary and address the risks and controls characterizing each entry mode.

Q 20. Why is it more difficult to do marketing research in multi country settings. What is the role of desk research in conducting International Marketing Research ?. What criteria would you use for evaluating sources of Secondary Data.

Unit III

Q 21. Explain international PLC Concept for a Product or Service.

Q 22. What is international product life cycle ? Describe the phases of international product life cycle. How does it help in the planning of the product ?

Q 23. Describe the process of New Product Development in the International market.

Q 24. One of your friends is willing to export handicrafts from India. Explain to your friend export promotion activities undertaken by organizations/Institutions he should get in touch with.

Q. 24. Describe how media formats, features, and trends differ around the world?

Q 25. Case Study

No matter what line of business you're in, you can't escape sex. That may have been one conclusion drawn by an American exporter of meat products after a dispute with a German customer over a shipment of pork livers. Here's how the disagreement came about.

The American exporter was contracted to ship "30,000 lbs. of freshly frozen U.S. pork livers, customary merchantable quality, first rate brands." The shipment had been prepared to meet the exacting standards of the American market, so the exporter expected the transaction to be completed without problem. But when the livers arrived in Germany, the purchaser raised an objection: "we ordered pork livers of customary merchantable quality what you sent us consisted of 40 percent sow livers."

"Who cares about the sex of the pig the liver came from?" the Exporter Asked.

"We do," the German replied. "Here in Germany we don't pass off Spongy sow livers as the firmer livers of the male pigs. The shipment wasn't merchantable at the price we expected to charge. The only way we are able to dispose of the meat without a total loss was to reduce the price. You owe us a price allowance of \$1,000."

The American refused to reduce the price. The determined resistance may have been partly in reaction to the implied insult to the taste of the American consumer. "Of pork livers, whatever the sex of the animal, are palatable to Americans, they ought to be good enough for anyone," the American thought.

It looked as if the buyer and seller could never agree on eating habits.

Questions:

1. In this dispute which country's law would apply, that of the united states or of Germany?
2. If the case were tried in U. S. Courts, who do you think would win? In German Courts? Why?
3. Discuss how SRC (Self Reference Criterion) may be at work in this case.

Q 26. Explain the concept of International Product Life Cycle (IPLC) with appropriate examples. Can you identify and describe a few market situations where IPLC is not valid.

Q 27. Write short notes on

(a.) Product Standardization v/s Product Adaptation

(b.) Write the components of International Advertising Strategy

Q.28. Why do you think a company should or should not market the same product in the same way around the world? Discuss with the help of suitable examples.

Q 29 How do private label (retailer) brands compete with International and local brands.?Give Examples

Q 30.a. What is dumping ?Why do International companies use dumping strategies in select target markets?

UNIT-IV

Q. 31. What types of Distribution and Logistics challenges a firm faces in the international business? Explain the determinants of distribution channels in the internationalization of business. .

Q 32. Describe how media formats, features, and trends differ around the world?

Q 33. Explain various sales promotion tools adopted in International marketing.

Q34.. 7 Describe various pricing approaches used in International market.

Q 35.Describe the relationship between International public relations activities and International publicity.

Q 36. Case study

Incredible India Campaign: Nation Branding

Approximately, 18 short videos were uploaded on you tube, showcasing the diversity of Indian landscape, architecture, dance forms, cuisine, destinations and people, conveying the richness of Indian heritage and culture. This has been a unique advertising and marketing campaign undertaken by the Indian Tourism Ministry under the title of incredible India.

The Campaign is being used in India as well as abroad and is underpinned by the principle 'Atithi Devo Bhava' (Guest is God). Within the country, the campaign serves to create social awareness about sensitizing to the various aspects of tourism, ranging from hospitality to hygiene. Internationally, it creates awareness about the richness and diversity of options available to a tourist to experience the country. The website was created in English and later translated in Hindi and foreign languages, such as French, Chinese, Korean and Japanese.

The website receives an average traffic of 100,000 visitors a day.

In 2002, India was ranked 11th in the Conde Nast Travellers Award, Which has Improved to a ranking of 5th in 2005 after the incredible India Campaign was launched. The success of the campaign has been visible in the growing number of international tourists to India, growing at a steady 13 percent annually. This bodes well for the country, where tourism is the third largest foreign Exchange earner and creates

employment for approximately 8.7 percent of the population. The campaign has led to a change in the tourist profile, with more tourists from an affluent segment, who are spending on an average US\$1470 per person in 2005 against a global average of US\$844.

Questions

1. Discuss the key success factors of the incredible India campaign as a tool for nation Branding.
2. How does nation branding differ from consumer products branding and communication?
3. Identify the factors that have made the website and digital content successful communication tools for the Incredible India Campaign.
4. What other communication and marketing tools would you propose to the Indian Tourism Ministry as part of the international communication Strategy for branding India internationally?

Q 37. Describe the global standardization – local adaptation debate. What are the drivers for globalization and for adaptation ? Explain

Q 38 .

a. Evaluate the advantages and disadvantages of various branding strategies in international marketing.

b. What are the special considerations in packaging and labeling in international marketing.

Q 39. . Differentiate between personal selling and sales promotion. Explain different sales promotion tools in international marketing.

Q 40. Distinguish between direct and indirect distribution channels in international marketing.

UNIT V

Q. 41.. International planning involves planning activities at different level of an organization. Describe the planning process that take place at each level of an international company.

Q 42. What is the difference between International franchising and International retailing. Explain.

Q .43. A company from India exporting to 10 countries has plotted these countries on the following matrix.

High	1,2		7,8
	9	3,10	
Country		4	5,6

Attractiveness

Low

High

Low

Competitive

Strengths

What specific strategies would you suggest to the company with regard to its direction of growth.

Q.44 . Explain various steps involved in the international marketing process.

Q 45. Briefly discuss various barriers to international marketing of services. Examine how they can be overcome with the implementation of GATS.

Q 46. Distinguish between any two of the following :

(i) Product adaptation and Product standardization

(ii) Licensing and Franchising modes of international market entry marketing

Orientation.

(iii) Ethnocentric orientation and Geocentric orientation

Q 47. Do you think that Indian companies have adequately responded to changes in domestic and external environments and carried out necessary modifications in their international marketing strategies? Explain in detail.

Q 48. Define strategic planning . How does strategic planning for International marketing differ from domestic marketing.

Q 49. Discuss the benefits to an MNC of accepting the global market concept. Explain the three points that define a global approach to International Marketing.

Q 50. Suggest a framework for preparing a marketing plan for export of processed food (Indian Cuisine) to the U.K and U.S.A.

Customer Relationship Management

- 1 Mention the objectives of CRM
- 2 Which medium can do all 3 marketing activities & what are they?
- 3 Define - CRM
- 4 Define – Customer Lifetime Value.
- 5 Mention 3 status of present market scenario.
- 6 Mention 2 factors that initiate new market trend.
- 7 Define - Perception.
- 8 Mention 3 factors that needed for CRM.
- 9 What factors needed focus apart from customers?
- 10 Write any two aspects of Marketing Orientation.
- 11 Mention evolution concept of marketing
- 12 Mention the parts of a Customer Profile
- 13 Which medium can do all 3 marketing activities & what are they?
- 14 What do you mean by Customer perception?
- 15 What do you mean by CLV?
- 16 What are the elements of CRM?.
- 17 Mention 2 factors for Customer Acquisition.
- 18 Define CRM Process.
- 19 Mention any two issues of CRM implementation.
- 20 What factors needed focus apart from customers?
- 21 Write any two CRM tools.
- 22 Mention 3 status of present market scenario.
- 23 Mention 2 factors that initiate new market trend.
- 24 What are the characteristics of empowered customers?
- 25 What factors needed focus apart from customers?
- 26 Write any two aspects of Marketing Orientation.
- 27 What are the emerging trends in Marketing?
- 28 Write any 3 competitive advantages of using CRM in business.
- 29 Mention any 5 channels that a business can interface with its customers?
- 30 What is the advantage of having an Integrated CRM platform?
- 31 Write any 5 factors that are supported by Implementation tools.
- 32 Mention any 5 tools of CRM implementation
- 33 Write any 3 dimensions of CRM implementation
- 34 Mention the steps involved in CRM implementation
- 35 Define – operational CRM
- 36 Define – analytical CRM
- 37 Write 3 questions that helps to find out customer expectations.
- 38 What are the factors that will ensure customer delight?

39. What are the challenges in acquiring and retaining customers?

Q 40. What is customer learning relationship?

Q 41.Explain the concept of customer handling and customer loyalty.

Q 42.Explain strategies in service recovery.

Q 43..What are the customer retention strategies in the insurance sector.

Q 44.. Write short notes on:

a.Customer Retention

b.Customer satisfaction

c. Customer loyalty

d.Customer life cycle

Q 45.. Describe in detail customer retention strategies used in FMCG sector.

Q 46..Of the two types of customer expectations, adequate performance expectations fluctuate the most. Describe situations that might cause adequate expectations to increase, thereby narrowing the width of the zone of tolerance. What might a firm do in these situations to achieve its satisfaction targets?

Q 47.Think about all of the organizations with which you maintain an ongoing relationship (banks, doctors, schools, accounts, mechanics, and so on). Would you consider yourself to be unprofitable for any of these organizations? Why? How might each of these organizations fire you as a customer? What would you do if they did?

Q 48.Define E-commerce. How is it significant for internet marketing?

Q 49. Write a note on CRM Strategy and planning process.

Q 50.. Differentiate between E-CRM and CRM.