

Roll No. \_\_\_\_\_

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3M3022

3M3022

M.B.A. III Semester (Main&Back) Examination Dec. - 2016  
M-330 (Major - I) Training & Organizational Development

Time : 3 Hours

Maximum Marks : 70  
Min. Passing Marks : 28

**Instructions to Candidates:**

- i) *The question paper is divided in two sections.*
- ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- iii) *All questions are carrying equal marks.*

**Section - A**

1. Define Employee Learning. Describe the classification of learned capabilities and basic principles of Learning.
2. Explain the concept of Training and discuss how training is important for maintaining employees motivation and improving organizational efficiency. Substantiate your answer with examples.
3. Describe the various training methods use to train the employees of organization.
4. Describe the reasons for evaluating training and also evaluation process.
5. Write a note on organization Development interventions giving a detail account of individual and Group interventions. Support your answer with examples.
6. What do you understand by the restricting of organizations. Also discuss the O.D in global settings, future direction in organization Development.

**Section - B**

7. Suppose you are going to design a training programme for newly hired first line sales manager. Results from the needs assessment indicate that they will need training on company policies and procedures, handling customer complaints and motivating sales personnel.
  - i) What learning principles will you build into the programme?
  - ii) What training methods would you choose?
  - iii) Explain your choices.

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Roll No. \_\_\_\_\_

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**3M3015**

**3M3015**

**M.B.A. III Semester (Main/Back) Examination, Dec - 2016**

**Marketing**

**M-320 (Major-I) Integrated Marketing Communication**

**Time : 3 Hours**

**Maximum Marks : 70**

**Min. Passing Marks : 28**

**Instructions to Candidates:**

- i) *The question paper is divided in two sections.*
- ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application based question which is compulsory.*
- iii) *All questions are carrying equal marks.*

**Section - A**

1. Explain the reasons for growth and importance of integrated marketing communication. How does it differ from traditional advertising and promotion. (7+7=14)
2. Name a product and suggest three media to that you would use to advertise that product. Justify your media mix choices. (14)
3. What is media research? How relevant are they in measuring the validity and impact of advertisements? (5+9=14)
4. Discuss the dynamics of web based publicity possibilities to the current generation of consumers. (14)
5. Describe the types of sales promotion activities. Elaborate on the consumer promotion oriented goods used by retailers to encourage them to purchase. (7+7=14)
6. Write short notes on any **two** :
  - i) TRP
  - ii) Internet as Media Vehicle.
  - iii) Evaluation of Advertising Copy. (7+7=14)

**Section - B**

7. Explain how a Company can build "One Voice-One Message". Would this be a contradiction for a diversified corporation? Explain with reference to any specific diversified corporation of your choice. (7+7=14)

**OR**

"Effective Communication is the essence of promotion". Discuss Also write the difference between "Push Policy" and "Pull Policy" of promotion. (7+7=14)

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Roll No. \_\_\_\_\_

[Total No. of Pages : 2]

3M3001

3M3001

**MBA III semester (Main & Back) Examination Dec.- 2016**  
**Business Policy & Strategic Management**  
**M-301 (Compulsory)**

**Time : 3 Hours**

**Maximum Marks : 70**  
**Min. Passing Marks : 28**

**Instructions to Candidates:**

- 1) *The question paper is divided in two sections.*
- 2) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- 3) *All questions are carrying equal marks.*

**Section - A**

1. Define strategic management. Distinguish between business policy and strategic management. Why has strategic management become so important to today's Corporation? (2+4+8)
2. What are the outcomes of internal appraisal of a firm? Why is internal appraisal necessary and what are the components of internal appraisal? Explain how it is different from task factors? (3+5+6)
3. What is strategic decision making? Discuss Mintzberg's modes of strategic decision making. Explain strategic decision making process with the help of an example. (2+4+8)
4. What is situational analysis? Discuss Porter's competitive strategies in detail. (7+7)
5. "The implementation of policies and strategies is concerned with the design and management of the systems to achieve the best integration of people, structures and processes and resources in reaching organisational purposes". Do you agree? Support your answer. (7+7)
6. What is Strategic control? What are the different methods of control system? Briefly outline the guidelines for strategic control? (2+5+7)

## Section - B

7. Select an industry of your choice and explore the nature of the macro environment in that industry. Use the PESTEL framework to explain your answer and discuss how these factors can affect the organisation's competitiveness. (14)



**3M3111****3M3111**

**M.B.A. III Semester (Main & Back) Examination, Dec. - 2016**  
**M-310 (Major-II) Security Analysis and Portfolio**  
**Management**

**Time : 3 Hours**

**Maximum Marks : 70**  
**Min. Passing Marks : 28**

**Instructions to Candidates:**

- i) *The question paper is divided in two sections.*
- ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- iii) *All questions are carrying equal marks.*

**Section - A**

1. a) As an investment advisor what features would you suggest to be included in the investment bunch of a client? Explain these features briefly. (7)
- b) How do operations on a stock exchange affect the economic life of a nation? Is it necessary to control the stock exchange? (7)
2. Write short notes on the following: (7+7)
  - a) Selection of Asset Mix.
  - b) Investor Protection Guidelines.
3. a) Differentiate between systematic and unsystematic risk. (4)
- b) Using the CAPM, estimate the appropriate required rate of return for the three stocks listed below, given that the risk free rate is 6 per cent, and the expected rate of return for the market is 18 per cent.
 

Stock	Beta
A	1.40
B	0.90
C	0.75

 (6)
- c) Kumar purchased at par a bond with a face value of Rs. 1,000. The bond had five years to maturity and a 10% coupon rate. The bond was called two years later for a price of Rs. 1,200, after making its second annual interest payment. Kumar then reinvested the proceeds in a bond selling at its face value of Rs. 1,000, with three years to maturity and a 7% coupon rate. What was Kumar's actual YTM over the five year period? (4)

4. a) T.S. Shekhar has a portfolio of five securities. The expected rate and amount of investment in each security is as follows:

Security	A	B	C	D	E
Expected Return	.14	.08	.15	.09	.12
Amount invested	Rs.20,000	Rs.10,000	Rs.30,000	Rs. 25,000	Rs. 15,000

Compute the expected return on Shekhar's portfolio. (6)

- b) In selecting a measure of performance, why do we want a measure that is insensitive to the risk of the investment? (4)
- c) Explain DCA and BFS. (4)
5. a) B.N. Chaturvedi currently earns Rs. 3 per share. His return on equity is 25 per cent and he retains 50% of its earnings (both figures are expected to be maintained indefinitely). Stocks of similar risk are priced to return 15%. What is the intrinsic value of Chaturvedi's stock? (6)
- b) What stocks make up the BSE National Index? How is it computed? Why do investors consider it to be a better measure of market performance than the other indices? (3+2+3)
6. "Most of the technical indicators make sense when examined individually but when one examines many technical indicators simultaneously, the interpretation of their collective meaning is often contradictory and confusing". Comment. (14)

### Section - B

7. Risk-return features of two securities X and Y are given below:

Portfolio	E(r)	$\sigma$	W
X(%)	12	16	0.5
Y(%)	20	24	0.5

- a) If the desired portfolio standard deviation is 20%, determine the correlation coefficient that would yield the desired level of risk.
- b) Find the portfolio standard deviation if X and Y are mixed in the ratio of 3:1. Comment on the results.
- c) What should the correlation be, if the desired portfolio standard deviation of 18% and assets are combined in equal proportion? (5+5+4)

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**3M3115**

Roll No. \_\_\_\_\_

[Total No. of Pages : 2]

**3M3115**

**MBA III Semester (Main & Back) Examination, Dec. - 2016**  
**M-320 (Major - II) Integrated Marketing Communication**

**Time : 3 Hours****Maximum Marks : 70**  
**Min. Passing Marks : 28****Instructions to Candidates:**

- 1) *The question paper is divided in two sections.*
- 2) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- 3) *All questions are carrying equal marks.*

**Section - A**

1. Define IMC. Discuss the role of IMC in marketing process. (4+10)
2. Discuss the factors influencing selection of an advertising agency. Also explain various service provided by advertising agencies to their clients. (7+7)
3. Discuss the relevance and significance of creativity in advertising with suitable example. (7+7)
4. Sales promotions are conceived with a purpose. Discuss the different types of sales promotions methods that firms can propose for increased sales, giving suitable example. (14)
5. Write short notes on the following (Any two)
  - a) Personal Selling
  - b) Media - mix
  - c) Ethics in advertising (7+7)
6. What is PR? What is its significance in today's era of competition? Also enlist various tools of PR used by companies. (2+6+6)

**Section - B**

7. What do you understand by the term 'promotion mix'? Suggest suitable promotion mix for the following :

- a) Vacuum cleaner
- b) Car rental services
- c) CNG kit for Automobiles

**(5+9)**



**3M3122**

Roll No. \_\_\_\_\_

[Total No. of Pages : 3]

**3M3122**

**M.B.A. III Semester (Main/Back) Examination Dec. - 2016**  
**M-330 (Major - II) Training & Organisational Development**

**Time : 3 Hours****Maximum Marks : 70****Min. Passing Marks : 28****Instructions to Candidates:**

- 1) *The question paper is divided in two sections.*
- 2) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- 3) *All questions are carrying equal marks.*

**Section - A**

1. 1) List out the various costs involved in a training Program. (2)
- 2) Discuss the factors affecting training design. What are the constraints in designing training? (10)
- 3) What is training validation? (2)
2. 1) Explain computer based training methods. (7)
- 2) Explain what training methods can be applied to organizational improvement and problem solving. (7)
3. Mr. Vijaykant joined the Railways five years back when he was 21 years old. He proved himself as an efficient steam engine driver. He bagged the Railway minister's best driver's award this year. He was asked to undergo training in diesel engine driving due to massive dieselization in south central railway. But he was reluctant to take up training. The head of the loco staff was quite surprised to know the reluctance of Mr. Vijaykant when a number of drivers of steam engine have volunteered themselves to undergo training in diesel engine driver.  
Q : Identify the problem in this case and suggest the strategies to overcome the problem. (14)
4. 1) Outline the framework for conducting a training need analysis. (5)
- 2) Training should be evaluated. Express your views on why and how to evaluate training. (6)

- 3) Write short notes on
  - 1) Determining ROI
  - 2) Transfer of training
  - 3) In - basket method (3)
  
5. 1) Write short notes on the following :
  - 1) Third wave consulting
  - 2) Parallel learning structure
  - 3) Virtual teams.
  - 4) Behavioral modeling. (8)
  
- 2) Briefly mention the objectives of OD. Describe how and when T group method can be used as an OD intervention, citing an example. (4)
  
- 3) Explain any team intervention with example. (2)
  
6. 1) Elaborate various techniques and exercises used in Team building. (7)
  
- 2) Define structural design, Downsizing and Reengineering. (3)
  
- 3) "Survey feedback can be a problematic OD technique because it permits people who are affected by organizational policies to generate data that speaks against those policies". Comment. (4)

### Section - B

#### (Case Study)

7. An HR Director asked us to help resolve conflict between the HR and Finance departments. While acknowledging that personality differences existed between the two Dept. Heads, the conflict also involved several team members in each department. The groups needed to interact on a variety of projects and poor communication was impacting morale and productivity. We interviewed each director to understand their perspective about the conflict. We also interviewed a couple of key team members from each department. To gather further advance information for the meeting, we developed a short online survey for the two groups. Each person was asked to assess their group's performance and the performance of the other group on various communication topics. They were also asked to describe how they viewed themselves, how they viewed the other group, and how they felt the other group viewed them.

The data from the mini survey was summarized and sent to members of both teams a couple of days prior to the meeting. All department members also completed an on line Myers - Briggs assessment. The full day workshop began with a two-hour, Myers - Briggs communications workshop with all department members. This helped people understand that all the preferences are needed to obtain best

results and to appreciate the different preferences of their peers and leaders. We gave them information about how to communicate effectively with different types.

The rest of the morning was spent reviewing the results of the survey and breaking into small, action planning teams with HR and Finance represented on each team. The groups were asked to look at the data from each group's perspective and then develop some specific plans to improve communications.

The morning session was closed out by reassembling the entire group and asking each person to share something they personally planned to do to help improve future communications.

In the afternoon, our facilitator met for a coaching session with just the two Directors. The survey data was reviewed with them and the morning workshop debriefed. The directors were also asked to talk honestly about what their personal contributions to the conflict issues were and to brainstorm ways that they and the two groups could begin to improve their inter-group communications. The feedback on the workshop from the team members and the directors was very positive. They felt that the honest discussions about communication issues would help them improve.

1. What type of intervention do you understand from the above case, discuss in detail with proper theoretical foundation?



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[Total No. of Pages : 2]

3M3135

3M3135

MBA IIIsem.(Main/Back) Examination, Dec. - 2016  
M-351 (Major - II) System Analysis and Design

Time : 3 Hours

Maximum Marks : 70  
Min. Passing Marks : 28

**Instructions to Candidates:**

- 1) *The question paper is divided in two sections.*
- 2) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- 3) *All questions are carrying equal marks.*

**Section - A**

1. a) Describe the system concept. Describe System Analysis. What is need of system Analysis? Differentiate between open system and closed system. (7)
- b) Describe the different phases of system development life cycle. (7)
2. a) What is a CASE tool and what features would you expect a CASE tool to have? Describe how a CASE tool can help to improve the quality of a system being developed. (7)
- b) Write short note on Communication Tools. (7)
3. Write short notes on any two of the following :
  - 1) JAD (Joint Application Development)
  - 2) Rapid Application Development
  - 3) Functional Decomposition Diagram
  - 4) Unified Modeling Language (14)
4. a) Briefly describe the various types of output design. (7)

- b) What is the significance of User Interface design in input and output design of a system? Describe characteristics, principles and guidelines of good user interface design. (7)
5. a) What is the Conversion of system? Why is it required? How conversion takes place in an organization for the system implementation? What is the usage of structure chart in modular design? How is it related with cohesion and coupling? Describe various notations of structure chart. (7)
- b) What do you mean by Software Quality Assurance? Create test cases for login page. (7)
6. a) Distinguish between Request For Proposal (RFP) and Request for Quotation (RFQ) (4)
- b) Levels of System Security (5)
- c) Types of System Maintenance. (5)

#### **Section - B**

7. How do you select objects from a requirement specification? Given the following requirement statement, select potential objects.

A list of employers with their basic pay is sent to a clerk. He calculates the gross pay using standard allowances which are known for each pay slab. Deduction statements such as loan repayment, subscription to association etc, are also sent to another clerk who matches these slips of gross pay and calculates net pay. This step is used by another clerk to write out pay cheques for each employee which are sent to respective employees. The total pay bills also computed. (14)



Roll No. \_\_\_\_\_

[Total No. of Pages : 2]

3M3123

3M3123

**MBA III semester (Main/Back) Examination, Dec. - 2016**  
**M-331 (Major - II) Strategic Human Resource Management**

**Time : 3 Hours**

**Maximum Marks : 70**  
**Min. Passing Marks : 28**

**Instructions to Candidates:**

- 1) *The question paper is divided in two sections.*
- 2) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- 3) *All questions are carrying equal marks.*

**Section - A**

1. Distinguish between traditional HR and Strategic HR. Also explain 'Best fit' Approach of SHRM with suitable example. (14)
2. "Aligning HRM activities with business strategy helps in achieving sustainable competitive advantage". Elucidate with a suitable example. (14)
3. Write short notes on (any two)
  - a) Strategies for Employee Surpluses
  - b) Cross training
  - c) Flexible Work Assignment. (7+7=14)
4. What do you understand by evaluation of the effectiveness of SHRM? Discuss audit approach and analytical approach of HR evaluation in brief. (14)
5. Describe the concept of absenteeism. Describe the measures taken by the organisations to control the cost of absenteeism and employee turnover. (14)
6. a) State the required competencies of an HR professional in present SHRM scenario.  
b) Discuss the importance of various types of performance typologies. (7+7=14)

## Section - B

### Case Study

7. Datapro is a growing software company operating in Mumbai. The company has planned to expand its operations to other parts of the country. It understands the importance of effective utilization of work force to improve efficiency and to gain competitive advantage. It is difficult for the company to have a large work force of competitive skills to work in the different areas. The industry is highly competitive and rapidly growing. The management rules out many fresh recruitments.
- a) Suggest suitable strategies that the management should implement to deal with increasing need of workforce.
  - b) Also discuss benefits and limitations of using Incentive Alignment here.(7+7)



**3M3112****3M3112**

**M.B.A. III semester (Main/Back) Examination, Dec. - 2016**  
**M-311 (Major-II) International Financial Management**

**Time : 3 Hours****Maximum Marks : 70**  
**Min. Passing Marks : 28****Instructions to Candidates:**

- i) *The question paper is divided in two sections.*
- ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- iii) *All question are carrying equal marks.*

**Section - A**

1. Explain the concept of international financial management & How theories can be applicable on recent trends and challenges explain with suitable example. (14)
2. a) How would you distinguish between direct investment and portfolio investment When is one preferable over the other? Discuss their relative advantages? (7)  
b) The International financial environment has become very volatile; DO you agree? Discuss taking into account all relevant factors? (7)
3. Describe exchange rate mechanism and explain the reasons for fluctuations taking place in exchange rates? (14)
4. What are the recent developments & Challenges in global foreign exchange markets? (14)
5. Write short notes:
  - a) Purchasing Power Parity Theory.
  - b) Adam smith's absolute cost advantage theory. (14)

6. a) Why do foreign exchange rates fluctuate? How do these fluctuations affect us? What can be done to minimise these fluctuations? (7)
- b) "Centralized cash management is better than Decentralized cash management" Discuss. (7)

**Section - B**

7. Determine the working capital requirements on cash cost basis from the following.

Particulars:

Annual budget for	Amount(Rs. in Lakh)
Raw Material	720
Suppliers & Components	240
Manpower expenses	480
Factory expenses	130
Administration expenses	180
Sales	2380

You are given the following additional information:-

- i) Stock levels planned : Raw material - 30 days, suppliers & Components - 90 days.
- ii) 50% of the sales are for cash for the remaining, 20 days credit is normal.
- iii) Finished goods are held in stock for a period of 7 days before they are released for sale and are valued at factory cost.
- iv) Goods remain in process for 5 days. Material & Components are supplied in the beginning and expenses are incurred evenly.
- v) Company enjoy 30 days Credit facilities on 20% of the purchase.
- vi) Cash and bank balances had been planned to be kept at the rate of half months budgeted expenses. (Assume 360 day in a year)
- vii) Discuss the important factors that affect the dividend policy of a join. (5+5+4)

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**3M3116****3M3116**

**MBA III Semester (Main/Back) Examination Dec. - 2016**  
**M-321 (Major - II) Retail Management**

**Time : 3 Hours****Maximum Marks : 70****Min. Passing Marks : 28****Instructions to Candidates:**

- 1) *The question paper is divided in two sections.*
- 2) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- 3) *All questions are carrying equal marks.*

**Section - A**

1. Define Retailing? Discuss the scope and Prospects of retail sector in the Indian context, describing the drivers of growth of retailing in the country.
2. "Entry of foreign retailers may affect the culture of Indian market". Discuss this statement with the help of relevant and current examples.
3. What are various types of store layouts and design in retailing? Also explain the factors influencing it and elements of merchandise management.
4. Explain any two types of franchising Agreements. Also any one key franchising Agreements in India.
5. What are the stages of consumer decision making and their impact on retail strategies? Explain with suitable example.
6. Write short note on any two :
  - a) Retail Market Strategies
  - b) Retail supply chain management
  - c) Visual Merchandising Techniques.

## Section - B

### 7. Read the case given below and answer the questions given in end

#### **Margin Free Market Private Ltd.**

Subhiksha in Chennai, Margin free in Kerala, Bombay Bazar in Mumbai, RPG'S Giant in Hyderabad, and Big Bazar in Kolkata, Hyderabad, and Bangalore have one thing in common they all price their products below MRP. Discount stores are slowly arriving in India and industry insiders feel they will spearhead a revolution in organized retailing. On the list of top retailers in the world, quite a few are discounters. Around 60% of the business abroad comes from this format. Incidentally, the largest retailer in the world, Wal - Mart, is a discount store.

Margin Free was registered as a co-operative society in 1993 in Kerala and entered the supermarket business in 1994. It is run by the Consumer Protection and Guidance Society, a charitable organization based in Thiruvananthapuram. Today, it has emerged as India's number one supermarket chain with 150 stores and a turnover of Rs. 450 crores. Margin Free purchases directly from manufacturers at ex-factory price and sells at lower prices than the MRP, as it eliminates the margin accrued in the traditional manufacturer - stockiest - wholesaler-retailer network.

Margin Free takes extreme care while pricing the products through its entire stores. It has employed software which evaluates the price by minimizing profits. Every store is computerized and utilises the software to determine the pricing. This helps in ensuring that the products are rationally priced.

Margin Free has found exceptional success in its scalable franchised model. It is now looking to upgrade to a central warehouse concept. Which will help it manage growth further. The success of Subhiksha and Margin Free indicate that the discount war will hot up in the coming months but it will be the customer who will emerge as the final winner.

Margin Free also gets an average credit of 20-22 days from suppliers, which it sells, on an average in 10 days, thereby even earning a notional interest on its sales also. Its strategy has made it flush with funds, which can finance further expansion. Margin Free uses its customer base as a bargaining power to strike discount deals. Any dealer who wants to set up a Margin Free store has to buy at least rupees one lakh worth of share of the main Margin Free holding company. Margin Free has a consumer base of 6 lakhs and it sells them consumer cards at Rs. 40 per year. Customers who buy using this card get discounts on bulk purchases and also on government subsidized products like Rs. 2 per kg rice.

The stores are now opting for a major expansion drive. A key part of this is the introduction of private labelling, which is the season's flavour in the retailing industry. For the purpose they have shortlisted 15 items - all generic labels like rice, sugar, etc. - and will add to the list in future.

Hence, they will be in a better position to provide quality stuff at considerably low prices within easy reach of an average middle - class family. For example, a packet of a tea which sells for an MRP of Rs. 120 at one of the corporate retailers, will be available for Rs. 90 at the Margin Free stores.

The chain is now planning to open huge Margin Free hyper markets, The first such hyper market, featuring an array of wares and spread over 50,000 square feet of well - laid out space, is planned to open at Ernakulam. The two other hyper markets would be opened in Thiruvananthapuram and Kozhikode.

If the success of retail activity is measured in the number of outlets, the existing 240-odd chain of franchisees must have already made Margin Free the largest 'pure retail chain' (as distinct from retailers who are manufacturers) in the private sector Even going by the number of footfalls, the Kerala - based retailer must have already beaten competition by a handsome margin.

The hyper markets will feature almost all conceivable retailing products under one roof - textiles, leather, cosmetics, provisions, electronic goods, consumer durables, grains; and grocery. As for ambience and class, they are most likely to resemble the Giant retailing chain operating out of Hyderabad and other cities.

The hyper market would not dabble in imported items - Chinese or otherwise - that are flooding the retail market right now. The cooperative society is in the process of mobilizing resources for the hyper market initiative. It plans to rope in outside investments over and above what the Consumer Protection and Guidance Society hopes to raise on its own.

The Society choose Ernakulam first because it happens to be the most commercialized city in the state Also, the comparable purchasing capacities are higher there. The nomenclature for the hyper market has a Margin Free prefix to it, seeking to build on the enormous trust that the discount chain has been able to build over a span of eight years of existence.

The management feels that the Margin Free retail chain has been able to earn the wholesale trust of consumers in a very short span. However, in its journey to success, the Margin Free stores have made life slightly uncomfortable for entrenched interests who have, on one hand, been fleecing consumers and on the other, resorting to indiscriminate under invoicing to avoid tax. The latter leads too loss of crores of rupees in realisable revenue for the state government.

Every month, Margin Free is opening upto 12 stores and the number has grown to 241 at last count. The chain has spread to literally all parts of Kerala. It

has been franchisees in neighbouring Tamil Nadu already and two in Karnataka. The overall turnover has grown to Rs. 600 crore.

**Questions :**

- a) What has been the role of pricing strategy in the success of Margin Free Markets?
- b) What are the salient features of Margin Free Market pricing strategy?
- c) Analyze the external and internal factors that have made it possible to sustain the present pricing strategy of Margin Free Market.
- d) Discuss the limitations of the existing pricing strategy of Margin Free Market. Suggest appropriate changes.



**3M3026****3M3026**

**M.B.A. III sem. (Main/Back) Examination - 2016**  
**M-334 (Major-I) Compensation Management**

**Time : 3 Hours****Maximum Marks : 70**  
**Min. Passing Marks : 28****Instructions to Candidates:**

- i) *The question paper is divided in two sections.*
- ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- iii) *All question are carrying equal marks.*

**Section - A**

1. Describe basic characteristics of a good compensation plan. Also distinguish among workers compensation, Managerial compensation and executive compensation.
2. Briefly analyze the economic theories of wages.
3. Discuss important components of salary.
4. Describe important provisions of statutory and Non statutory benefits of employees.
5. Discuss the features of executive compensation.
6. Analyse the procedure for deduction and remittance of taxes for salaried people.

**Section - B**

7. Critically analyse the major lacunae of following compensation Acts:
  - i) Payment of wages Act 1936
  - ii) Equal Remuneration Act 1976

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**3M3038****3M3038**

**M.B.A. III Semester (Main/Back) Examination, Dec. - 2016**  
**M-354 (Major-I) Client Server Application Management**

**Time : 3 Hours****Maximum Marks : 70**  
**Min. Passing Marks : 28****Instructions to Candidates:**

- i) *The question paper is divided in two sections.*
- ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- iii) *All questions are carrying equal marks.*

**Section - A**

1. a) Explain end-to-end working of client/server system with suitable example. (4)  
b) Describe Network Technologies, Transmission Control Protocol(TCP/IP) and Domain Name System (DNS) in detail. (10)
2. Explain the following in appropriate detail. (4×3.5)
  - a) Distributed data Management.
  - b) Client/server Transaction Processing.
  - c) Internet Information Services (IIS)
  - d) Backup and Restore Techniques.
3. a) Discuss the core components of the Active Directory service. (7)  
b) Explain the Roles of Mailbox server and managing public folder databases. (7)
4. Explain :
  - a) The process of implementation of Message Transport. (7)
  - b) Implementing outlook web Access. (7)

5. Write short notes on:
- a) Implementing high-availability for Mailbox servers. (7)
  - b) Overview of updating Exchange servers. (7)
6. Describe the process of implementing change management. (14)

**Section - B**

7. A customer accesses online shopping services with a web browser on his mobile phone/tablet/laptop/Pc. This access initiates a request to the online shopping sites web-based system and provides the customer with the necessary services.
- a) Describe the basic architecture of the above system with the help of diagram. (6)
  - b) List the sequence of message exchanges between the customer and the shopping site for a particular transaction. (Purchasing some product) (8)

Make and write the necessary assumptions for the above system.

\* \* \* \*

**3M3027****3M3027**

**M.B.A. III Semester (Main/Back) Examination, Dec. - 2016**  
**M-335 (Major-I) Recruitment and selection**

**Time : 3 Hours****Maximum Marks : 70**  
**Min. Passing Marks : 28****Instructions to Candidates:**

- i) *The question paper is divided in two sections.*
- ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- iii) *All question are carrying equal marks.*

**Section - A**

1. Discuss the concept of job analysis and the methods of job analysis. (4+10)
2. What are the various sources of recruitment? Discuss their relative merits and demerits. (7+7)
3. Write short notes on any two:
  - a) Screening the candidates.
  - b) Employment of foreign workers.
  - c) Appointment order. (7+7)
4. Discuss the purpose of interview. Explain the key steps in planning the interview. (7+7)
5. Enumerate the essentials to be provided to the employees at the time of joining. (14)
6. "Introduction of new employees to the existing employees is an integral part of Induction". Comment. (14)

**Section - B**

With a country-wide network and employees joining at different places in different times of the year, the lubrication solutions company was struggling to induct its new employees. The traditional mode of classroom training was not only time

consuming, but also involved too much cost in terms of training infrastructure, travel etc. So, new joiners often got 'thrown into the deep end', with less-than-adequate knowledge of their company, category, competition, brands, role, market leader thinking and matching behaviours. Their main learning was happening through a costly-to-company trial and error methodology. This situation had become more acute in recent years due to competition for talent leading to higher people turnover.

7. Suggest a structured induction program for new joining so that it becomes a scalable, repeatable and cost-effective program. (14)

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**3M3037****3M3037**

**M.B.A. III semester (Main/Back) Examination, Dec. - 2016**  
**M-353 (Major-I) Database Management**

**Time : 3 Hours****Maximum Marks : 70**  
**Min. Passing Marks : 28****Instructions to Candidates:**

- i) *The question paper is divided in two sections.*
- ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- iii) *All question are carrying equal marks.*

**Section - A**

1. Write short notes on: (7+7=14)
  - a) Data model and its types.
  - b) E-R diagram for Banking system
2. Explain the following with examples
  - a) DDL
  - b) DML
  - c) Embedded SQL (14)
3. What is concurrency? Explain it in terms of locking mechanism and two phase commit protocol. (14)
4. Illustrate the principles of Dead Lock avoidance and recovery in database transactions. (14)
5. Write a query in sql to create a table employee and department. (14)  
Employee (Emp. no., emp name, dept. no., job, hire date)

Department (dept. no, dept. name, loc)

include the following constraints on column of employee table.

- a) To make the emp.no. as primary key of the table.
  - b) to ensure that the employee name column doesnot contain NULL values and
  - c) the job column to have only UPPER CASE entries and
  - d) to put the current date as default date in hire date column in case date is not supplied for the column.
6. Create a table client master with the following fields client-no, name, address 1, address 2, city, state, pin-code, remarks, balance due and add the constraints.
- a) Create a primary key constraint on the column client - no.
  - b) Create the following check constraints
  - c) Data values being inserted into the column client-no. must state with 'C'.
  - d) Data values being inserted into the column Name should be allowed in upper case only. (14)

### Section - B

7. a) Explain what is normalisation form in DBMS and its significance. (4)
- b) Discuss all types of Normalisation individually. (5)
- c) Explain difference between the 3 nf and bcnf with example. (5)

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**3M3025****3M3025**

**M.B.A. III Semester (Main/Back) Examination Dec. - 2016**  
**M-333 (Major-I) HUMAN RESOURCE PLANNING**

**Time : 3 Hours****Maximum Marks : 70**  
**Min. Passing Marks : 28****Instructions to Candidates:**

- i) *The question paper is divided in two sections.*
- ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application based question which is compulsory.*
- iii) *All question are carrying equal marks.*

**Section - A**

1. Define Human Resource planning. Discuss the steps involved in the human resource planning process.
2. What is job analyses? What are the traditional methods used to conduct job analyses?
3. Define Recruitment. Discuss internal and external recruiting method by Indian companies.
4. Define selection and discuss the steps in a selection process.
5. Explain the importance of placement in an organization. In your view, what are the harmful consequences of person job misfit? Illustrate through examples.
6. Write short notes on any two
  - a) Strategic M.R. Planning model
  - b) Job Rotation
  - c) Outsourcing.

**Section - B**

7. Grahak Telecom is a one year old startup in the mobile phone services business, which did well in the year one and needs to plan for year two operations. It currently is 25 employees strong, with 18 people in the coding team, two architects and a four member sales team. It sold to two customers during the year and feedback has been very good. For year two the founder CEO proposes to retain the service offering as is and focus on customer satisfaction as well as target at least fore now

customer. The company will close year one with a modest revenue of one crore. As a small start up they do not have the wherewithal/there to attend to the planning exercise and have hired your team to help them chart out a plan for year two. List all the information you will need to consider. Prepare a HR plan this company for the next two years

(14)

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**3M3018**

Roll No. \_\_\_\_\_

[Total No. of Pages : 2]

**3M3018****M.B.A. III semester (Main & Back) Examination Dec.- 2016****Marketing****M-323 (Major-1) Product & Brand Management****Time : 3 Hours****Maximum Marks : 70****Min. Passing Marks : 28****Instructions to Candidates:**

- i) *The question paper is divided in two sections.*
- ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- iii) *All question are carrying equal marks.*

**Section - A**

1. Briefly explain the concept of Product Life Cycle (PLC). Do all products go through the classical belt shaped PLC? Discuss giving suitable examples. (14)
2. "Though so many managers have been swept into product-line extension mania, many of them are also discovering that the problems and risks associated with extension proliferation are formidable". Discuss the statement. (14)
3. Discuss the concept of Brand. Explain the different types of Brands with suitable examples. (14)
4. If you are a brand manager of an airlines operating from India, what will be your strategies for building brand loyalty. (14)
5. Explain the application of price premium method to measure brand equity with illustration. (14)
6. What do you mean by Global Brand Strategy? Discuss the advantages and disadvantages of Global Marketing Programs. (14)

**Section - B**

7. Case Study

Company X has a dominant share in the Indian sauce market and also owns a successful brand in the category. Research shows that the market is growing rapidly and the company is looking for ways to expand its market share.

western snack foods. The company introduced 'Tom-Imli', a tomato sauce with tamarind and tangy spices. The product is targeted at children in the age group of 8-14 years.

- a) In this situation, what are the other products which you think would compete with this new product? (4)
- b) Suggest a suitable positioning basis for this new product. (4)
- c) Give your comments on the name 'Tom-Imli'. (2)
- d) If you were asked to suggest an alternate brand name, what would you suggest and why? Discuss the importance of packaging for the above product. (4)

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Roll No. \_\_\_\_\_

[Total No. of Pages : 2]

3M3017

3M3017

**M.B.A. III Semester (Main/Back) Examination Dec. - 2016**  
**M-322 (Major-I) Sales Distribution and Logistics**  
**Management**

**Time : 3 Hours**

**Maximum Marks : 70**  
**Min. Passing Marks : 28**

**Instructions to Candidates:**

- i) *The question paper is divided in two sections.*
- ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application based question which is compulsory.*
- iii) *All questions are carrying equal marks.*

**Section - A**

1. What is the sales management process? What is the role of a sales manager?  
(7+7=14)
2. Explain the need and importance of personal selling. Describe the process of personal selling.  
(7+7=14)
3. Describe the process of sales budget in detail. Discuss the factors effecting sales budget.  
(7+7=14)
4. a) What are the desirable characteristics for recruiting the salesperson? (7)  
b) How should a proper training programme be executed and evaluated? (7)
5. a) Discuss the different channels available to an entrepreneur for the distribution of products to the consumers. (7)  
b) What factors while you take into account while selecting a suitable channel of distribution? (7)
6. Write short notes on:  
a) Warehousing and inventory control system.  
b) I.T. and Logistics Management. (14)

**Section - B**

7. Mr. Mahesh and Mr. Rakesh, the MBA graduates from a Premier Institute are placed as sales executives in Mumbai based company, which is manufacturing and marketing LCD projectors to all over the nation. Even though the usage of LCD

Projectors are extended to industries, the company is targeting on educational institutes.

After a six-month training, Mr. Mahesh was posted in Bangalore and Mr. Rakesh to Hyderabad. For the next one year period, the company fixed them Rs. 50,00,000 as sales target and motivated with monetary incentives.

Mr. Sagar the sales manager of the company who is co-ordinating with the sales executives in proper intervals, instructed them to submit the monthly report on their respective areas. Mr. Mahesh was using e-mail for sending his report and Rakesh was using the postal service.

Both Bangalore and Hyderabad are will improved and technologically equipped cities. But Bangalore is attracting by many more educational institutions.

In the end of year, Mr. Rakesh was not able to meet his given target but Mahesh reached his target. For the quick achievement of Mr. Mahesh, the sales manager promoted him as a Zonal manager and the company decided to transfer Mr. Rakesh to chennai without promotion.

**Questions :**

- a) What are the reasons of Mr. Rakesh's failure?
- b) If you are in the place of sales manager, explain-how wile you evaluate the performance of the sales executives. (7+7=14)

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3M3024

Roll No. \_\_\_\_\_

[Total No. of Pages : 1]

3M3024

M.B.A. III Sem. (Main/Back) Examination, Dec. - 2016  
M-332 (Major-I) Leadership Skills & Change Management

Time : 3 Hours

Maximum Marks : 70  
Min. Passing Marks : 28

**Instructions to Candidates:**

- i) The question paper is divided in two sections.
- ii) There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.
- iii) All question are carrying equal marks.

**Section - A**

1. Explain the meaning of leadership? What are the various attributes of effective leaders? (14)
2. Explain the different styles of leadership in detail? (14)
3. a) What principles are required to form a great team?  
b) Explain the leadership approaches that foster team performance? (7+7=14)
4. Explain the Nature of change? What are the various forces that lead to change?(14)
5. What are the various approaches to change? (14)
6. Write a short note on Business Cycles. (14)

**Section - B**

7. What is the role of E-commerce in today's competitive world? What are its realities and myths? (14)

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3M3013

Roll No. \_\_\_\_\_

Total No. of Pages : 2

3M3013

M.B.A. III semester (Main/Back) Examination, Dec. - 2016  
M-312 (Major-I) Management of Financial Services

Time : 3 Hours

Maximum Marks : 70

Min. Passing Marks : 28

**Instructions to Candidates:**

- i) The question paper is divided in two sections.
- ii) There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.
- iii) All question are carrying equal marks.

**Section - A**

1. Discuss the concepts of financial services. Explain features and trends pertaining to financial system. (7+3+4)
2. a) What do you meant by investment banking? (7)  
b) Describe in brief challenges of international banking. (7)
3. Discuss the role of Reserve bank of India in regulation and management of banks in India. (14)
4. Write notes on:
  - a) Certificate of deposits.
  - b) Commercial Paper.
  - c) Participation Certificates
  - d) Repo transactions (3.5×4)

- 5. What do you mean by lease financing? How its beneficial for small industry? (7+7)**
- 6. a) Discuss the concept, working and uses of plastic money. (7)**
- b) Explain in brief role of IRDA in regulating insurance sector in India. (7)**

**Section - B**

- 7. a) How commercial banks are looking out for consumers. Who want to take out credit? What problems consumers are facing in this regard? (7)**
- b) What information consumers should get before signing a credit agreement ? Do you feel that advertising from credit providers are reliable? (7)**

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Total No. of Pages : 2

Roll No. \_\_\_\_\_

3M3016

3M3016

M.B.A. III Semester (Main/Back) Examination, Dec. - 2016  
M-321 (Major-I) Retail Management

Time : 3 Hours

Maximum Marks : 70  
Min. Passing Marks : 28

**Instructions to Candidates:**

- i) The question paper is divided in two sections.
- ii) There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.
- iii) All question are carrying **equal** marks.

**Section - A**

1. Discuss the importance and functions of retailing Explain the different types of retail formats. (7+7)
2. What is the importance of visual merchandising and atmospherics in retailing. Explain various visual merchandising techniques used in Indian retailing. (7+7)
3. Elaborate the different non - store retail channels. Explain the pricing approaches prevalent in retailing. (7+7)
4. State the major problems faced by a retail store chain dealing in daily staple product and fruits/vegetables. What role does a store manager play in such retail store. (8+6)
5. a) Give a short introduction to franchising in India what type of retail stores are based on franchising (7)  
b) Discuss the different types of franchising agreements (7)
6. Write short notes on the following(Any two)
  - i) I.T. in retailing
  - ii) Retail supply chain Management

iii) Retail Promotion Mix.

iv) Retail Research.

(2×7=14)

**Section - B**

7. Imagine that you are a jeweller and had selected two shops at two different locations. One shop is located in an enclosed mall and another in a neighbourhood centre
- a) List the pros and cons of cons location. (7)
  - b) What should be the preferred retail layout at both the locations. (4)
  - c) Will you adopt similar retail marketing mix for both the shops. (3)

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**3M3035**

Roll No. \_\_\_\_\_

Total No. of Pages : 1

**3M3035**

**M.B.A. III Semester (Main/Back) Examination, Dec. - 2016**  
**M-351 (Major-I) System Analysis and Design**

**Time : 3 Hours****Maximum Marks : 70**  
**Min. Passing Marks : 28****Instructions to Candidates:**

- i) The question paper is divided in two sections.
- ii) There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is **compulsory**.
- iii) All question are carrying **equal marks**.

**Section - A**

1. a) What is the impact of information Technology on business success?  
b) What are the factors that affect information systems project? (7+7=14)
2. What are the guidelines for effective oral communication? (14)
3. a) Explain the concept of online learning?  
b) What are the benefits and disadvantages of online learning? (7+7=14)
4. What is CASE tools? What is its role in a fourth generation environment? (14)
5. What are the requisites of conducting a successful Interview. (14)
6. Write short note on:-
  - a) Joint Application Development
  - b) functional Decomposition Diagram. (7+7=14)

**Section - B**

7. What are the various techniques used in present Scenario in various companies to manage system operations and support at various levels? (14)

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**3M3023****3M3023**

**M.B.A. III Semester (Main/Back) Examination, Dec. - 2016**  
**M-331 (Major-I) Strategic Human Resource Management**

**Time : 3 Hours****Maximum Marks : 70**  
**Min. Passing Marks : 28****Instructions to Candidates:**

- i) *The question paper is divided in two sections.*
- ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- iii) *All questions are carrying equal marks.*

**Section - A**

1. Explain the Ulrich's model of the possible roles assumed by the HR function?  
Also distinguish between traditional and strategic HR. (7+7)
2.
  - i) Explain the various approaches to HR Audit. What according to you would be the various aspects that needs to be included while auditing the performance appraisal.
  - ii) What type of HR configuration goes with knowledge based employment.  
Explain using leepak and shell employment model. (7+7)
3. Write short notes on the following.
  - i) Assessment centre.
  - ii) Strategic Recruiting.
  - iii) Redeployment and Retraining.

- iv) **VRS.**
- v) **Psychological contracting**
- vi) **Strategies to handle under achievers**
- vii) **Characteristics of cross training & flexibility in assigning work. (2×7)**

4. Read the case below & answer the questions.

### **Low-Cost Airlines**

Southwest Airlines, based in Dallas Texas, the largest airline in the united states based on domestic passengers carried, can be seen as one of the first low-cost airlines and providing a business model for others such as easy jet and Ryanair. Their competitive strategy combines high employee and aircraft productivity with low costs resulting from reducing aircraft turnaround time.

Michael Porter (2011) contrasts this strategy with that of full-service airlines. These are based around the aim of getting passengers from almost any point to another, reaching numerous destinations and providing connecting flights via a hub-and-spoke system centered on major airports. They provide a full range of service, including first and business class. And, to accommodate passengers who want to change planes, they coordinate the timetables and offer check-in and transfer of luggage. They also provide full-service meals.

In contrast, Southwest Airlines concentrate on short-haul, low-cost, point-to-point service between medium-sized cities and secondary airports in large cities. They offer frequent departures and low fares and tailor their activities around this. They do not offer meals, assigned seats, interline baggage checking or premium classes of service. Automated ticketing at the gate allows the airline to avoid the commission charged by travel agents. Fast turnaround of aircraft of only 15 minutes make the most economical use of aircraft and their planes flying longer and providing more frequent departures than rivals, again reducing costs. A modern fleet of standardized aircraft also boosts the efficiency of maintenance.

i) Within the context of cost cutting what could motivate employees working for low cost airlines such as those described above?

ii) How would these airlines formulate a strategic HR approach? (14)

5. Write short notes on the following:

i) a) ESOP

b) Strategies to deal with solid citizens.

c) Psychological contracting.

d) Competencies of HR professionals in SHRM scenario.

e) Audit approach. (10)

ii) What do you understand by strategic fit? What HR strategies do you suggest for an organization adopting differentiation as a Business strategy? (4)

6. Write short notes on the following.

i) Steps in Benchmarking.

ii) Balance score and perspective.

iii) Disadvantages of Best-fit approach.

iv) Turnover rate vs. Absenteeism rate.

v) HR as a Non substitutable resource. (14)

## Section - B

### Case Study

Integrating HR policies with corporate strategy at walmart

The following paragraphs gives a sequence of HR activities at Walmart. Read the case and answer the questions given in the end.

From the recruitment Walmart has tried its best to reduce the cost considering so big number of its employees. For example, the New York Times (January 2004) reported on an internal Walmart audit which found "extensive violations of child-labor laws and state regulations requiring time for breaks and meals. " The cheap price of children labors and minors make it earn more cost competitive advantage over other companies. Walmart also faced a barrage of lawsuits alleging that the company discriminates against workers with disabilities, for the recruitment of these guys means providing more facilities for them and the lost of efficiency to some extent.

From training perspective, Walmart refers to its employees as "associates", and encourages managers to think of themselves as "servant leaders", that is, to encourage them to serve others while staying focused on achieving results in line with the organizations's values and integrity. An organization's strategy necessitates behavioural requirement for success, and the use of HR practices in the organization can reward and control employee behaviour, therefore the organization should implement HR practices that encourage the employee behaviours that are consistent with the organization's strategy (Delery, John E; Doty, D Harold, 1996). Through this training and encouragement, walmart tried to adjust the employee behaviours and competencies to what the company's strategy requires, that is to low down cost more. This logic also is embodied in its "lock-in" of its night time shift in various stores. Through this enforced policy, walmart tried to prevent "shrinkage" behaviour of its employees, to eliminate unauthorized cigarette breaks or quick trips home.

From the performance management perspective, Walmart made very high demanding standards and job designs. The New York times reported walmart had extensive violations of state regulations requiring time for breaks and meals. And there are so many instances of minors working too late, during school hours, or for too many hours in a day, for the performance appraising just force them to do so. In the Career management, Walmart also goes great lengths to reduce cost, there are many cases that women used walmart for its discriminated policy against women by systematically denying them. Promotions and paying them less than men. Women are pushed into "female" departments and are demoted if they complain about unequal treatment just for more cost reduction against its competitors.

From the compensation management perspective, Walmart has also showed very aggressive HR policies and activities to fit the "low-cost" strategy. Walmart imported 15 billion worth of goods from china, not only for the strategic consideration of supplier chain economy, but also Walmart has some factories in china, whose products are branded with Walmart name. With this method, Walmart pays much less to Chinese labors in this "world-factory" and earn some advantages, so we could just see how the Walmart corporate strategy is just intensely integrated with its HR policy. In 2002, operating costs for Walmart were just 16.6 percent of total sales, compared to a 20.7 average for the retail industry as a whole, which supported greatly the overall strategy. Walmart workers in California earn on average 31 percent less than workers employed in large retail as a whole. Actually, with other operating and inventory costs set by higher level management, store managers must turn to wages to increase profits, and Walmart expects the labour costs to be cut by two-tenths of a percentage point each year. So these aggressive HR polices, are just the most "fittest".

From the employee benefit and safety perspective, Walmart's HR policies are also well aligned with the corporate-level strategy. At Walmart, workers eligible for benefits such as health insurance must pay over the odds for them. In 1999, employees paid 36 percent of the costs. In 2001, the employee burden rose to 42 percent. While in the US, large firm employees pay on average 16 percent of the

premium for health insurance. Unionized supermarket workers typically pay nothing. Walmart was frequently accused of not providing employees with affordable access to health care, but the top managers and HR managers know their focus was just to try their most to implement the "low-cost" strategy.

Finally, from the labor relations perspective, Walmart couldn't have done better two show us how the contingency model of "best fitness" works. Sam Walton sought to bring great value through aggressive discounting to customers, to implement its low-cost strategy. Because unionized supermarket workers typically pay nothing, Walmart has strong anti-union policy. Allegations of firing workers sympathetic to labour organizations have been made, all new employees are shown a propaganda video tape which said joining a union would have bad implication for them, and the employees should never sign a union card. In the UK it was reported in the Guardian that Walmart is facing the prospect of a bruising legal battle with the GMB trade union in a row over collective bargaining rights, for the union would not accepting Walmart withdrew a 10% pay offer to more than 700 workers after they rejected a new package of terms and conditions, which included giving up rights to collective pay bargaining. Here there may be some doubt why Walmart has recently allowed unionization in their stores in China, where unionization is mandatory. But actually this mandatory rule is made a long time before Walmart walk into china, so why walmart give up its persistence in not having a some unions, and its former reason to china government is that it did not have any unions in its global working. So how do we see Walmart's compromise if that constitutes a "compromise? It has been argued that doing business in China is particularly difficult because of the higher relative importance of personal relationships(guanxi), as opposed to the specification and enforcement of contrasts in the West (Davies et al, 1995). Walmart China has tried every effort to develop good relationships with China government and other influence groups. So Walmart made this exception

of have unionizations is just in accordance with its corporate strategy and HR strategy. If it ignores the Chinese government's firm rule, its cost would just outweigh what it would save by organizing no unions in its labour relations management. And also it forgets not its basic corporate and HR strategy, for in china Walmart provides little power for workers and the unions are controlled by the state. So from this we could further understand how Walmart would adjust its HR policies and activities to fit its corporate strategy contingency.

**Questions:**

1. Assess how various HR practices and systems of Walmart fit the organization's Competitive strategy?
2. HR professionals with strategic and other skills are required to build a strategy-oriented HR system. How according to you has the HR policies been molded to fit the corporate strategy?
3. Suggest some strategies to improve the HR practices at Walmart.

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**3M3012**

Roll No. \_\_\_\_\_

[Total No. of Pages : 2]

**3M3012**

**M.B.A. III Semester (Main/Back) Examination, Dec. - 2016**  
**M-311 (Major-I) International Financial Management**

**Time : 3 Hours****Maximum Marks : 70**  
**Min. Passing Marks : 28****Instructions to Candidates:**

- i) *The question paper is divided in two sections.*
- ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- iii) *All questions are carrying equal marks.*

**Section - A**

1. Explain the concept of Balance of Payments (BOP) and discuss the different accounts of BOP. can a country run a current account deficit (Surplus) indefinitely? Give reasons. (14)
2. Write a short note on of the following:-
  - a) Irrevocable confirmed letter of credit. (3)
  - b) Syndicate Euro Currency Loan Market. (3)
  - c) Transfer Pricing. (2)
  - d) International Development Association (IDA). (3)
  - e) i) Foreign Currency Accounts of Non Resident Indians. (3)

**OR**

- ii) Centralized Cash Management System.
3. What do you understand by special Drawing Rights (SDRs)? Discuss its significance in International finance? (6+8=14)

4. a) How are inflation rates and foreign exchange rates related? Illustrate with the help of an example (6)
- b) Differentiate between accounting exposure and economic exposure. Discuss the principal translation methods of "Foreign Subsidiaries accounts". (8)
5. a) What is country risk? In what ways can Indian reduce the country risk if it wants invest in steel industry in South Africa. (8)
- b) Explain the effects of measure taken to rectify the deficit Balance of payments positions on imports and exports? (6)
6. Examine the functions and working of World Bank. Discuss the usefulness of IBRD in facilitating and promoting long term investment in Detail. (14)

### Section - B

7. A country's current account balance is equal to its private savings surplus minus its government budget deficit. Assume that a country has a current account surplus of \$ 10,000. A government budget of \$1500, and private savings of % 12000. What is the country's private investment? Is the country saving more or less than is needed to finance its private investment and budget deficit? (14)

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Roll No. \_\_\_\_\_

[Total No. of Pages : 2]

**3M3117**

**3M3117**

**MBA III Semester (Main/Back) Examination - Jan. 2016**  
**M-322 (Major - II) Sales Distribution and Logistics**  
**Management**

**Time : 3 Hours**

**Maximum Marks : 70**  
**Min. Passing Marks : 28**

***Instructions to Candidates:***

- 1) *The question paper is divided in two sections.*
- 2) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- 3) *All questions are carrying equal marks.*

**Section - A**

1. What do you mean by sales management? Explain the role and qualities of a sales manager. (14)
2. Define personal selling. Explain the process of personal selling along with benefits of personal selling. (14)
3. What is sales Budget? Write the various strategies to analyze market demand and sales potential with appropriate examples. (14)
4. Enumerate the various strategies and process of Recruitment and selection of sales force. (14)
5. Discuss the various components of physical distribution with suitable examples. (14)
6. What do you understand by Distribution channel. Write the importance and types of channel. (14)

**Section - B**

**Case Study Compulsory**

7. "Why two out of five salespersons have resigned within six months of joining the company"? asked marketing director to the sales manager, Sunil Kumar, of Swishflow Ltd. "I think, there is something wrong with our staffing process", responded Sunil Kumar, without knowing the real reasons for the turnover of sales people.

Swishflow Ltd started manufacturing and marketing consumer durables like fans and water purifiers for household consumers and commercial firms in 1993. The sales and marketing office was located in Mumbai, the commercial capital of India. Swishflow was a newly established company and for its first year of operations, the company decided to recruit five salespersons to cover major metros and cities of Maharashtra. The staffing process included the sales manager deciding the job qualifications of salespersons based on what he learnt in the MBA programme. The administration manager was asked to place the advertisement in the local newspapers. The resumes of applicants were forwarded to Sunil Kumar, who screened the same and sent interview calls to about ten applicants. The interviews were conducted by Sunil Kumar and the marketing director and the selected candidates were given the appointment letters. Some of the candidates had a problem of finding suitable residence, but the company policy did not provide any consideration for the same. Sunil Kumar conducted one - week training programme and generally guided the new salespersons who reported to him directly.

There was a delay in the receipt of the fans from the factory, located at Baroda in Gujarat. During this period of three months, Sunil Kumar was asked to conduct market surveys and look after advertising function of the entire group. He asked the salespersons to collect market information on various other products like water purifiers, power tillers, and so on in which the group was interested to diversify.

During this period, two salespersons suddenly stopped coming to work, after collecting their salaries of the previous working month.

**Questions :**

1. What improvements do you suggest in the staffing process followed by the company?
2. Was Sunil Kumar right in getting market surveys done by the new salespersons?



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[Total No. of Pages : 1]

3M3113

3M3113

**M.B.A. III Sem. (Main/Back) Examination, Dec. - 2016**  
**M-312 (Major-II) Management of Financial Services**

**Time : 3 Hours**

**Maximum Marks : 70**  
**Min. Passing Marks : 28**

**Instructions to Candidates:**

- i) *The question paper is divided in two sections.*
- ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- iii) *All questions are carrying equal marks.*

**Section - A**

1. Discuss the structure of Indian Financial System. (14)
2. Discuss the trends in Banking Services in India. (14)
3. Discuss the role of RBI in Bank management & Regulation in India. (14)
4. Write short notes on
  - a) Treasury Bills.
  - b) Call Money
  - c) Plastic Money
  - d) Real estate financing. (3.5×4=14)
5.
  - a) Discuss the features of Micro Finance.
  - b) Discuss the process of lease financing. (7+7=14)
6. Discuss the role of IRDA in Insurance. (14)

**Section - B**

7. Discuss the feature of Life Insurance and General Insurance Products offered by Insurance Companies in India. (14)

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**3M3124**

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[Total No. of Pages : 1]

**3M3124**

**MBA III Semester (Main/Back) Examination Dec. - 2016**  
**M-332 (Major - II) Leadership Skills & Change Management**

**Time : 3 Hours****Maximum Marks : 70**  
**Min. Passing Marks : 28****Instructions to Candidates:**

- 1) *The question paper is divided in two sections.*
- 2) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- 3) *All questions are carrying equal marks.*

**Section - A**

1. Define Leadership. Discuss the evolution of leadership theories. (2+12=14)
2. Discuss the Impact of leadership styles on work climate. (14)
3. a) Discuss the characteristics of level 5 leaders.  
b) Discuss the role of top level management in the change management. (7+7=14)
4. Discuss the realities of the E-commerce environment in India. (14)
5. Discuss the challenges in executing change in business organizations. (14)
6. Write Notes on  
a) Parallel organization  
b) Cross functional linkages  
c) Narcissistic leader (5+5+4)

**Section - B**

7. Discuss the essential skills for leadership effectiveness in diverse workplace development in Indian Organizations. (14)



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[Total No. of Pages : 3]

3M3118

3M3118

MBA III Semester (Main/Back) Examination Dec. - 2016  
M-323 (Major - II) Product & Brand Management

Time : 3 Hours

Maximum Marks : 70  
Min. Passing Marks : 28

**Instructions to Candidates:**

- 1) The question paper is divided in *two* sections.
- 2) There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is *compulsory*.
- 3) All questions are carrying equal marks.

**SECTION - A**

1. a) A leading firm in the "Fast Moving Consumer Goods" Sector, found out through researches that there is a vast potential in the branded flour (atta) market that could be tapped. On the basis of this the company decides to enter the market. Discuss the process of designing the positioning strategy for the product. (10)
- b) What are the criteria for behavioural segmentation of a market? (4)
2. a) What are the types of Brand extensions? Discuss the advantages and disadvantages of Brand Extension. (6)
- b) Write a short note on any **two** of the following (with suitable example)
- i) Co-branding
- ii) Qualitative method of sales forecasting
- iii) Brand Equity. (2×4=8)
3. a) What factors should brand managers address to develop identity of their brands? (6)

- b) What is brand endorsement? Explain role of celebrities in endorsing the brand? (8)
4. a) How the "Brand Equity Management" system is established and how sources of "Brand Equity" and "Customer - Mindset" is measured? (8)
- b) Comment on product strategy of anyone company each from FMCG & Automobile sector. (6)
5. a) Brand revitalization does not always leads to success - comment on this statement. (6)
- b) Discuss and explain the J.N Kapferer's Brand Identity Prism Model with (8)
6. a) What are the similarities and differences between "Product focused organisation" and "Market focused C (7)
- b) "People na... rather than product". Critically analyze the statement with reference to... of Branding? (7)

## SECTION - B

### (Case Study Compulsory)

7. Shivohm and Prem are two enterprising youth. They have passed out from a premier management institute. They decided instead of doing a job, they will launch fresh vegetables in Indian marketing. Having learnt of the future conventional foods, they decided to venture into cultivation of mushrooms.

Mushrooms are known to be the best alternative food for vegetarians. For Shivohm and Prem fund raising was a serious handicap for Mass production. However, the first trial batch of Mushrooms that they produced was brought by Le Meridien hotel in Jaipur. Further the hotel placed orders for supply of 20 kg everyday.

Shivohm and Prem want to sell Mushrooms in a very big way all over India. How will guide Shivohm and Prem in :

a) Product Strategies

b) Brand Positioning

c) Brand strategies.

(14)



**3M3137****3M3137**

**MBA III Sem.(Main/Back) Examination, Jan - 2016**  
**M-353 (Major - II) Database Management**

**Time : 3 Hours****Maximum Marks : 70****Min. Passing Marks : 28****Instructions to Candidates:**

- 1) *The question paper is divided in two sections.*
- 2) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- 3) *All questions are carrying equal marks.*

**Section - A**

1. a) Explain the advantages of DBMS over file management system.  
b) Why do users have different logical views of their data requirements? (6+8)
2. Describe Dynamic SQL. How do you use the features of nested queries in SQL to develop complex queries? Explain with example. (14)
3. a) Describe Time stamping control.  
b) Explain Transaction with example. What are ACID properties of Transaction? (6+8=14)
4. What are various integrity constraints? Explain with example, how to create, alter and drop tables with integrity constraints. (7+7)
5. Construct an ER model for students administration system. Students who apply for a course are registered in the system short listed candidates are called for interview and their marks recorded. Selected candidates are admitted State any assumptions you have that affect your design. (14)
6. What are the advantages and drawbacks of using stored procedures for processing data and its manipulation? When should one use stored procedures for data processing? (14)

## Section - B

### Case Study

7. A firm keeps an inventory of securities for certain customers. Currently it has asked you to develop a simple inventory system to keep track of its holdings. The following are the fields in the relation and the data for input

Name	Stock	No. of Shares	Date
John D.	ATT	100	9/9/95
Mary Roe	GM	200	10/10/89
K. Anderson	RM	150	21/11/96
S. Smith	IBM	200	1/1/97
S. Jones	NAB	150	6/6/90
H. Cannon	EXX	90	19/1/92
R. Roberts	BSL	175	8/7/96
A. Hanson	ATT	125	1/9/94
T. Bradley	GM	85	15/1/95
M. Smith	NJT	100	4/9/91

You have been asked to

- i. Set up a relation in a DBMS to maintain these data. Be sure to enter the date as a date field.
- ii. Input the data above.
- iii. List the relation
- iv. List all investors who have more than 125 shares of stock in safekeeping.
- v. List all investors who put more than 100 shares into safekeeping in 1990.

(4+4+2+2+2)



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3M3125

3M3125

**MBA III Semester (Main/Back) Examination, Dec. - 2016**  
**M-333 (Major - II) Human Resource Planning**

**Time : 3 Hours**

**Maximum Marks : 70**  
**Min. Passing Marks : 28**

**Instructions to Candidates:**

- 1) *The question paper is divided in two sections.*
- 2) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study/application base 1 question which is compulsory.*
- 3) *All questions are carrying equal marks.*

**Section - A**

1. a) Explain linking HR process to strategy? What are the obstacles in linking HR process to business strategy? (7)  
b) How human resource contribute to strategic planning? What is the link between strategic plan and HR plan? (7)
2. Explain the model of the HR forecasting process? Also elaborate the factors that help to forecast demand of human resources? (14)
3. a) Why strategic planning process is essential in recruitment and selection? (7)  
b) What are the various steps in planning strategic recruitment and selection process? (7)
4. What are the components for preparing road map of succession planning? What are the challenges to a strategic succession planning? Write your answer citing example? (14)
5. "Right people with right capabilities at right time and at right place is human resource planning". Examine and analyse the statement with reasons in favour or against it. (14)
6. Write a short note on E-recruitment and e-selection. (14)

**Section - B**  
**CASE STUDY**

7. **Mannat Securities and Assets Management**, a non - banking finance company (NBFC), was established in 1999 at Mumbai with branches in Delhi, Chennai and Ahmedabad. The company was in business of trading shares in Capital (equity) Markets and offering advisory services to their clients in managing their investment portfolio in equities and Mutual Funds under Portfolio Management Services (PMS). The company had the membership of Bombay, Delhi and Ahmedabad stock exchanges. Mannat Securities started its operations with the staff strength of 25 persons which gradually rose to 105 over a period of 5 years.

Champak Lal Bhumia, Managing Director, had spent 25 years in equity trading under well - known stock brokers in Ahmedabad and Mumbai. He came from a very traditional and semi - literate Gujrati family. His father did not let him complete his education beyond 8<sup>th</sup> standard and got him employed under a seasoned stock broker in Ahmedabad.

Ten years later he shifted his base to Mumbai to join as a partner with Mubai's top stock broker Narotambhai Shah of Royal Securities. He left Narotambhai in 1999 and launched Mannat Securities. Champak Lal was extra - ordinarily gifted with his art of making money even form the smallest transaction at Dalal Street

In mid - 2000, he hired Dr. Mungheri Lal as the Vice - President and Head of Human Resource Management. Champak Lal was convinced that human resource could transform his company's image from a braking firm to a professionally managed non - banking finance company.

Dr. Mungheri Lal had 15 years experience in human resources in manufacturing set up. After initial period of setting down and understanding the company's business and the operations of stock markets, he got into action to identify what can make Champak Lal's dream come true.

He started from scratch. He drafted mission and vision statements, wrote values and the code of conduct, got into corporate goal setting and planning, performance management, setting recruitment standards, employees training and welfare. Ten months later both Dr. Mungheri Lal and Champak Lal were confident that human resource initiatives had started showing some results at Mannat. By Mid - 2001, Dr. Mungheri Lal had established human resource impact in almost every function of the company. He felt secured and satisfied and was happy that Champak Lal's dream was almost coming true and was a matter of time. He realised that sooner or later he will have to embark upon translating plain vanilla Human Resource into 'Strategic Human Resource Planning' with carefully articulated and customised systems and processes. He took next 3 months to prepare a blueprint

end decided to share his views with the managing director and win his approval to go ahead. A week later, he sought a meeting with Champak Lal.

During their meeting, Dr. Mungheri Lal shared his plans and got his boss's views. Champak Lal got into a detailed discussion with him and asked for several modifications and additions in the blue print - and gave his final approval. Dr. Lal, sensing the trend of their meeting and the grinning mood of his boss, collected his courage to ask him something which he had in his mind but had not cherished at all over a last couple of months "Sir, this concept of 'Strategic Human Resource Planning' which you have approved, cannot succeed unless the human resource function is in tune with the business of the company and the goals of the human resource are aligned with the business goals of the company. This is not possible if you do not invite or ask me to participate in the day to day business meetings and the transactions of the company like marketing, finance or any other function does. If human resource continues to be a back office support function and does not transform itself into business and revenue generation department, it is very difficult to see that the strategic human resource management would be successfully implemented" Dr. Mungheri Lal looked up to see the reaction of his boss.

"Come on Dr. Lal, I am pretty serious about what you have just said. You are here with us for last 18 months. I am very happy with your performance. A fairly big part of my dream is about to be realised. You have full credit for this. But tell me frankly, how much do you know about the business of the company? According to my assessment, I have never seen you enthusiastic about it. Three months are good enough to know the business of the company on one's finger tips. I personally feel that human resource has given our company a professional credibility. Like any other chief executive, I also feel that human resource provides a support system to other departments and functions and therefore, it has nothing new in its kitty to prove that it can ever become revenue generation part of the business of the company. However, I am quite open on this issue. Show me your enthusiasm, information, knowledge and above all, your seriousness about it; I will support you in putting human resource at par with marketing, sales and finance" Champak Lal sounded serious but relaxed.

Five minutes later, Dr. Mungheri Lal was out of the conference room. He was not feeling comfortable. He believed that any such initiative has to come from the top and his boss would have done it if he desired to do so. He was not happy with the way Champak Lal blamed him. He had an excellent, practical and down to earth strategic management model for the company. He decided to implement it, bid his time and then leave the organization.

**Question :**

Should Dr. Mungheri Lal have taken the initiative to be a part of company's business to add value to his human resource philosophy and strategic management or should champak lal have invited or involved him in the day to day business affairs of the company.

(14)

