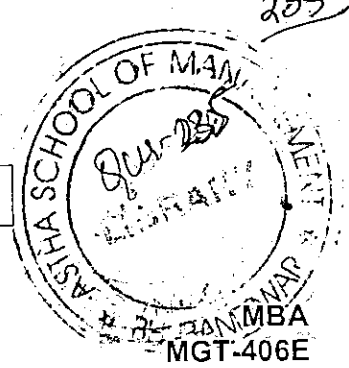


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Total Number of Pages: 02

**4<sup>th</sup> Semester Regular Examination – 2016  
Innovation & Technology Management  
BRANCH(S) : MBA**

**Time : 3 Hours**

**Max Marks : 70**

**Q.CODE : MGT-406E**

**Answer Question No.1 which is compulsory and any five from the rest.  
The figures in the right hand margin indicate marks.**

**Q1** Answer the following questions:

(2 x 10)

- What is Project Closure?
- What are the criteria of project selection?
- What is the significance of critical path?
- Define Technology and different criteria to manage it.
- Differentiate between PERT and CPM.
- Name different phases of project life cycle.
- Differentiate between creation and innovation.
- What is the importance of Feasibility study and what are different types of feasibility?
- What is main objective of Research and Development management?
- What are the benefits of project management?

**Q2** Consider the details of project which has 10 activities as shown in the table

(10)

- Draw the network of the project
- Perform CPM calculation and find the critical path and corresponding project completion time.
- Total float of noncritical activities.

Activity	Immediate Predecessor(s)	Duration in months
A	-	6
B	-	10
C	-	11
D	-	9
E	B	5
F	E	8
G	C	12
H	A, F	8
I	E	7
J	D, G	4

- Q3 Explain objective classification and performance of R & D Projects with examples. What are strategies to control R & D Projects costs? (10)
- Q4 Explain different phases of project life cycle with diagram. (5)
- What are the Conflicting views of Project Managers. (5)
- Q5 a) Describe the micro and macro issue involved in technology changes. (5)  
b) What are the different Resource allocation techniques? (5)
- Q6 a) Explain various innovation strategies. (5)  
b) Discuss the different project planning and control technique. (5)
- Q7 a) What is the detail procedure of project termination? (5)  
b) What are the characteristics of creative organization? (5)
- Q8 Write Short Notes (Any Two) (5 x 2)  
a) R&D ventures evaluation  
b) Characteristics of Innovation management  
c) Technology development approaches  
d) Factors affecting organizational design.

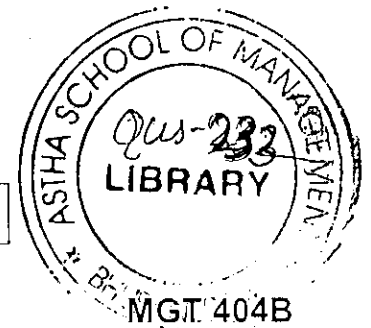
- Q3 Explain objective classification and performance of R & D Projects with examples. What are strategies to control R & D Projects costs? (10)
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- Q7 a) What is the detail procedure of project termination? (5)  
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- Q8 Write Short Notes (Any Two) (5 x 2)  
 a) R&D ventures evaluation  
 b) Characteristics of Innovation management  
 c) Technology development approaches  
 d) Factors affecting organizational design.

Q.8

Distinguish between :

- (a) Joint Ventures Vs Business Alliances
- (b) Diversification Vs Divestment Strategies.

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3



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**FOURTH SEMESTER REGULAR / BACK EXAMINATION, 2015/16**

**FINANCIAL DERIVATIVE**

**BRANCH : MBA**

**QUESTION CODE : W410**

**Max marks: 70**

**Time: 3 Hours**

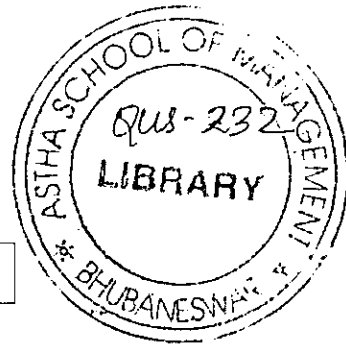
*Answer Question No.1 which is compulsory and any five from the rest.  
[The figures in the right hand margin indicate marks]*

- Q.1 Answer the following : 2x10
- (a) Why should we have a derivative market ?
  - (b) What are swaps and swaptions ?
  - (c) What are the terms and conditions applicable to forward contracts in India ?
  - (d) How does an index future work ?
  - (e) What are value-weighted index and price-weighted index ?
  - (f) What are European option, American option and Asian option ?
  - (g) What types of option strategies are available to the players ?
  - (h) Explain cross-currency swap.
  - (i) What is basis risk ? Give example.
  - (j) What is cost of carry ?
- Q.2 10
- (a) The stock of Apteck Ltd. (FV : Rs.10) quotes at Rs.920 today on NSF and the 3 month futures price quotes at Rs.950. The one month borrowing rate is given as 8% and the expected annual dividend yield is 15% p.a. payable before expiry. You are required to calculate the price of 3 month Apteck Futures.
- (b) Current stock price is Rs.100, strike price of call option Rs.100, option premium Rs.5. Find out breakeven price for a call buyer. Find out pay off of the call option buyer, if stock price remains subdued at Rs.100. Draw profit / loss diagram of call writer and call buyer.
- Q.3 10
- On August 2<sup>nd</sup>, 2015, Mr. Ashok buys 5 contracts of December ACC futures at Rs.840. Each contract covers 50 shares. Initial margin was set at Rs.2400 per contract, while maintenance margin was fixed at Rs.2000 per contract. Daily settlement prices are as follows :
- August 2 : Rs.818
  - 3 : Rs.866
  - 4 : Rs.830
  - 5 : Rs.846
- Mr. Ashok meets all margin calls, whenever, he is allowed to withdraw money from the margin Account, he withdraws half the maximum amount allowed.
- Compute for each day.

- (i) Margin call
  - (ii) Profit / Loss on the account.
  - (iii) The balance in the account at the end of the day.
- Q.4 Who are the major players in a derivative market ? Explain their respective roles. 10
- Q.5 Distinguish between :  
(a) Call option and put option.  
(b) Spot rate and Forward rate.
- Q.6 (a) What are the factors affecting the pricing of options. 10  
(b) How can option position be liquidated ?
- Q.7 Evaluate the growth of derivative market in India. 10
- Q.8 Short notes : 10  
a) Forward as hedge instrument.  
b) At the money, in the money.

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4



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Total Number of Pages: 01

MGT-404C

Fourth Semester Regular / Back Examination – 2015/16

**HUMAN RESOURCE DEVELOPMENT**

**BRANCH(S): MBA**

**Time: 3 Hours**

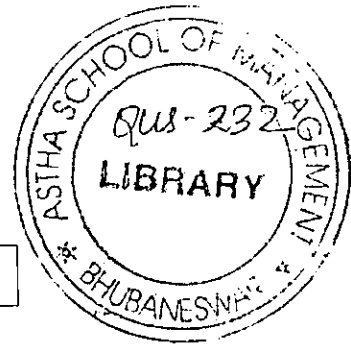
**Max marks: 70**

**Q.CODE:W 412**

Answer any six questions including Q.1, which is compulsory.

1. Answer all the bits.
  - a) Explain the relationship between HRM, HRD, and HRE (human resource environment).
  - b) Outline the human units in organizations.
  - c) What is meant by HRD matrix?
  - d) What is OCTAPACE scale?
  - e) Outline the principles of learning.
  - f) What is vestibule training?
  - g) What do you mean by work culture and organizational culture?
  - h) Outline Kurt Lewin's process of change.
  - i) What is workforce diversity?
  - j) What is polycentric approach in international management? 1×10
2. Define HRD and discuss different functions associated with it. 10
3. What do you mean by HRD climate? How would you measure HRD climate in an organization? 10
4. Explain the role and functions of different HRD sub systems in an organization. 10
5. Discuss the different on-the-job training programmes and the role of line managers in it. 10
6. Why evaluation of training programme is necessary? Discuss the different methodologies of evaluating the effectiveness of training programmes. 10
7. Define organization development and discuss the change process theories of OD. 10
8. Write notes on: (any two)
  - a) Research design
  - b) Coaching and mentoring
  - c) OD intervention 10

4



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MGT-404C

Fourth Semester Regular / Back Examination – 2015/16

**HUMAN RESOURCE DEVELOPMENT**

**BRANCH(S): MBA**

**Time: 3 Hours**

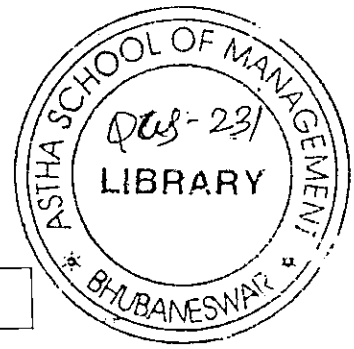
**Max marks: 70**

**Q.CODE:W 412**

Answer any six questions including Q.1, which is compulsory.

1. Answer all the bits.
  - a) Explain the relationship between HRM, HRD, and HRE (human resource environment).
  - b) Outline the human units in organizations.
  - c) What is meant by HRD matrix?
  - d) What is OCTAPACE scale?
  - e) Outline the principles of learning.
  - f) What is vestibule training?
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8. Write notes on: (any two)
  - a) Research design
  - b) Coaching and mentoring
  - c) OD intervention 10





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MGT405C

**4<sup>th</sup> Semester Regular Examination – 2016**  
**PERFORMANCE MANAGEMENT**

**BRANCH: MBA**

**Time: 3 Hours**

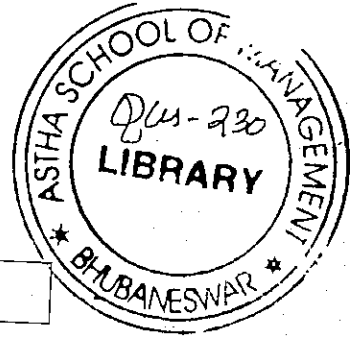
**Max marks: 70**

**Q.CODE: W 381**

Answer six questions including Q.1, which is compulsory.

1. Answer all the bits:
  - a) Define performance management and performance appraisal.
  - b) What do you mean by performance dimensions?
  - c) Outline the objectives of potential appraisal.
  - d) What is meant by EVA?
  - e) What is balance score card method?
  - f) Outline the main features of 360 degree feedback.
  - g) Why performance counseling is made?
  - h) What do you mean by competence?
  - i) How does computer performance monitoring help in performance management?
  - j) What is assessment centre?
2. Explain the term performance management. Identify the major points of difference between traditional performance appraisal and new performance appraisal system.
3. Describe the general guidelines for the development of a performance management system. What decisions must be taken by the organization at each step?
4. Describe the assessment centre approach to performance management.
5. Are behavior based methods more effective than trait based methods? Describe any two methods of each type, citing their advantages and disadvantages.
6. Describe the performance management system in Nalco.
7. Explain how the performance management system can be aligned with the business strategy of the organization.
8. Write notes on: (any two)
  - a) 'Do only what you get paid for' syndrome
  - b) Performance linked reward system
  - c) Coaching

6



Registration no

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Total Number of Pages : 02

MBA  
MGT 406 C

4<sup>TH</sup> SEMESTER EXAMINATION, 2016

Branch : MBA

INDUSTRIAL RELATION

Time : 3 Hrs

Max Marks : 70

QUESTION CODE : MGT 406 C

Q1)

2x10 marks

- a) Define the term Industry as per the Industrial Disputes Act
- b) What do you mean by Discipline ? What are its major types
- c) Differentiate between negotiation and mediation
- d) What constitutes a dispute
- e) Bring out the differences between Revolutionary union and Reformist union
- f) What does the term "relation" signify in IR
- g) Bring out the differences between stay away, stay in and go slow strikes
- h) Define the constitution of Joint management council
- i) What does recognition of trade union mean
- j) How does discipline differ from grievances

Q2)

Discuss the Dunlop's approach to Industrial Relations Who are the actors of Industrial relations. What role does Government play in maintaining a harmonious industrial relation

10 marks

Q3)

Define a trade union according to Trade Union Act ? Can a Registrar refuse to register a Trade Union . If yes, under what circumstances ? State the provisions of the Trade Union Act relating to change of name and amalgamation of Trade Union.

10 marks

Q4)

How do you define a grievance ? What are the major stages in the grievance procedure. List out few essentials of a good grievance procedure

10 marks

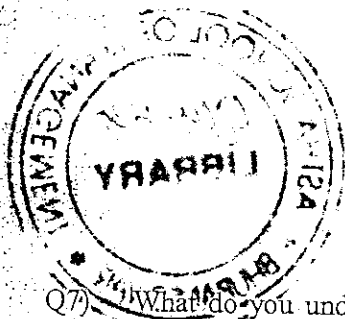
Q5)

What are the major causes of Industrial disputes ? What are the different machineries available for settlement of disputes, Explain in brief

10 marks

Q6)

Discuss the importance of collective bargaining as a method of regulating relations between employers and employees. What are the steps involved in the collective bargaining process



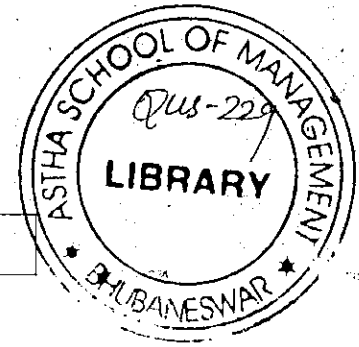
Q7) What do you understand by worker's participation in management? Will it necessarily improve the relations between the workers and the employers. What are its major advantages. What are the issues that are generally considered in the works committee.

10 marks.  
5x2 marks

Q8) Write short notes on : (Any two)

- a) Code of discipline and its relevance in maintaining healthy Industrial Relation
- b) Registration of trade union
- c) Distributive and Integrative bargaining

7



Registration no:

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Total Number of Pages : 03

MBA/MGT-406A

**FOURTH SEMESTER EXAMINATION-2016**

**RETAIL MANAGEMENT**

Branch : MBA

Question Code : MGT-406A

Full Marks-70

Time-3 Hours

Answer Question No.1&2 which are compulsory and any four from the rest. Figures in the right hand margin indicate marks.

**Q.1-Explain the following briefly: (2x10)**

(a) Pedestrian traffic flow

(b) Footfall

(c) Width of assortment

(d) Destination store

(e) Plano gram

(f) Gray market

(g) Predatory pricing

(h) Grid layout

(i) Cross merchandising

(j) Free standing location

**Q.2-Case study: 10**

The retailing success of Saravana stores in comparison with Shoppers' stop is considered one of the distinctive retail successes in modern times. Shoppers' stop has outlets in six cities and a total floor space of over 2, 25,000 sq.ft. Its outlets are air-conditioned, well maintained and have inviting store displays. Their

RM

Q7)

advertising campaign is considered to be one of the best in the industry and staff is well dressed and articulate. They have good loyalty programs, and service is reasonably quick and efficient. They have spacious, pleasant with a variety of different snacks and beverages from leading brands.

Q8)

On the otherhand, Saravana stores have only one outlet in Chennai, consisting of three divisions. It has a lower middle class clientele and a total space around 25000 sq.ft. The exterior of the outlet has not even been white washed many years. There is a huge crowd round the clock. Goods are piled on top of one another or displayed all along the wall. Signboards within the stores have a slightly peremptory note for example, 'trials not allowed' or 'pay money at counter only.' The staff is dressed in untidy uniform, and courtesy towards customers is not expected from them. The eatery at the top of the garment section has no tables and chairs. It sells a total of about eight items - coffee and cold drinks included. Shoppers' Stop has a total turnover of rs. 100 crore. Saravana stores has a total turnover in excess of 600 crore-earned 20,000 customers per day. Saravana in Chennai basically targets daily wage earners or govt. employees. Many of them have roots in villages or small towns from where they have migrated to Chennai. For them, the environment in around Shoppers's Stop does not seem very inviting. It does not map with the existing perception of the market they usually shop in. The tremendous diversity and range of merchandise at Saravana stores suit all pockets and all tastes. Saravana store is a very close prototype of melas and shanties where lower middle class or migrants from rural area used to shop. The indifferent service atmosphere suits the customer very well. It also means that no one will interfere with him while he inspects the displayed goods at his leisure. The eating joint has no infrastructure. Customers at Saravana sit with the rest of the family on the floor just like at home. The anchor no doubt is price, which even attracts people from the middle class. A 20 to 30 percent saving is attractive by any standard.

**QUESTIONS:**

- 1- Compare and contrast the retail marketing mix of Saravana stores and Shoppers's Stop.
  - 2- Explain the customer profile of both the stores and explain the buying behavior of the customers of Saravana stores.
- Q.3-** Compare and contrast the chain store and the franchise format of retail. Explain their relative merits and limitations.10

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Q.4- Explain various theories of retailing in detail. 10

Q.5- Explain the concept of atmospherics in retail. Discuss its components and importance in retail marketing strategy.

Q.6- How do you distinguish between location and site? From the retailer's perspective compare the advantages of locating in unplanned business district versus planned shopping centre. 10

Q.7- What is the relevance of store layout planning for a retail unit? Discuss any two type of store layout. 10

Q.8- Discuss the role of pricing in retail marketing mix. Explain various pricing strategies available to a retailer. 10

Registration no:

9

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Total Number of Pages: 02

MBA  
MGT- 405A

Fourth Semester Examination – 2016

SERVICES MARKETING

BRANCH(S): MBA

Time: 3 Hours

Max marks: 70

Q.CODE: W385

Answer Question No.1 which is compulsory and any five from the rest.  
The figures in the right hand margin indicate marks.

Q1 Answer briefly the following questions:

(2 x 10)

- a) State the logic behind "customer profitability segmentation" from the company's point of view.
- b) What are the components of a service triangle?
- c) In what specific ways does the distribution of services differ from the distribution of goods?
- d) Why do service organizations lack the capability to inventory their services?
- e) How relationship marketing is different from transactional marketing?
- f) Why are consumer experiences so important in the evaluation process of services?
- g) How do high credence properties affect consumer behavior towards the service?
- h) What do you mean by life-time value of a customer?
- i) State the various service quality dimensions.
- j) What do you mean by service encounter? Name the various types of encounter you are acquainted with.

Q2 Consider that you are the owner of a new private Management college (10) and can prepare a value based price package that is appealing to students. Describe your approach. How does it differ from existing offerings?

Q3 Describe the two basic strategies for matching supply and demand , and (10) give at least two specific examples for each.

Q4 Why is it challenging to design and develop services? Discuss the (10) service blueprinting process with a suitable corporate example.

Q5 "India is marching fast towards becoming a service (10) economy".Enumerate the reasons for the growth of the services sector during the last two decades.

Q6 " To build a relationship it is difficult , to maintain that is even more (10) difficult". Justify the statement. Discuss the CRM initiatives taken by banks to retain their customers.

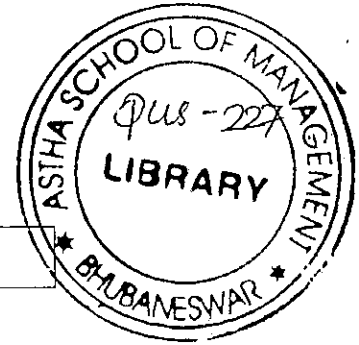
Q7 If you were the manager of a service organization and wanted to apply (10) the gaps model to Improve service, which gap would you start with? Why? Explain with the gap model.

Q8 Write short notes (5x2)

- a) Basic service package
- b) Health tourism



10



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MBA/MGT 404A

**FOURTH SEMESTER REGULAR / BACK EXAMINATION, 2015/16  
SALES AND DISTRIBUTION MANAGEMENT**

**Branch : MBA**

**Question code: W 417**

**Full Marks: 70**

**Time Allowed: 3 hours**

**Answer question No.1 and five from the rest.**

- Q1. Answer the following questions:
- a. Define market potential. How does it differ for sales potential?
  - b. What do you mean by the terms " Sales territory design"?
  - c. Differentiate between primary and specialized distribution.
  - d. In what ways do the 'sales' and 'distribution' function complement each other
  - e. Sellers are liars, comment
  - f. Who are brokers ? How does it differ from agents
  - g. How is the role of whole seller different from retailer ?
  - h. Why are there differences in customer expectation across countries?
  - i. What is the difference between licensing and franchising?
  - j. Define the concept of physical distribution? 2×10
- Q2. "The sales budget is the pivot of budgetary control". Discuss the statement and the method of its preparation. 10
- Q3. How can training needs of sales persons be identified? How do the learning styles of sales persons affect the design of the sales training program? 10
- Q4. Larger the number of intermediaries higher would be the cost of product. Comment on the statement. Give suitable examples to support your arguments 10
- Q5. Explain the significance of inventory management and transportation decisions in developing effective logistics management 10
- Q6. Why are distribution channels necessary ? Consider a FMCG company trying to distribute its products directly to its consumers. What would be major hurdles if this strategy is followed ? What would be advantages and disadvantages by following this strategy 10



Q7 Write a detailed note on managing the international channels of distribution. 10

Q8 Write short notes (any Two)

- A. Horizontal Vs. Vertical marketing system
- B. Techniques of Sales Forecasting
- C. Direct Vs. Indirect Export

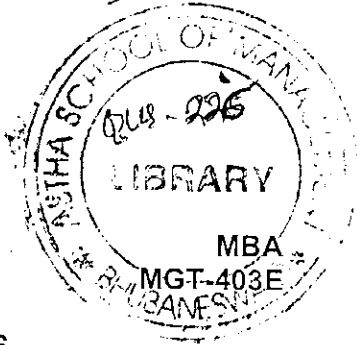
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**4<sup>th</sup> Semester Regular Examination – 2016**  
**Supply Chain Management**

**BRANCH(S) : MBA**

**Time : 3 Hours**

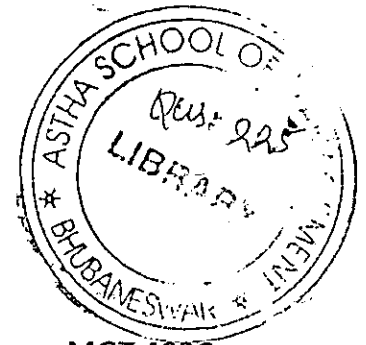
**Max marks : 70**

**Q.CODE : MGT-403E**

**Answer Question No.1 which is compulsory and any five from the rest.**  
**The figures in the right hand margin indicate marks.**

- Q1 Answer the following questions: (2 x 10)
- a) How cycle time is related to average flow time of material within supply chain.
  - b) What is lot streaming?
  - c) What are the process views of supply chain?
  - d) What is Importance of Information Technology in supply chain?
  - e) Indicate the role of distribution in supply chain.
  - f) What is JIT manufacturing?
  - g) Name the different logistics and cross functional drivers in supply chain
  - h) State the Main Objective of Supply Chain Management.
  - i) Differentiate between logistic and supply chain management
  - j) What are the obstacles in supply chain management?
- Q2 What is the impact of supply chain management on sales, cost, profit, balance sheet and loss account? (10)
- Q3 What is Virtual Manufacturing? (5)
- Explain hub and spoke model. (5)
- Q4 What are the major drivers and obstacles in supply chain and role of each driver in achieving performance? (10)
- Q5 a) Explain briefly third party logistic with example. (5)
- b) What are the criteria of customer segmentation and customer requirement analysis? (5)
- Q6 a) Explain any three distribution network design. (5)
- b) What are the different Methods of Vendor Rating and how to monitor vendor performance? (5)
- Q7 a) Explain Vehicle loading and routing Methods. (5)
- b) Differentiate between Global and Domestic sourcing? (5)
- Q8 Write Short Notes (Any Two) (5 x 2)
- a) Centralized and Decentralized supply chains
  - b) Lean and Agile Manufacturing
  - c) Lead Time Components
  - d) Cross ducking

12



Registration no:

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Total Number of Pages: 02

MGT 403C

## 4TH SEMESTER REGULAR MBA EXAMINATION, 2016

### COMPENSATION AND REWARD MANAGEMENT

Full Marks: 70

Time Allowed 3 hrs.

Question Code: W 210

Answer question number 1 which is compulsory and five from the rest.

- Q1) Answer all the following questions: 2x10 marks
- a) Discuss the concepts of compensation and compensation management
  - b) What is more important for organisational effectiveness - internal equity or external equity? Support your answer with definition
  - c) Skill based pay (SBP) is a person based and not a job based system, Justify
  - d) What does the term "financial return" mean in compensation
  - e) Rewards are symbols of appreciation and recognition, Is it true? Who are eligible to get reward?
  - f) Define CTC
  - g) What are the major components of executive compensation
  - h) What are the major basis of wage differentials. Give examples
  - i) How does gain sharing differ from profit sharing
  - j) What does "merit pay" mean
- Q2) Explain the importance of compensation as a retention strategy. Eucidate the 3-P compensation concept with examples [10]
- Q3) Motivation is a result of intrinsic and extrinsic factors. How does an extrinsic motivator like compensation improve an employee's motivation level when he is low on intrinsic motivation [10]
- Q4) "Incentive is a bribe given to employees to perform their jobs effectively which they are anyway paid to do". Critically evaluate the statement. Can incentives be classified? What are the pitfalls of incentives [10]
- Q5) Why do organisations use job evaluation as the basis for their pay structures? Support your answer. Briefly discuss the procedure involved in the evaluation of the jobs. [10]
- Q6) Discuss the Structure and function of wage board in India [10]
- Q7) In a factory, the standard time allowed for producing 80 pieces of a product

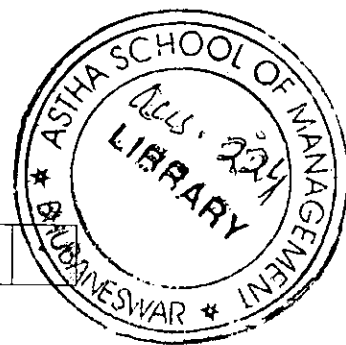
is 8 hours. Nibi produced 80 pieces of it in 6 hours. The hourly rate is Rs 4.00. Calculate the earnings of Nibi under the Halsey plan. Will Nibi be benefited if her earnings are calculated as per Rowan's plan.

Q8) Attempt any two :

[5 x2]

- (a) Explain the main features of Bonus Act
- (b) Explain broad banding with examples
- (c) Explain Wage fund theory and residual claimant theory

14



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Total Number of Pages: 02

MGT 403A

**FOURTH SEMESTER REGULAR EXAMINATION, 2016**

**Consumer Behavior**

**Question Code : MGT 403A**

**FULL MARKS :70**

**Time allowed : 3 hrs**

Answer question number 1 which is compulsory, and five from the rest. Question 1 carries 20 marks and rest questions carry 10 marks each.

- Q.1. a. Which theory tells that mind is in a state of Configuration?  $10 \times 2 = 20$
- b. Which theory delves into Id, Ego, and Super Ego?
- c. What is Supraliminal Perception?
- d. What does Absolute Threshold stand for?
- e. What is Trait?
- f. Which theory talks about mind as an Organization of Experiences?
- g. What is Cue?
- h. What is Perceptual Bias?
- i. What is a Dormant Motive?
- j. What is Acculturation?

Q.2. Inchin is an Indian Chinese restaurant situated in Plano, Texas, a Dallas suburb. It specializes in Chinese food the way Indians from India like to it, a little spicy and hot. Usually the Chinese, Japanese, Thai and other restaurants from other parts of the world do prepare their foods keeping the taste of the preparations in line with the taste of the white Americans; which is non spicy and bland to an average Indian from India.

Inchin had problems initially in drawing customers into its facility; but gradually customers inched into it and today it is a huge national brand attracting customers from all nationalities who stay in the USA. The Chinese food with Indian taste has become a hot-selling product.

Assignment: Analyze the situation from consumers' behavior point of view in detail.

- Q.3. Explain Engel Kollat and Blackwell model with a frequently and regularly bought product like bathing soap. 10
- Q.4. Explain Family Life Cycle with the Full Nest - I as your target market. As a marketer what kinds of products should you be emphasizing upon for such a market? Justify your answer. 10
- Q.5. Write notes on any TWO:  
a. Psychographic Theory, Model      b. Psychological Field c. Black Box Model 10
- Q.6. How would you explain the role of Social Media in shaping the buying behavior of the yuppies today? Detail out your answer with example. 10
- Q.7. What is Attitude? How do Single component and Tri component attitude models explain attitude and its impact on consumer behavior? Detail out your answer. 10
- Q.8. Distinguish between Distributive Approach and Decision Process Approach of consumer behavior. Cite examples to support your answer and analyze the situations in which each one of them can hold well. 10





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3A  
6E

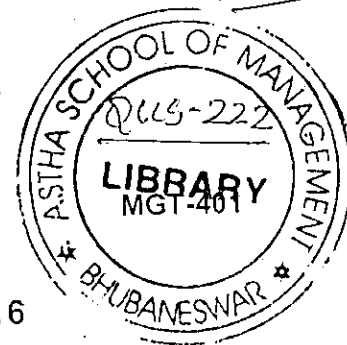
- Q4 Irritation, unfairness, deception and fraud are very common in direct marketing as per some critics. Comment. 10
- Q5 Now a days, sexual harassment is predominant in certain type of industries like cinema and airline industries. Explain the statement. What are the major features of programmes to deal with this? 10
- Q6 a) "Earth is warming due to human activity in the recent days. What are your views in this regard? 5  
b) Every day we find animals suffering because of man's cruelty. What are your suggestions about the issue. Give your own example. 5
- Q7 "Indian Corporate leaders do CSR only due to SEBI guidelines and not keen at their heart". Comment. 10
- Q8 Is it necessary for companies to assume social responsibility? List out the positive and negative outcomes a business could experience as a result of performing social responsibility activity. 10

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Total Number of Pages: 02

18



## FOURTH SEMESTER EXAMINATION 2016

### STRATEGIC MANAGEMENT

Branch : MBA

Time : 3 Hours

Max Marks : 70

Q. CODE: MGT-401

Answer Question No.1 which is compulsory and any five from the rest.

The figures in the right hand margin indicate marks.

Q1 Answer briefly the following questions:

(2 x 10)

- a) State the characteristics of an SBU falling under cash cow category.
- b) Write the hierarchical levels of strategic management.
- c) Why is concentric diversification strategy adopted?
- d) Name the competitive forces that a firm faces.
- e) How cost leadership can be attained ?
- f) How core competence leads to competitive advantage?
- g) Why a clear strategic intent is desirable ?
- h) What is de-merger? Cite two examples for it.
- i) Differentiate between goals and objectives of a company.
- j) State the various modes of strategic decision making.

Q2 Select a company which is a market leader in a competitive industry in India ( You could , for instance, take Hindustan Unilever in the FMCG industry). Identify the sources of competitive advantage of your chosen company. (10)

Q3 Discuss the rationale behind Business portfolio management. With a schematic diagram explain GE nine cell matrix. (10)

Q4 Why mergers & acquisitions take place? Discuss the various issues pertaining to M & A. (10)

SA

Q5 Explain the barriers to strategic evaluation process. How that can be overcome? Discuss a few controlling techniques frequently used in the sphere of strategic management.



Q6 Suggest an approach through which strategists could narrow down the range of the environmental factors they have to focus upon. (10)

Q7 With the help of a schematic diagram explain the various components of Value chain Analysis in detail (10)

Q8 Write short notes on- (5 x 2)  
a) Vertical Integration  
b) Balance score card.