

(V)

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3M1184

Roll No. _____

Total No. of Pages: 2

3M1184

M. B. A. III - Sem. (Main) Exam., March - 2022

ITM

M-353 Information Security and Cyber Law

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART - A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 List out the critical characteristics of information.
- Q.2 What is Information Security Blueprint?
- Q.3 Differentiate Symmetric encryption and Asymmetric encryption.
- Q.4 What are the threats to server security?
- Q.5 What is SMTP?
- Q.6 What is the digital evidence?
- Q.7 What do you understand by data recovery?
- Q.8 What are the mail bombs?
- Q.9 Give two examples of Cyber Laws.
- Q.10 Define Spyware.

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PART – B

(Attempt any five questions)

[5×6=30]

- Q.1 Explain the role of authentication. Discuss three types of Identity Authentication Tasks.
- Q.2 Explain different types of attacks on computer based systems.
- Q.3 What are the major stages of Risk Assessment and Risk Management? Explain.
- Q.4 Write short notes on the following –
- (a) Digital Signature
 - (b) Virus and Worms
- Q.5 Briefly, discuss the features and Legal Provisions under IT Act 2000.
- Q.6 Explain POP, SMTP and ICMP Protocols.
- Q.7 What do you understand by Spoofing and what are the threats to server security?
- Q.8 Explain the evolution and development of E-commerce, its application areas and discuss the risk associated with it.

PART – C

(Compulsory)

[20]

- Q.1 What do you understand by Internet and Web Security? Explain it with example. Explain various Cyber Crimes and Cyber Laws in detail.
-

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3M1154

Roll No. _____

Total No. of Pages: 4

3M1154

M. B. A. III - Sem. (Main) Exam., March - 2022
HUMAN RESOURCE MANAGEMENT
M-334 Human Resource Development

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 Differentiate between Personnel Management and Human Resource Development.
- Q.2 What are the important HRD mechanisms?
- Q.3 Discuss the outcomes of HRD.
- Q.4 Explain the objectives of coaching.
- Q.5 What does mentoring services include?
- Q.6 What is the importance of counselling in management?
- Q.7 How the role effectiveness can be promoted by organization?
- Q.8 Elucidate the term career planning.
- Q.9 Write the merits of management development techniques.
- Q.10 What do you mean by HRD Audit?

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PART – B

(Attempt any five questions)

[5×6=30]

- Q.1 Discuss the emerging trends and perspectives of human resource development in India.
- Q.2 Explain the scope and design of the HRD tools in present context.
- Q.3 What is competency? Briefly discuss the steps followed in competency mapping. Explain with suitable example.
- Q.4 What are employee development activities? Discuss some employee development activities with examples.
- Q.5 What are the five steps that should be in place to ensure that HRD programs is effective for any organization?
- Q.6 Explain the purpose of HRD for workers. Specify the mechanisms which could be implemented in order to have effective HRD for workers.
- Q.7 What roles and competencies HR professionals are required to fulfill in an organization to make their organization competitive?
- Q.8 Write short notes on any two of the following –
- (i) HRD in Government System
 - (ii) Development role of Trade Unions
 - (iii) HRD culture and climate
 - (iv) Assessing need for HRD

PART – C

(Compulsory)

[20]

- Q.1 Read the case given below and answer the questions given at the end –
- Sardar Fertilizers Ltd. is engaged in manufacturing urea with the plant capacity of 800 tonnes per day. The total workforce of the plant is around 2,800. The plant has its own workshop to take care of routine maintenance work. The workshop functions in two shifts a day under a shift-in-charge for each shift who is in the cadre of AEE. The workers have been grouped into two group, i.e. Relay 'A' and Relay 'B'. The shift routine changes once a week, Sunday being weekly off. Besides the two shifts, there is a group under a senior AEE attending in general shift hours.

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The Relay 'A' consisting of 36 workers, is placed under the charge of Mr. Ajay who is a graduate in Mechanical Engineering. After undergoing training for a period of six months in various divisions of the company, he acquired a thorough knowledge of works to be undertaken by the workshop and worked as a Relay Supervisor for 3 years. He has been recently promoted to the post of AEE, the shift-in-charge. When he joined the workshop, he found that tasks were done by applying rules of thumb and higher officers had to be satisfied with such a practice.

To improve the working, Mr. Ajay started instructing his workers in various theoretical aspects of welding, machining, etc., which he had studied during his graduation. They all learnt to do things in a better way. Thus, he gained the confidence of workers. As he was able to finish his tasks in time and in a better way than Relay 'B', more work assignment were allotted to his group. A few workers in his group started grumbling and the foreman came and told Mr. Ajay that the 'other relay workers don't have much workload and our workers too don't want to strain much and they are murmuring over getting more work.' Mr. Ajay; however, tried to convince the foreman that extra work should be taken as a recognition for better performance and so the workers should do their best. After this, some workers even tried to get transferred to the Relay 'B'.

One morning, Mr. Ajay was making arrangements for the work to be undertaken and giving instructions to his foreman, a worker, Raja came and told him, "Sir, father of fitter Sanju expired last night and we all want to go and attend the funeral", and added, "it is customary for the workers in workshop to attend such funerals." He further requested Mr. Ajay to arrange a conveyance for the people to go to Sanju's house, which is nearly eight kms. from the plant. Since Mr. Ajay joined the company, this was the first such instance occurring and as he had to finish some urgent assignments he told Mr. Raja, "you all need not go to the funeral. I can, however permit a few of you as representatives of Relay 'A' to go and offer condolences to Sanju's family." Further, he regretted that he won't be able to make any arrangements for conveyance. This created a turbulence among the workers and a group of workers stopped the work to press for permission to attend the funeral. The foreman hurried up to Mr. Ajay to explain the situation in the shop floor. On hearing this, Mr. Ajay told his foreman; "I have given you an alternative I have already told the urgency of work and I am going to allocate the duties. If the work is not done, I may have to take action against the workers."

The group members started discussing among themselves as to what to do next. Mr. Raja said to Mr. Ajay, "you are not considerate and if you are still adamant, we shall prefer half-a-day wage cut as we must go and attend the funeral. But you have to make arrangements for our conveyance." Mr. Ajay also noted that certain workers, who were usually complaining about the workload and were murmuring, were keenly interested in the matter. He permitted the issue of gate pass to whoever wished to go, still emphasizing that he would not arrange any conveyance. Nearly 25 percent of the workers remained in the plant while others went off to attend the funeral. On that day, Mr Ajay could finished only a part of the work as planned and he had to explain to his boss about what had happened in his Relay.

The next morning, it was rumoured that only a few of the workers attended the funeral and the others had gone to the cinema hall near the village. Mr. Ajay got irritated by the workers' behaviour and issued memos to those who had received the gate pass the previous day. Some workers got annoyed by this action and approached the union to intervene. The news soon spread to other division and there was an air of protest throughout the plant.

Questions:

- (a) What are the weaknesses and strong points of Mr. Ajay as a manager?
 - (b) Critically examine the stand of Mr. Ajay.
 - (c) If you were in place of Mr. Ajay; how would you have dealt with the situation?
 - (d) Considering the situation arising out of Mr. Ajay's action; what should be done to improve human relations in the plant?
-

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3M1152

Roll No. _____

Total No. of Pages: 3

3M1152

M. B. A. III - Sem. (Main) Exam., March - 2022

HRM

M-333 Compensation Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART - A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 Explain compensation pay.
- Q.2 Explain fringe benefits.
- Q.3 Explain incentive pay.
- Q.4 What is job analysis?
- Q.5 Explain job evaluation.
- Q.6 Write the formula of TRS (Time Rate System).
- Q.7 Write any two differences between wages and salary.
- Q.8 When ILO was came into existence?
- Q.9 What is one of the benefits of employees stock ownership plans?
- Q.10 Meaning of total rewards.

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PART – B**(Attempt any five questions)****[5×6=30]**

- Q.1 Discuss the dimensions of compensation and non-compensation management.
- Q.2 Write short notes on -
- (a) Payment by result
 - (b) 360-degree feedback
- Q.3 Discuss the wage determination process. Enlighten institutional mechanism for wage determination.
-
- Q.4 Enumerate quantitative job evaluation. States the importance of job evaluation.
- Q.5 Explain group incentive scheme. State the merits and demerits of incentives.
- Q.6 Enlist non-statutory benefits. States the objectives of employee benefits.
- Q.7 Write short notes on -
- (a) Features of executive compensation
 - (b) Elements of managerial remuneration
- Q.8 Explain the concept of reward management. Write the characteristics of reward management and types of rewards.

PART – C

(Compulsory)

[20]

Q.1 Hi tech electronics limited was established in 1998 in Faridabad. It produces and markets all type of electronic goods. It has been one among the top five companies as for the level of technology and among the top three companies regarding marketing of the products. The company's policies are practices concerning human resource management are top in the country. The company's salary administration policies and practices were taken as guidelines not only by the other companies but it also various wage boards and pay commissions in the country. But this company has been struggling of salary and benefits. The problem is stated hereunder. The company employed nearly 400 young graduate and post graduate engineers just three years back. These employees form the cream of the company's present human resource. Of course the older generation of company employees also formed the cream of company's human resource while they were young. The older employees occupied higher positions in all the departments including human resource department. The company's salary policy and benefits policy work formulated five years back mainly on the basis of the older employee's desire. As such, salaries are fixed as very low level compared to other similar industries and the benefits schemes include an exhaustive list of benefits including all types of retirement benefits. The cost of retirement benefits would be nearly 25% of the cost of the present staff to the company. The young employees demanded the management to pay immediately whatever it can pay rather than providing extensive fringe benefits. According to them, the pay packet motivates them much more than benefits which they get mostly in kind. But the older employees view the fringe benefits much rather than currency which taxes them heavily. The company asked the human resource manager to settle the issue.

- (a) What is the crucial issue in this case?
 - (b) If you are the human resource manager of the company whom do you satisfy?
-

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3M1134

Roll No. _____

Total No. of Pages: 2

3M1134
M. B. A. III - Sem. (Main) Exam., March - 2022
MARKETING
M-323 Product & Brand Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided into three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL _____

2. NIL _____

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 What do you understand by Product Management?
- Q.2 What are the roles of product manager in an organisation?
- Q.3 Explain the branding and essentials of a good brand.
- Q.4 Explain, how to build a brand.
- Q.5 Discuss the factors that builds brand image.
- Q.6 What are the different types of brand valuation methods?
- Q.7 What are the advantages of Brand Equity?
- Q.8 Explain the strategies of Brand Revitalization.
- Q.9 List out and explain about the Indian brands and Global brands.
- Q.10 What are the challenges for managing Digital Brands?

[3M1134]

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PART – B**(Attempt any five questions)****[5×6=30]**

- Q.1 Explain the Keller's model of brand valuation.
- Q.2 Give your views on line extension and brand extension.
- Q.3 'Packaging and labeling decisions are important activity in product strategy.' Explain.
- Q.4 Explain the New Product Development Process.
- Q.5 Discuss the product characteristics.
- Q.6 Distinguish between points of difference and points of parity.
- Q.7 What do you understand by Global Brand Strategy? Why it is needed in present scenario?
- Q.8 Write short note on Digital Branding.

PART – C**(Compulsory)****[20]**

- Q.1 Suppose, you newly launch your brand in the market. What are the strategies you will use to make it successful? Explain with an example.
-

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3M1118

Roll No. _____

Total No. of Pages: 2

3M1118
M. B. A. III - Sem. (Main) Exam., March - 2022
FINANCE
M-314 Banking and Finance

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 Define the role of the Banker in India.
- Q.2 Define RBI as Banker to the Government.
- Q.3 Distinguish between Garnishee Order and Attachment Order.
- Q.4 What do you mean by Remittance of Funds?
- Q.5 Define major principles and values of Cooperation.
- Q.6 State objectives of NABARD.
- Q.7 What are the tools of managing NPAs?
- Q.8 Define Micro Credit.
- Q.9 What is Performance Guarantee?
- Q.10 What is Cryptocurrency?

[3M1118]

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PART – B

(Attempt any five questions)

[5×6=30]

- Q.1 Discuss the term “Moneylender”.
- Q.2 Banker customer relations are transactional in nature. Do you agree? Justify your answer with one example.
- Q.3 What do you mean by “Money Laundering”? What is the role of RBI in Prevention of Money Laundering?
- Q.4 Define the term “Discounting of Bills”.
- Q.5 Enumerate the features of the RBI Regulations governing NBFCs.
- ~~Q.6 Define various types of risks involve in Indian Banking System.~~
- Q.7 Banks earn non-interest income in case of letters of credit and bank guarantees.
- Q.8 Define Electronic Fund Transfer System – RTGS, NEFT & SWIFT.

PART – C

(Compulsory)

[20]

- Q.1 Write a short note on the role of –
- (a) Regulatory Framework and Compliances
 - (b) Monetary and Credit Policy
 - (c) Currency Chests
 - (d) Define the term “Demand Deposit”
 - (e) Discuss the term “Payment and Collection of Cheques”.
-

3M1147	Roll No. _____	Total No. of Pages: 3
	3M1147 M. B. A. III - Sem. (Main) Exam., March - 2022 HRM M-332 Manpower Planning	

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL2. NIL**PART – A****(Word limit 25 only)****[10×2=20]****(All questions are compulsory)**

- Q.1 Define HRP.
- Q.2 What do you mean by Staffing?
- Q.3 What is Job Analysis?
- Q.4 What are the objectives set up in organizations?
- Q.5 What is Career Development?
- Q.6 Define the concept of test.
- Q.7 Why are test used as a tool of selection of personnel?
- Q.8 What are various components of HRD climate?
- Q.9 What is the meaning of employer branding?
- Q.10 What is the Kaizen method?

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PART - B**(Attempt any five questions)****[5×6=30]**

- Q.1 Discuss the need for Human Resource Planning at global, national, industry and company levels.
- Q.2 "HR Planning as a strategic process", Explain with suitable example.
- Q.3 Critically discuss the various sources of recruitment of employees.
- Q.4 Write short notes on – (any two)
- (i) Managerial selection
 - (ii) Group discussion
 - (iii) Developing competency models from raw data
- Q.5 Explain the concept of testing, also define various types and its process.
- Q.6 Define competency mapping in detail.
- Q.7 What is the difference between Career planning & Succession planning? Explain its elements concept & process.
- Q.8 Explain in brief the selection procedure followed by an industrial organization with which you are familiar.

PART - C**(Compulsory)****[20]**

- Q.1 The head office of Tradition Inc. is located in a remote region, at least three hours from a large city. In the summer, it is a very popular spot with tourists who come to enjoy its water sports, swimming, camping, fishing and golf facilities. The region is not nearly as busy during the other three seasons. Tradition Inc. also has five plants in other Canadian cities that employ between 150 and 300 people each.

The company is looking for a vice president of human resources, who is highly qualified and has extensive human resources management experience. This person will be responsible for establishing human resources guidelines for all the plants and be in charge of the human resources department at head office. The president has already given the matter some thought and has decided not to recruit among the human resources managers in the other cities where Tradition Inc. has plants.

This new vice president will have to meet a number of business challenges. He or she will be expected to:

- harmonize the cultures of the businesses acquired in the last two years.
- Reduce the rate of industrial accidents to reduce the premiums paid by the company.
- Support the standardization of human resources management practices.
- improve plant managers' management skills.

The vice president of human resources will report directly to the president, who is the founding owner of the organization. This bold man of action started with one small plant ten years ago and was able to turn Tradition Inc. into what it is today through growth and acquisitions. It is now one of the four largest companies in the industry.

Questions –

- (1) List obstacles and benefits associated with recruiting the vice president, human resources.
- (2) What requirements should the candidates meet?
- (3) You are a headhunter. What recruiting tools will you use (media, where will you direct your search, etc.)?
- (4) What should the company offer to attract the best candidate?

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3M1129

Roll No. _____

Total No. of Pages: 2

3M1129

M. B. A. III - Sem. (Main) Exam., March - 2022

MARKETING

M-322 Sales Distribution and Logistics Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided into three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 What do you mean by Buyer Seller Dyad?
- Q.2 Explain Sales Budget.
- Q.3 What is Job Analysis?
- Q.4 What is Compensation?
- Q.5 Why distribution channels are necessary?
- Q.6 What are Perks?
- Q.7 What are distributor 'objective'?
- Q.8 What are the patterns of distribution?
- Q.9 What are the motivational tools for the distribution?
- Q.10 What do you mean by personal selling?

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PART – B

(Attempt any five questions)

[5×6=30]

- Q.1 What are the various sales strategies and methods? Explain with suitable examples.
- Q.2 What factors should be considered while designing the structure of the sales department in a large organisation selling financial services?
- Q.3 Design a sales training programme for two newly recruited salesman of the consumer product division of a company.
- Q.4 What are the link among motivation, evolution and compensation?
- Q.5 What performance consideration would you use in the selection of channel structure for a newly introduced brand of frozen vegetables?
- Q.6 Discuss the importance of warehouse in physical distribution. What are the important decision that managers must make when establishing warehouse?
- Q.7 Explain the Principles of Quota Setting.
- Q.8 As a salesperson, how would you handle the customer objections at various stages of a sales?

PART – C

(Compulsory)

[20]

- Q.1 'When training covers the current requirement of the organization development looks at the future.' Substantiate the statement with suitable examples from Indian companies.
-

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3M1111

Roll No. _____

Total No. of Pages: 2

3M1111

M. B. A. III - Sem. (Main) Exam., March - 2022

FINANCE

M-312 Marketing of Financial Services

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 What do you mean by Financial Services?
- Q.2 State the qualities required for a Merchant Banker.
- Q.3 Distinguish between a share & a mutual fund unit.
- Q.4 Who are the participants in the Unorganized Money Market in India?
- Q.5 Distinguish between a Primary Market and a Secondary Market.
- Q.6 What do you understand by Assets Reconstruction Companies?
- Q.7 What do you understand by the term 'Financial Engineering'?
- Q.8 State the objectives of CRISIL.
- Q.9 State the causes for financial innovation in the Financial Service Sector.
- Q.10 Write down the full form of CRISIL, ICRA and CARE.

[3M1111]

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PART – B

(Attempt any five questions)

[5×6=30]

- Q.1 What are Financial Instrument? What are their characteristics features?
- Q.2 What do you mean by Leasing? Explain the different kinds of Leasing.
- Q.3 Explain the working of various Credit Rating Agencies in India.
- Q.4 Distinguish between Commercial Bank and Merchant Bank.
- Q.5 Distinguish between “with Recourse Factoring” and “without Recourse Factoring”.
- Q.6 What do you understand by Development Bank? Write down its functions.
- Q.7 Define Securitization and discuss its process.
- Q.8 Discuss the Customer Retention Strategies of Financial Service Sector.

PART – C

(Compulsory)

[20]

- Q.1 Define a Financial Service Industry and discuss the various services rendered by it.
-

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3M1150

Roll No. _____

Total No. of Pages: 2

3M1150

M. B. A. III - Sem. (Main) Exam., March - 2022

HUMAN RESOURCE MANAGEMENT

M-333 Compensation Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 How the compensation is affected by nature of Job?
- Q.2 What do you mean by minimum wage concept?
- Q.3 How the trade union affect the compensation?
- Q.4 What do you know about 7th Pay Commission?
- Q.5 What is "Job Specification"?
- Q.6 Give two disadvantages of Job Evaluation.
- Q.7 Name the Chairman of Second Pay Commission.
- Q.8 What do you mean by Employees Stock Option Plan?
- Q.9 What do you mean by VRS?
- Q.10 Briefly explain the concept of Reward management.

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2

PART – B**(Attempt any five questions)****[5×6=30]**

- Q.1 How can job evaluation helps in building sound relations in the organization?
- Q.2 Why the compensation called “Master key of the Organization”?
- Q.3 What are the difference between wage and salary?
- Q.4 Why the Compensation Management is important in HRM?
- Q.5 Discuss the Pay Commission and Wage Policy in India.
- Q.6 State the difference between job description and job specification.
- Q.7 Write down the types of incentive schemes.
- Q.8 State the factor affect the “Executive Compensation Methodology”.
-

PART – C**(Compulsory)****[20]**

- Q.1 Consider your college or school. What are the compensable factors required for your college to evaluate jobs? How would you go about identifying these factors? Should the school’s educational mission be reflected in your factors? Are the more generic factors used in the Hay plan okay? Discuss.
-

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3M1178

Roll No. _____

Total No. of Pages: 2

3M1178

M. B. A. III - Sem. (Main) Exam., March - 2022

ITM

M-351 E - Business

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 What do you understand by the term E-commerce?
- Q.2 What is an EDI envelope for messages?
- Q.3 Briefly, discuss any five differences between Traditional Market & E-market.
- Q.4 What do you understand by E-CRM?
- Q.5 What are the challenges related to E-business?
- Q.6 What do you understand by web security needs?
- Q.7 Explain the essential skills required for E-business.
- Q.8 What is an “On-Demand Delivery System”?
- Q.9 Discuss the benefits of Online Banking and Finance.
- Q.10 What is E-governance?

[3M1178]

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PART – B**(Attempt any five questions)****[5×6=30]**

- Q.1 How E-commerce is different from Traditional Commerce? Describe the benefits and limitations of E-commerce. Explain the different drivers of E-commerce.
- Q.2 What is EDI? Discuss the benefits of EDI.
- Q.3 What do you understand by E-market? Discuss the functions and working of E-markets.
- Q.4 How many types of E-business models are there? What are the components of E-business models? Also, discuss how E-business models have affected the traditional business models.
- Q.5 What are the major advantages and disadvantages of Internet based Advertising and Marketing? How is advertising done through the internet? Compare the Internet Advertisement with Traditional Media Advertisement.
- Q.6 Write notes on the impact of E-business on –
- (a) Banking and Finance
 - (b) Real Estate
 - (c) E-Learning and Online Education
- Q.7 What are the issues and challenges faced by E-commerce today and their solutions?
- Q.8 Why is E-business important in modern society? How E-business affects the current global situation.

PART – C**(Compulsory)****[20]**

- Q.1 Discuss the impact of E-business on the banking and finance sector in detail. Give two real-life examples related to banks.
-

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3M1174

Roll No. _____

Total No. of Pages: 2

3M1174

M. B. A. III - Sem. (Main) Exam., March - 2022

ITM

M-350 Software Engineering

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains seven questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART - A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 Write down the different steps for Software Development.
- Q.2 What is the role of management in Software Development?
- Q.3 What is the most important use of the Incremental model?
- Q.4 What are the Functional and Non-functional Requirements?
- Q.5 What do you understand By Entity Relationship Diagram?
- Q.6 What are the different types of cost associated with Software Development?
- Q.7 What are the elements of good Software Design?
- Q.8 What are the differences between Alpha and Beta Testing?
- Q.9 What is the difference between Verification and Validation?
- Q.10 In software development process, what is the meaning of Debugging?

[3M1174]

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PART – B

(Attempt any five questions)

[5×6=30]

- Q.1 What do you understand by Software Engineering? What are the characteristics of Software?
- Q.2 Differentiate between Linear Model and Prototype Model.
- Q.3 Explain Use Case Diagram with suitable example.
- Q.4 What do you understand by Software Requirement Specification (SRS)? Explain with example.
- Q.5 What is COCOMO MODEL? Explain various types of COCOMO model.
- Q.6 Write short note on –
- (a) User Interface Level Design
 - (b) Cohesion and Coupling
- Q.7 Explain the difference between White box and Black box Testing.

PART – C

(Compulsory)

[20]

- Q.1 Describe the Software Development Process by taking example of any organization of your choice, from Requirements Analysis to Software Maintenance.
-

3M1138

Roll No. _____

Total No. of Pages: **2****3M1138****M. B. A. III - Sem. (Main) Exam., March - 2022****HRM****M-330 Training & Development****Time: 3 Hours****Maximum Marks: 70***Instructions to Candidates:*

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL2. NIL**PART – A****(Word limit 25 only)****[10×2=20]****(All questions are compulsory)**

- Q.1 Define Learning.
- Q.2 What are the necessary attributes of a good trainer?
- Q.3 Write a note on training policy.
- Q.4 Explain Action Research for Training.
- Q.5 Why On-the-job training is commonly used by organizations?
- Q.6 Explain in details methods of training and their advantages.
- Q.7 Define Organization Development Interventions.
- Q.8 “Coaching and Counseling are often intertwined.” Explain.
- Q.9 Write short note on Training Aids.
- Q.10 Write short note on elements of successful mentoring.

PART – B**(Attempt any five questions)****[5×6=30]**

- Q.1 Discuss a few OD Interventions at the individual, group and organizational level.
- Q.2 Enlist the Employee Empowerment Process.
- Q.3 What is Training Design? Mention various points to be kept in mind while designing a training program.
- Q.4 Training needs analysis involves time, efforts and money. Justify the cost benefits perspective of it.
- Q.5 Organizational Development is continues process. Do you agree? If yes, justify your statement.
- Q.6 “Systematic analysis of training needs is a pre-requisite in designing and conducting a training programme.” Discuss and explain the steps involved in the conducting a training needs analysis.
- Q.7 Explain the meaning and significance of Training Need Analysis.
- Q.8 Discuss the importance and key characteristics of coaching. Is it beneficial to the manager as well as to the employee?

PART – C**(Compulsory)****[20]**

- Q.1 Sapna Sanyal is a HRM department manager. She has noticed that her staff seems to be pulling in separate directions and some members have trouble in cooperating with others. She feels team building will help her department function in a more positive and productive way. Sapna interview several OD consultants to find the change agent she thinks will be right for what she needs.

Sapna decides on Siddu, an organization development consultant the best answered the questions “How will this change agent build a group into a team”?

Siddu meets with Sapna to discuss the problems. Siddu and Sapna define the problem as Sapna sees it. Siddu interviews Sapna’s staff and immediately a number of issues surface that appear counterproductive to effective functioning. Lack of communication is identified as the most serious problem and many of the other major issues are the direct result of the communication breakdown.

Questions:

- (1) What type of OD Intervention should be applied to this case? Explain the reasons for this strategy.
 - (2) What other suggestions would you put forward?
-

301

3M1123

Roll No. _____

Total No. of Pages: 3

3M1123

M. B. A. III - Sem. (Main) Exam., March - 2022

MARKETING

M-321 Retail Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) The question paper is divided in three parts.
- (ii) **Part A** contains 10 questions which are compulsory. **Part B** contains eight questions out of which five are to be attempted. **Part C** contains one question which is compulsory.

1. NIL

2. NIL

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

Q.1 Among the following options which is suitable for Retailing Concept?

- (a) Retailing is selling to final “Consumer to households”.
- (b) Retailing is selling to “Consumer only”.
- (c) Retailing is selling to “Consumer for business use”.
- (d) None of the above

Q.2 Define Store Based and Non-store Based Retail Formats.

Q.3 Explain in brief about shopping behavior of Retail Customer.

Q.4 Which Kind of Merchandise is done when large quantities are displayed together?

- (a) Visual (b) Tonnage (c) Store (d) Non store

[3M1123]

Page 1 of 3

[140]

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- Q.5 Explain Retail Marketing Strategy.
- Q.6 How internal factors affects Retail pricing strategies?
- Q.7 Define concept of Customer Relationship Management.
- Q.8 Write any two challenges which occurs at Retail centers.
- Q.9 Differentiate between Organized retailing and Unorganized Retailing.
- Q.10 Write any two strengths of Franchising in India.

PART – B

(Attempt any five questions)

[5×6=30]

- Q.1 What is meant by Retailing? How Retail format influences the consumer's store choice?
Explain use of Retail format.
- Q.2 "Retailing is one of the fastest growing industries in India." Comment upon this statement and write its scope in India.
- Q.3 "Retail store layout influence the customer experience". How store design and layout is important for maximizing store space? Discuss.
- Q.4 What is the need to prepare Retail Strategies? Explain Retail Market Strategies.
- Q.5 What are the benefits of Retail CRM (Customer Relationship Management)? How retailer can use CRM in business?
- Q.6 Explain concept of material handling in stores. Write various principles of material handling in Retail management.
- Q.7 Why companies are now majorly focused towards rural India for Retailing? What are the challenges companies have to face to take entry in rural India?
- Q.8 Write the scope of Franchising in India. What are the strengths and weaknesses of Franchising?

303

PART – C

(Compulsory)

[20]

Q.1 Mr. Kamesh, a middle aged graduate businessman owns and runs a 50 years old gift items emporium which he had inherited from his late father about a decade back. This emporium is the oldest shop located in one of the busiest and highly commercial markets of South Delhi, which is surrounded by a series of modern retail shops. Each of them offering a variety and specialized merchandise from mobile accessories to premium brand of apparels and other services to the customers.

The emporium as mentioned earlier is the oldest outlet yet strategically located in the market place and stocks reasonably good merchandise. However, the outlet is very old and has a traditional look without any changes since its inception. Since the last couple of years Mr. Kamesh, was keenly observing and realized that despite being the oldest shop offering a wide range of merchandise at value for money prices and with a reasonably loyal clientele found that the business was slowing down consistently signaling the onset of poor demand and thereby affecting the sales and profits.

Disheartened by the current state of the business Mr. Kamesh was trying to identify and figure out the reasons for its poor performance and is all set to improve the footfalls in the near future if he gets the right guidance and direction to turn around.

Questions -

- (a) What kind of alternative strategies would you recommend to be undertaken to make the emporium more attractive for the shoppers?
- (b) Elaborate on the key atmospheric components that Mr. Kamesh should focus upon.

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3M1102

Roll No. _____

Total No. of Pages: **3**

3M1102

M. B. A. III - Sem. (Main) Exam., March - 2022

FINANCE

M-310 Security Analysis & Portfolio Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 What is Listing of Shares?
- Q.2 Explain the concept of Systematic Risk.
- Q.3 Name any four market indices in Indian Stock Market.
- Q.4 What is Demat Account?
- Q.5 What is Risk-Free Asset?
- Q.6 What do you mean by EIC Analysis?
- Q.7 Define "Bond Risk".
- Q.8 Explain Portfolio Diversification.
- Q.9 Define Primary Market.
- Q.10 What is Security Market?

[3M1102]

Page 1 of 3

[360]

306

PART – B

(Attempt any five questions)

[5×6=30]

- Q.1 Explain CAPM model with its assumptions. What are the shortcomings of CAPM model?
- Q.2 Describe the traditional and modern methods used in measurement of return.
- Q.3 Briefly discuss the problems related to the fundamental analysis that are considered as advantages for technical analysis.
- Q.4 Discuss the Trading System in Stock Exchanges. Mention some of the recent reforms in the Trading System.
- Q.5 Write a note on Equity & Bond Valuation.
- Q.6 The possible returns & associated probabilities of Securities X & Y are given below -

Security X		Security Y	
Probability	Return (%)	Probability	Return (%)
0.05	6	0.10	5
0.15	10	0.20	8
0.40	15	0.30	12
0.25	18	0.25	15
0.10	20	0.10	18
0.05	24	0.05	20

Calculate the expected return and standard deviation of Securities X & Y.

- Q.7 An investor expects to get ₹ 3.50, ₹ 4 & ₹ 4.50 as dividend from a share during the next three years & hopes to sell it off at ₹ 75 at the end of the third year & if his required rate of return is 25%, find out the present value of the share to the investor.
- Q.8 What is the need for Portfolio Revision? Discuss the constraints & techniques / strategies in portfolio revision.

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PART – C

(Compulsory)

[20]

Q.1 (a) The details of three portfolios are given below. Compare these portfolios on performance using the Sharpe, Treynor & Jensen's Ratio.

Portfolios	Average Return	Standard Deviation	Beta
A	15%	0.25	1.25
B	12%	0.30	0.75
C	10%	0.20	1.10
Market Index	12%	0.25	1.20

The Risk Free Rate of Return is 9%.

(b) Discuss about some salient features of NSE & BSE in Stock Exchanges.

300

309

3M1183

Roll No. _____

Total No. of Pages: 2

3M1183

M. B. A. III - Sem. (Main) Exam., March - 2022

ITM

M-353 Information Security and Cyber Law

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 What do you mean by Electronic Business?
- Q.2 What are the threats to Information Security?
- Q.3 What are the Electronic Business Models?
- Q.4 What is Email marketing?
- Q.5 What are the features of IT Act, 2000?
- Q.6 What is IP Spoofing?
- Q.7 What are the various types of Cyber Crimes?
- Q.8 What is Cyber Crime?
- Q.9 What is Cyber Security?
- Q.10 What is Web Security?

[3M1183]

Page 1 of 2

[120]

PART – B**(Attempt any five questions)****[5×6=30]**

- Q.1 What is Vulnerability? What are the types of Vulnerability?
- Q.2 What are the most common security?
- Q.3 How do you evaluate an E-commerce platform?
- Q.4 How does an e-contract differ from other forms of contracts?
- Q.5 What are the legal issues in cyber contracts?
- Q.6 What are the basic steps in the cyber security?
- Q.7 How has technology affected pornography?
- Q.8 Explain hacking security tools.

PART – C**(Compulsory)****[20]**

- Q.1 What are the most common legal issues that businesses face? Explain and give the examples.
-

311

3M1180

Roll No. _____

Total No. of Pages: 2

3M1180

M. B. A. III - Sem. (Main) Exam., March - 2022

ITM

M-352 Strategic Management of Information Technology

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 What is Enterprise Architecture?
- Q.2 Explain, how to choose an appropriate IT Strategy?
- Q.3 In an Enterprise Architecture, which information do stack holders need?
- Q.4 Which process is required to manage Enterprise Architecture?
- Q.5 What do you understand by Operating Level IT Planning?
- Q.6 What is Strategic Thinking?
- Q.7 What are the objectives of Technical Standardization?
- Q.8 How can you identify current performance potential of IT in your enterprise?
- Q.9 Why do firms outsource?
- Q.10 Briefly, explain change management in terms of IT management.

[3M1180]

Page 1 of 2

[120]

PART – B**(Attempt any five questions)****[5×6=30]**

- Q.1 What are the elements of the strategic management process and how they are interrelated?
- Q.2 What are stakeholders and how do they influence organizations?
- Q.3 In what steps, we can introduce IT landscape management?
- Q.4 Discuss components of standardization catalogue.
- Q.5 How will you identify, which technical standards are appropriate for you?
- Q.6 How IT landscape be diagrammed? Explain with the help of an example.
- Q.7 Why ethical practices should be emphasized by a strategic leader?
- Q.8 What practices should a firm use to gather competitor intelligence and why?

PART – C**(Compulsory)****[20]**

- Q.1 Build a Five Year Plan for Organic farming based company that currently is not using any IT Infrastructure. You can build a new business model for them including IT Strategies.
-

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3M1117

Roll No. _____

Total No. of Pages:

3M1117
M. B. A. III - Sem. (Main) Exam., March - 2022
FINANCE
M-314 Banking and Finance

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 What do you mean by Micro Credit?
- Q.2 What is Bank Lien?
- Q.3 Explain the role of Commercial Banks.
- Q.4 Explain ancillary services of banks.
- Q.5 Define Risk management by banks.
- Q.6 Why is Garnishee Order issued?
- Q.7 Define SWIFT?
- Q.8 What is Contract of indemnity?
- Q.9 Why Power of Attorney is required?
- Q.10 What is Stamping of documents?

[3M1117]

Page 1 of 2

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PART – B

(Attempt any five questions)

[5×6=30]

- Q.1 Define Core Banking. What are the features of Core Banking?
- Q.2 Explain the role of small finance banks in uplifting the rural poor and semi urban areas.
- Q.3 What do you mean by Bank Loan? Also discuss the types of loans provided by banks.
- Q.4 Define securities for banking advances. What provisions are taken care by the banks of India accepting these?
- Q.5 Point out the importance of KYC in today's financial world to fight against crime and money laundering.
- Q.6 What are the main reasons behind NPA's and list out the measure to control it?
- Q.7 Explain the role played by the Indian banks in financing agriculture and industry.
- Q.8 Write down the difference between Contract of Guarantee and Contract of Indemnity.

PART – C

(Compulsory)

[20]

- Q.1 What kind of synergy effect will be there between Online banking and Fintechs in years to come? Explain with suitable illustrations.
-

3M1132

Roll No. _____

Total No. of Pages: 2

3M1132
M. B. A. III - Sem. (Main) Exam., March - 2022
MARKETING
M-323 Product & Brand Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided into three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL2. NIL**PART – A****(Word limit 25 only)****[10×2=20]****(All questions are compulsory)**

- Q.1 What is Product Mix?
- Q.2 What is the role of Brand Ambassadors?
- Q.3 Define Brand Value.
- Q.4 What is Brand Equity?
- Q.5 Explain any two function of Brand.
- Q.6 What is concept Testing?
- Q.7 What are the characteristics of 'STAR' in BCG Matrix of Portfolio Analysis?
- Q.8 Mention any two advantages of Labelling?
- Q.9 What is Brand Personality?
- Q.10 What is Digital Branding?

[3M1132]

Page 1 of 2

[480]

PART – B**(Attempt any five questions)****[5×6=30]**

- Q.1 Discuss the Kapferer model of Brand Equity. [6]
- Q.2 Elaborate brand identity of 'Star Bucks' in India, with the help of brand identity model. [6]
- Q.3 Differentiate between revitalization and reinforcement of the brands, with the help of the relevant examples of everyday life. [6]
- Q.4 Explain –
- (a) Consumer Adoption Process [3]
- (b) Product manager's role in an organisation. [3]
- Q.5 (a) What is Product? What are product mix decisions to be taken by a product manager to increase market share and compete effectively? [4]
- (b) Discuss integrated approach to product strategy. [2]
- Q.6 Explain the significance of branding for : Retailers, People, Organisations. [6]
- Q.7 (a) Describe some positioning guidelines to be used for Branding. [4]
- (b) Explain Straddle Positioning. [2]
- Q.8 Discuss challenges for managing Digital Brands. [6]

PART – C**(Compulsory)****[20]**

- Q.1 (a) Discuss, what factors contribute to the success or failure of a brand in the market place by picking up one example from FMCG and consumer electronics of your choice. [12]
- (b) Explain the challenges for branding a mobile phone in current scenario. [8]
-

3M1126

Roll No. _____

Total No. of Pages: 4

3M1126

M. B. A. III - Sem. (Main) Exam., March - 2022

MARKETING

M-322 Sales Distribution and Logistics

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided into three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 Brief the importance and objectives of training of salespersons.
- Q.2 What are the factors that determine choice of channels of distribution?
- Q.3 Discuss the different stages of a selling process.
- Q.4 What are the different types of sales quota?
- Q.5 What are the major stages in the sales force management process?
- Q.6 Discuss the components of physical distribution.
- Q.7 Differentiate between the mercantile agent and merchant middlemen.
- Q.8 How sales forecasting and sales quota are related to each other?
- Q.9 Describe the significance of marketing channels.
- Q.10 What are the emerging trends in sales management?

[3M1126]

Page 1 of 4

[440]

PART – B**(Attempt any five questions)****[5×6=30]**

- Q.1 Why do we use quotas in the management of sales force? Explain the various methods of fixing sales quotas.
- Q.2 Design relevant Distribution Channel for the following products -
- (a) Mineral Water
 - (b) Kitchen appliances
- Q.3 "Today's professional salesperson is a marketing consultant and a marketing manager of his or her territory." Explain.
- Q.4 "The goal of a modern physical distribution system in a firm should be to operate at lowest possible total costs." Illustrate this statement with suitable examples.
- Q.5 Write short notes on any two of the following -
- (a) Channel design
 - (b) Evaluation of channel performance
 - (c) Managing Marketing channels
- Q.6 What do you understand by Distribution Channel? What are the functions of wholesaler? Why many companies are in process of eliminating the wholesalers?
- Q.7 What do you understand by recruitment of sales personnel? Explain the process of recruitment of sales personnel by taking the example of -
- (a) Banking Services
 - (b) Airline Services
- Q.8 Critically analyze the various methods of sales forecasting? What are the forecasting methods, which you would suggest for sales of following products -
- (a) A new range of Nike shoes targeted to higher class
 - (b) A refrigerator targeted to rural customers

PART – C**(Compulsory)****[20]**

Q.1 Read the following case study and answer the questions given below -

Adjusting Compensation Plan to Motivate Sales Representatives

Premier Pharmaceutical Company is having difficulty in retaining quality, experienced salespeople. The problem started three years ago when the patent for the firm's most popular drug expired and other low-cost drug manufacturers began production and sales of similar drugs under generic names. Premier has a board of directors that is conservative and only believes in rewarding sales performance based on profitability. Therefore, the firm's sales declined and also the incomes of salespeople and sales managers because of lesser commissions, based on sales volumes achieved. Francis D'Souza was hired last year as the new director of sales at Premier. Francis has been struggling with motivation and reward issues for a sales force that is again failing to make its yearly sales quota.

Premier still has many viable drugs to sell but does not have an outstanding or revolutionary drug in its research pipeline.

Last week, one of the senior sales managers met Francis in his office and submitted his resignation, telling that he planned to take early retirement because he is fed up with his job.

Premier provides both its salespeople and sales managers with modest salaries, company cars, and full benefits which are some of the best in the industry. The company pays commissions based on salespeople surpassing their previous year's sales targets. Salespeople who exceed 80 percent of their sales quotas get some rewards. Also there are special sales contests related to selling the company's most profitable drugs. Rewards for these contests are attractive.

However, the average salesperson at Premier is only achieving 75 percent of his or her sales quota, which means the person earns no commission. Those who do earn bonuses are usually only a few percentage points over quota and so their commissions are marginal.

Francis is very much concerned about the downward spiral he is seeing in his sales force. He thinks that changing the commission structure would solve the problem. He plans to kick off

Premier's upcoming annual sales meeting with a presentation outlining the company's new and improved commission structure. To implement the new commission plan, he will have to make a proposal to the board of directors to lower the quotas salespeople must achieve by 10 percent. That way at least 50 percent of the salespeople would have an opportunity to achieve and exceed their quotas. He also plans to highlight the company's existing total rewards package including Premier's generous company – car usage policy and valuable benefits package.

Questions –

- (i) What problem do you think Francis would face when he presents his revised commission structure plan to Premier's board of directors?
 - (ii) If Premier were a low-cost, generic pharmaceutical company, how would you as a sales manager reward and motivate sales representatives?
 - (iii) What other motivational tools could Francis have used to retain and motivate employees other than adjusting the sales quota downward?
 - (iv) Identify other areas within the company that will be affected if the plan of Francis is approved by the board of directors.
-

321

3M1176

Roll No. _____

Total No. of Pages: 2

3M1176

M. B. A. III - Sem. (Main) Exam., March 2022

ITM

M-351 E - Business

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 What do you understand by E-Commerce? How it is different from traditional commerce?
- Q.2 Briefly, explain technical E-business challenges.
- Q.3 Define electronic markets along with their uses.
- Q.4 What are the different levels of E-business?
- Q.5 What is E-SCM? Explain in brief.
- Q.6 What is the current state of employment and online job market? Comment.
- Q.7 Why do we need Web-security in E-business? Give any two reasons.
- Q.8 Briefly state the issues related to the online job market.
- Q.9 Briefly state about the technical disadvantages of E-business.
- Q.10 What is an EDI? State any two advantages of it.

[3M1176]

Page 1 of 2

[120]

PART – B**(Attempt any five questions)****[5×6=30]**

- Q.1 What are the different E-business models? Explain each with suitable example.
- Q.2 Which are the different collaborative technologies related to E-business? Explain.
- Q.3 Explain the functions and working of E-markets.
- Q.4 Describe various business and technology drivers in relevance to E-business.
- Q.5 Explain different types of e-payment systems along with their suitability of use.
- Q.6 How E-commerce works? Explain.
- Q.7 What are the different security methods for E-commerce?
- Q.8 What needs to be done in order to cater for future E-business? Explain.

PART – C**(Compulsory)****[20]**

- Q.1 (a) Suppose you are a Manager being asked to develop E-business and E-commerce applications to gain a competitive advantage in an important market for your company. What reservations might you have about doing so and why?
- (b) Discuss about the auction model with the help of appropriate website. Also discuss the role of buyer, seller and auctioneer in an auction model.
-

323

3M1144

Roll No. _____

Total No. of Pages: 4

3M1144

M. B. A. III - Sem. (Main) Exam., March - 2022

HUMAN RESOURCE MANAGEMENT

M-332 Manpower Planning

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 Define macro and micro level manpower planning. Explain with examples.
- Q.2 Define HRP. Outline the objectives of Human Resource Planning.
- Q.3 Elaborate various stages in the process of selection with examples.
- Q.4 What is recruitment? Discuss its needs and importance.
- Q.5 What is career planning? Explain the objectives of career planning.
- Q.6 What are the errors in selection?
- Q.7 Differentiate between recruitment and selection.
- Q.8 What is competency mapping? How does it help an organization in HRP?
- Q.9 Explain "linking HR process to strategy".
- Q.10 Discuss the importance and limitations of interview.

[3M1144]

Page 1 of 4

[180]

324

PART – B

(Attempt any five questions)

[5×6=30]

- Q.1 Explain the concept and process of Human Resource Planning (HRP). Discuss the manning standards and utilization of Manpower Planning Process.
- Q.2 Explain the concept of job analysis. Briefly describe the various methods of job analysis and their relevance in present day context.
- Q.3 (a) What is e-recruitment? Discuss its benefits and limitations.
(b) Design a suitable procedure for interviewing candidates for the post of supervisor.
- Q.4 What are competencies? Explain the process of competency mapping. What are the various methods of assessing and evaluating competencies?
- Q.5 Explain the special features of managerial selection giving special reference to succession planning.
- Q.6 Describe the employees as a source for goal attainment of any organization using suitable examples.
- Q.7 What are the aims and objectives of career planning? Discuss the three key players in career development process relating to their sides and responsibilities.
- Q.8 Write short notes on any two of the following –
- (a) Dislocation of employees
 - (b) Employee referral
 - (c) Outsourcing

325

PART – C

(Compulsory)

[20]

Q.1 Case Study –

The head office of Tradition Inc. is located in a remote region, at least three hours from a large city. In the summer, it is a very popular spot with tourists who come to enjoy its water sports, swimming, camping, fishing and golf facilities. The region is not nearly as busy as during the other three seasons. Tradition Inc. also has five plants in other Canadian cities that employ between 150 and 300 people each.

The company is looking for a vice president, human resources, who is highly qualified and has extensive Human Resources Management experience. This person will be responsible for establishing human resources guidelines for all the plants and be in charge of the human resources department at head office. The president has already given the matter some thought and has decided not to recruit among the human resources managers in the other cities where Tradition Inc. has plants.

This new vice president will have to meet a number of business challenges. He or she will be expected to –

- (a) harmonize the cultures of the business acquired in the last two years,
- (b) reduce the rate of industrial accidents to reduce the premiums paid by the company,
- (c) support the standardization of human resources management practices,
- (d) improve plant managers' management skills.

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The vice president, human resources, will report directly to the president, who is the founding owner of the organization. This bold man of action started with one small plant ten years ago and was able to turn Tradition Inc. into what it is today through growth and acquisitions. It is now one of the four largest companies in the industry.

Questions -

- (1) List obstacles and benefits associated with recruiting the vice president, human resources. [5]
 - (2) What requirements should the candidates meet? [5]
 - (3) You are a headhunter. What recruiting tools will you use (media, where will you direct your search, etc.)? [5]
 - (4) What should the company offer to attract the best candidate? [5]
-

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3M1108

Roll No. _____

Total No. of Pages: 2

3M1108

M. B. A. III - Sem. (Main) Exam., March - 2022

FINANCE

M-312 Marketing of Financial Services

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART - A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 Write short note on Merchant Banking.
- Q.2 Write short note on Financial Product Development.
- Q.3 Define Commercial Banking.
- Q.4 Explain the targeting strategies.
- Q.5 What are the limitations of Credit Rating?
- Q.6 Explain scope of Leasing.
- Q.7 Write short note on Customer Retention.
- Q.8 Write limitations of Factoring.
- Q.9 What do you mean by Asset Reconstruction Company?
- Q.10 What do you mean by ICRA?

[3M1108]

Page 1 of 2

[200]

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PART – B

(Attempt any five questions)

[5×6=30]

- Q.1 Write down benefits of Factoring.
Q.2 Difference between Credit Card and Debit Card.
Q.3 Write note on Fee Based Financial Services.
Q.4 Write down functions of Credit Rating Agencies.
Q.5 How Financial Brand is created?
Q.6 Explain process of Securitization.
Q.7 Write down ethical issues in Marketing of Financial Services.
Q.8 What are the challenges in Banking Services?

PART – C

(Compulsory)

[20]

Q.1 Machine costing ₹ 1 million having life of 5 years. There are 2 options –

- (1) Leasing with a lease rental of 270000 per year for 5 years. The lease rental is payable at beginning of the year.
(2) Borrowing @ 16% rate of interest with 5 equal annual year end instalments. Depreciation is on straight line method the salvage value at the end of 5 year shall be ₹ 150000, the tax rate is 40%. Which option should choose? (PVAF @ 16% for 5 year = 3.274)
-

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3M1121

Roll No. _____

Total No. of Pages: 2

3M1121

M. B. A. III - Sem. (Main) Exam., March - 2022

MARKETING

M-321 Retail Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 Define Retailing.
- Q.2 How research in retail is important?
- Q.3 What do you mean by Merchandising?
- Q.4 What do you mean by CRM in Retail?
- Q.5 How FDI in Retail is important?
- Q.6 Define Retail Promotion Mix.
- Q.7 What is Franchising?
- Q.8 Explain the store layout in Retailing.
- Q.9 Explain the role of IT in Retailing.
- Q.10 What do you mean E.D.I?

[3M1121]

Page 1 of 2

[120]

PART – B

(Attempt any five questions)

[5×6=30]

- Q.1 Discuss the Retail formats in detail.
- Q.2 Explain Retail Buying Process.
- Q.3 Explain the techniques of Visual Merchandising.
- Q.4 Explain Retail Market Strategies.
- Q.5 Explain the responsibilities of Store Manager.
- Q.6 Discuss about the strengths and weaknesses of Franchising.
- Q.7 Discuss key Franchising agreements in India.
- Q.8 Explain Retail Store Location & Layout Strategies.

PART – C

(Compulsory)

[20]

- Q.1 (a) Differentiate between Organised and Unorganised Retail in India.
- (b) Explain advantages & disadvantages of Online Retailing in India.
- (c) Explain the factors influencing Organised and Online Retailing in India.
-

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3M1173

Roll No. _____

Total No. of Pages: 2

3M1173

M. B. A. III - Sem. (Main) Exam., March - 2022

ITM

M-350 Software Engineering

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 What are the characteristics of Software?
- Q.2 Define Software Process?
- Q.3 What is Entity?
- Q.4 What is the use of Data Dictionary?
- Q.5 What is Validation?
- Q.6 What are the limitation of RAD model?
- Q.7 Define Testing.
- Q.8 What is Software Quality Assurance?
- Q.9 Write one use of CMM?
- Q.10 What is Coupling?

[3M1173]

Page 1 of 2

[120]

PART – B**(Attempt any five questions)****[5×6=30]**

- Q.1 Define Software. Explain different components of Software.
- Q.2 Explain different steps of Linear Sequential Model.
- Q.3 What is Feasibility study? Explain different types of Feasibility?
- Q.4 What is Software Requirement Specification? Write characteristics of good SRS.
- Q.5 Write short note on COCOMO model.
- Q.6 What is User Interface Design? Explain elements of good User Interface Design.
- Q.7 Explain Black Box and White Box Testing.
- Q.8 Describe how would you assess the quality of a software before applying to it. What factors would be important.

PART – C**(Compulsory)****[20]**

- Q.1 Consider the following scenario:

Ez videos is the Local video store. To borrow videos or DVD's, a customer must first apply for a membership card by completing an application form and providing identification. When hiring items, the customer presents the items together with their membership card to the clerk. The clerk then totals their rental. The customer pays the rental and is issued a receipt that includes the return date for the items. Items rented are recorded on the customer's record. If the items are overdue a notice is placed on the customer records and the customer pay a late fee the next time they borrow an item. A monthly report, together with the receipts for the daily banking from the store, is sent to the Accounting Department listing the monthly rental and any late items outstanding.

Construct an E –R Diagram for above scenario.

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3M1137

Roll No. _____

Total No. of Pages: 2

3M1137

M. B. A. III - Sem. (Main) Exam., March - 2022
HUMAN RESOURCE MANAGEMENT
M-330 Training & Development

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL _____

2. NIL _____

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 What is meant by competency assessment?
- Q.2 Explain the different forms of training.
- Q.3 What do you mean by 'Brainstorming'?
- Q.4 Differentiate between simulation & role playing.
- Q.5 What do you mean by synergy?
- Q.6 What is refreezing?
- Q.7 Define organizational change.
- Q.8 What is the difference in motivational forces between training and development?
- Q.9 Mention any one component of person analysis.
- Q.10 What are the two challenges to present day management thinkers?

[3M1137]

Page 1 of 2

[400]

PART – B**(Attempt any five questions)****[5×6=30]**

- Q.1 “Training process is not a step by step process, whereas it is an overlapped process.”
Elucidate.
- Q.2 Draw a block diagram of learning process. Briefly describe the elements of learning process.
- Q.3 Discuss the various approaches to Management Development with their merits & demerits.
- Q.4 What do you mean by an effective team? How can we create an effective team through team building interventions?
- Q.5 Briefly explain the classification of Organizational Development.
- Q.6 What is role-play method? What are the guidelines for effective role-play?
- Q.7 Write short notes on (any two) -
- Conflict management
 - Group learning
 - Third party peace making intervention
- Q.8 Explain Organizational Development Process model.

PART – C**(Compulsory)****[20]**

- Q.1 Rajat Sharma has been employed for six months in the accounts section of a large manufacturing company in Faridabad. You have been in his supervisor for the past three months. Recently you have been asked by the management to find out the contribution of each employee in the accounts section and monitor carefully, whether they are meeting the standards set by you.

A few days back you have completed your formal investigation and with the exception of Rajat, all seem to be meeting the targets set by you. Along with numerous errors, Rajat's work is characterized by low performance often he does 20 percent less than the other clerks in the department. As you look into Rajat's performance review sheet again, you begin the wonder whether some sort of remedial training is needed for people like him.

Questions :

- As Rajat's supervisor, can you find out whether the poor performance is due to poor training or some other cause?
 - If you find Rajat has been inadequately trained, how do you go about introducing a remedial training program?
 - Should you discuss the situation with Rajat?
-

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3M1101

Roll No. _____

Total No. of Pages: **2**

3M1101

M. B. A. III - Sem. (Main) Exam., March - 2022

FINANCE

M-310 Security Analysis & Portfolio Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

(Word limit 25 only)

[10×2=20]

(All questions are compulsory)

- Q.1 What are the significance of Savings? [2]
- Q.2 Describe the features of Nifty. [2]
- Q.3 Discuss the types of Risk. [2]
- Q.4 What is the need of Portfolio Revision? [2]
- Q.5 Describe Fixed Income Bonds. [2]
- Q.6 What is the concept of Present Value? [2]
- Q.7 What is EIC Analysis? [2]
- Q.8 What is Solid Foundation? [2]
- Q.9 Write concept of Technical Analysis. [2]
- Q.10 What is the policy of Technical Analysis? [2]

[3M1101]

Page 1 of 2

[560]

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PART – B**(Attempt any five questions)****[5×6=30]**

Q.1 Describe the Capital Market Reforms in India. [6]

Q.2 The Rate of return of equity shares of LG Ltd. for past 6 years are given below –

Year	2015	2016	2017	2018	2019	2020
Rate of Return (%)	12	18	-6	20	22	24

Calculate the Average Rate of Return, Standard Deviation and Variance. [6]

Q.3 Following are the Rate of Returns on stock A and the market index for a five year period–

Year	Return on stock A	Return on market
1	0.44	-0.15
2	0.47	0.36
3	0.15	0.17
4	0.09	-0.12
5	-0.10	0.05

Calculate the Beta of stock A. [6]

Q.4 Differentiate between Risk of a Security and the Risk of a Portfolio. [6]

Q.5 Explain the benefits and limitations of CAPM. [6]

Q.6 A firm is paying a Dividend of ₹ 1.50 per share. The Rate of Dividend is expected to grow at 10% for next 3 years and 5% thereafter infinitely. Find out the value of the share given that the required rate of return of the investor is 15%. [6]

Q.7 Write short notes on –

(i) Discounted Cash Flow Technique [3]

(ii) Bond Risk [3]

Q.8 (a) Explain 'Support and Resistance' line with illustration. [3]

(b) Explain Bar Chart and Candle Stick Chart. [3]

PART – C**(Compulsory)**

Q.1 What is meant by Risk? How is it different from Uncertainty? What are the different components of Risk? [20]

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3M3001

Roll No. _____

Total No. of Pages: 3

3M3001

M. B. A. III - Sem. (Back) Exam., March – 2022

Compulsory

M-301 Business Policy & Strategic Management

(Compulsory)

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 carry **equal** marks.*

1. NIL

2. NIL

SECTION – A

- Q.1 (a) What is the difference between Business Policy and Strategic Management? [7]
(b) Write in detail the Strategic Management Process. [7]
- Q.2 “Changing environmental factors can offer opportunities for improving goal achievement or threaten the existence of the firm.” With suitable example show how this can happen. [14]
- Q.3 Write a note on Porter’s Competitive Strategy. Substantiate your answer with examples. [14]
- Q.4 Write short notes on -
- (a) Directional Strategy [4]
(b) Parenting Strategy [4]
(c) Functional Strategy [3]
(d) Portfolio Strategy [3]

- Q.5 Organizations take to different forms of structures according to the particular requirements. What various forms are available to an organization? Elaborate stating their relative advantages and disadvantages. [7+7=14]
- Q.6 Controlling performance in line with strategy is an essential task in successful implementation of strategy. What different kinds of control can be exercised? Write in detail. [14]

SECTION – B

(Case Study)

- Q.7 India's largest automobile company Tata Motors, which is grappling with declining sales and the financial burden of acquiring British brands Jaguar and Land Rover, has run into payment problems with vendors and suppliers.

The \$ 8.8-billion company that has operations in the U.K, South Korea, Thailand and Spain owes more than ₹ 1,200 crore in unpaid dues to its suppliers accumulated over the past few months, though the exact amount could not be ascertained.

“The situation was already tense due to the uncertainty over the Nano small car project. It got worse when the company stopped making payments in the past few months. Now, we are in deeper trouble; as Tata Motors orders have dropped drastically in the past three months with vehicle sales nosediving”, said an executive with a Delhi-based supplier that sells electrical components to Tata Motors. “We are yet to receive our dues of over ₹ 80 crore”, he said.

A senior official with Delhi-based Automotive Component Manufacturer's Association (ACMA), the apex body of auto component makers, said the total amount due to its members from Tata Motors is in excess of ₹ 450 crore.

A Tata Motors spokesman said the company is trying to cope with this extraordinary situation with some help from its vendors. “Tata Motors is working with vendors in these hard

times. We cannot share any details since terms between vendors and Tata Motors are internal, but the company will abide by the partnership approach with vendors and suppliers”, he said.

Vendors said they are negotiating for part payments to tide over working capital needs. A Tata Motors’ vendor from the south said payments in excess of ₹ 100 crore are pending and no supplementary bills have been paid in the past two months. “We are facing a cash crunch due to falling demand and are finding it difficult to meet our working capital needs”, he said.

While major vendors can carry on for some months, owners of smaller ancillary units said they are on the verge of defaulting on bank loans, as their bulk payments are pending with Tata Motors.

Jamshedpur-based Adityapur. Small Industries Association (ASIA) that supplies components to Tata’s truck and bus plant in the same city claimed that Tata Motors owes ₹ 500 crore to its members.

Question –

- (1) Carry out an Environment Analysis (SWOT) for Automobile Component Manufacturing’s of Tata Motors Ltd. [7]
- (2) If you are one of the vendors supplying components to Tata Motors, will you stop supplying components to Tata Motors? Justify your answer. [7]

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3M3201

Roll No. _____

Total No. of Pages: [2]

3M3201

M. B. A. III - Sem. (Back) Exam., March - 2022

Finance

M-310 Security Analysis and Portfolio Management

(Major - I)

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 carry **equal** marks.*

1. NIL

2. NIL

SECTION - A

- Q.1 Investment and speculation are somewhat different and yet similar in certain respect. Explain. [7+7=14]
- Q.2 What do you understand by new issue market? Explain the relationship between Primary and Secondary market. [5+9=14]
- Q.3 What are the objective and function of SEBI? How does SEBI control the brokers? [7+7=14]
- Q.4 How would you assess the present value of Bond? Explain the various methods of valuation of Bond. [5+9=14]

[3M3201]

Page 1 of 2

[260]

Q.5 The single model is based on the security return relationship with the index return. Beta is deciding factor in measuring the systematic risk. The Systematic and Unsystematic risk can be compute with the single model. Explain [14]

Q.6 Ms. Seema wants to select any one mutual fund out of following two. Advise her to select any one mutual fund using sharp index model. If risk free interest rate is 7%. [14]

Arora Ltd. Naqvi Ltd.

Average rate of return 19% 17%

Standard deviation 21 16

SECTION – B

(Case Study)

Q.7 Mr. Pankaj would get 15% dividend next year from investment in Soral Ltd. it would continue to grow 10% for the rest of the year, current market value of share of Soral Ltd. is 40. Whether Mr. Pankaj wants a return of 20% P.A., should he invest in Soral Ltd.? [14]

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3M3205

Roll No. _____

Total No. of Pages: 2

3M3205

M. B. A. III - Sem. (Back) Exam., March - 2022
Marketing
M-320 Integrated Marketing Communication
(Major – I)

Time: 3 Hours

Maximum Marks: 70
Min. Passing Marks: 28

Instructions to Candidates:

- (i) *The question paper is divided into 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 carry equal marks.*

1. NIL

2. NIL

SECTION – A

- Q.1 'Technology and other factors have profoundly changed the way consumer process communications and today advertising is not the most important element of marketing communications program for sales and building brand equity.' In reference to context elaborate on different marketing communication tools with examples. [14]
- Q.2 'An ad agency is generally independent from the client; it may be an internal department or agency that provides an outside point of view to the effort of selling the client's products or services.' In light of the statement highlight the functions of an advertising agency and briefly explain client related issues that crop up in execution of advertising plan. [10+4=14]
- Q.3 What are some commonly used methods in consumer sales promotion and trade sales promotion? Which kind of tools are mostly used in case of FMCG products in India? [10+4=14]

[3M3205]

Page 1 of 2

[180]

- Q.4 'Companies put a lot of effort into their creative advertising strategies and use various types of appeals and execution styles to influence purchasing decisions.' In light of the statement, describe various types of advertising appeals and execution styles with examples. [14]
- Q.5 "Media planners have to choose media that will effectively and efficiently present the advertising message to target customers. Thus, they consider each medium's impact, message effectiveness and cost." Discuss highlighting media – mix decisions. [14]
- Q.6 Write a detailed note on various tools and techniques available to measure advertising and other promotional tools. [14]

SECTION – B

(Case Study)

- Q.7 Read the case study carefully and attempt the questions given at the end –
- XYZ Company which is market leader in oral care segment with 33 percent market share, now plans to launch a toothpaste by the name 'Smiley' specifically targeted at kids. The product has a sophisticated design and is aimed at children from age 5 to 10. The toothbrush is designed with a small head and with soft bristles, particularly for children whose set of milk or baby teeth are still breaking. It is a high priced product and is aiming to lure customers having high purchasing power who are willing to spend money on purchasing an expensive toothbrush. Smiley toothbrush has candy shaped figures at its end and is being offered in five different colors.
- Making necessary assumptions, develop a detailed IMC plan for the company that wishes to launch a new range of kid's toothbrush 'Smiley' in its already existing range. In the plan you are expected to cover IMC tools that you plan to use along with your creative strategy and media strategy. You are also required to highlight your brand's USP and strategies you plan to execute to measure effectiveness of the campaign. [14]
-

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3M3206

Roll No. _____

Total No. of Pages: **2**

3M3206

M. B. A. III - Sem. (Back) Exam., March - 2022

Marketing

M-321 Retail Management

(Major - I)

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 carry **equal** marks.*

1. NIL

2. NIL

SECTION - A

- Q.1 What is the difference between service retailing & product retailing? Explain with an example related to retailing in India. [14]
- Q.2 "A store layout displays the overall image of the store." In the light of the given statement highlight the types of store layouts. [14]
- Q.3 Discuss in detail the objectives & strategies of pricing in retail sector with the help of examples. [14]
- Q.4 "The organized formats in the Indian retail market have been increasing over the last decade." What are the emerging trends in organized retailing? [14]
- Q.5 Write short notes on -
- (a) Retail Information Systems [7]
 - (b) Franchising [7]
- Q.6 (a) Elaborate the importance of Customer Relationship Management in retail sector. [9]
- (b) State the responsibilities of a store manager. [5]

SECTION – B**(Case Study)**

Q.7 Read the case study carefully and answer the following questions -

Mr. Kamesh, a middle aged graduate businessman owns and runs a 50 years old gift items emporium which he had inherited from his late father about a decade back. This emporium is the oldest shop located in one of the busiest and highly commercial markets of South Delhi, which is surrounded by a series of modern retail shops each of them offering a variety and specialized merchandise from mobile accessories to premium brand of apparels and other services to the customers.

The emporium as mentioned earlier is the oldest outlet yet strategically located in the market place and stocks reasonably good merchandise. However, the outlet is very old and has a traditional look without any changes since its inception. Since the last couple of years Mr. Kamesh, was keenly observing and realized that despite being the oldest shop offering a wide range of merchandise at value for money prices and with a reasonably loyal clientele found that the business was slowing down consistently signaling the onset of poor demand and thereby affecting the sales and profits.

Disheartened by the current state of the business Mr. Kamesh was trying to identify and figure out the reasons for its poor performance and is all set to improve the foot falls in the near future if he gets the right guidance and direction to turn around.

Questions:

- (a) What kind of alternative strategies would you recommend to be undertaken to make the emporium more attractive for the shoppers? [7]
- (b) Elaborate on the key atmospheric components that Mr. Kamesh should focus upon. [7]
-

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3M3212

Roll No. _____

Total No. of Pages: **3**

3M3212

M. B. A. III - Sem. (Back) Exam., March - 2022

HRM

**M-330 Training & Organisational Development
(Major - I)**

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 carry equal marks.*

1. NIL

2. NIL

SECTION - A

- Q.1 (a) Design a training program for 2 days on communication skills with all possible sub-themes. [7]
- (b) Explain, how to evaluate above training? [7]
- Q.2 (a) Describe the future directions that OD is likely to take keeping in view the current environmental trends impacting organization. [7]
- (b) Write short notes on - [7]
- (i) Virtual Teams
 - (ii) Blended Learning

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- Q.3 Identify the commonalities between methods of training. Describe & classify them into the following methods:
- (a) Expensive & Inexpensive methods [7]
 - (b) On-the-job & Off-the-job methods [7]
- Q.4 (a) What is Organizational Development? Describe the major operational goals which is usually under OD efforts. [7]
- (b) How are organizational intervention different from other efforts at improving organizational functioning? Suggest a framework for classification of OD interventions. [7]
- Q.5 Write short notes on - [14]
- (i) Learning process
 - (ii) Strategic training
 - (iii) Developing effective online learning
 - (iv) Cost of training
 - (v) Parallel learning structure
- Q.6 (a) You are a training consultant of XYZ Ltd. You need to advice Nich & Co. on the training method that they need to select for the group of trainees to pick up practical skills. The method you suggest should minimize the training cost and also should enhance transfer of learning. [3½]
- (b) If you are asked to handle the post-lunch session, as a trainer, how would you make the session more interesting and interactive? [3½]
- (c) As a trainer you have conducted an Outward Bound Learning (OBI) method. 'Framing' and 'Implementation' part was done meticulously, however 'Debriefing' was left out. So, what is the consequence? [3½]
- (d) You are a trainer appointed to train other trainers on effective presentation skills. What tips do you pass on to them? [3½]

SECTION – B**(Case Study)**

Q.7 Raman has been employed for six months in the accounts department of ABC Company which is a manufacturing unit. You have been his supervisor for the past three months. Recently you have been asked by the management to find out the contributions of each employee in the department and monitor carefully whether they are meeting the standards set by you.

A few days back you have completed your formal investigation and with the exception of Raman all seem to be meeting the targets set by you. Along with the numerous errors, Raman's work is characterized by low performance often he does 20 percent less than the other clerks in the department. As you look into Raman's performance review sheets again, you begin to wonder whether some sort of remedial training is needed for people like him.

[14]

Questions -

- (a) As Raman's supervisor, can you find out whether the poor performance is due to poor training or to some other cause?
 - (b) If you find Raman has been inadequately trained, how do you go about introducing a remedial training programme?
 - (c) If he has been with the company six months, what kind of remedial programme would be best?
 - (d) Should you discuss the situation with Raman? Why?
-

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3M3202

Roll No. _____

Total No. of Pages: 2

3M3202

M. B. A. III - Sem. (Back) Exam., March - 2022

Finance

M – 311 International Financial Management

(Major – I)

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 carry equal marks.*

1. NIL

2. NIL

SECTION – A

- Q.1 What is International Financial Management? Explain the recent trends and challenges in International Financial Management. [14]
- Q.2 What is Fixed Exchange Rate System? Explain its advantages and disadvantages. [14]
- Q.3 What are the costs and benefits of FDI? Explain the resources and methods for making FDI. [14]
- Q.4 What is the concept of BOP? Explain Current and Capital Account. [14]
- Q.5 Write short notes on – [14]
- (a) Letter of Credit
 - (b) Translation exposure
 - (c) Parallel loans
 - (d) Exposure netting

Q.6 What do you mean by Global Financial Market? Write down differences between GDR and ADR. [14]

SECTION – B

(Case Study)

- Q.7 (a) The inflation rate in US is expected to be 3.5% and that of India is expected to be 7%, the current spot rate US\$ in India is ₹ 70/US \$. Find the expected rate of US \$ in India after one year and after three year from now. (Assume India is home country.) [7]
- (b) The United State \$ is selling in India at ₹ 45.5. If the interest rate for 6 months borrowing in India is 8% P.A. corresponding to rate in USA 2%. [7]
- (i) What is expected 6 months forward rate for US \$ in India?
- (ii) What is the rate of forward premium or discount?
-

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Roll No. _____

Total No. of Pages: 2

3M3233

M. B. A. III - Sem. (Back) Exam., March - 2022

Finance

M-312 Management of Financial Services

(Major – I)

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 carry equal marks.*

1. NIL

2. NIL

SECTION – A

- Q.1 Define “Financial Services”. What are the various kinds of Financial Services used to provide by banks and financial institutions? [14]
- Q.2 Describe the structure of real estate financing industry in India. Critically examine the role played by National Housing Bank in promoting the housing finance in India. [14]
- Q.3 (a) “Mutual funds route offer several important benefits to be small investor.” What are these benefits? Briefly Discuss. [7]
- (b) “Who is a Merchant Banker”? Enumerate the services provided by a merchant banker. Critically analyze the regulatory framework for merchant bankers in India. [7]

- Q.4 (a) Write a short note on -
- (i) Treasury Bill (TB) [3]
 - (ii) Certificates of Deposit (CD) [3]
 - (iii) Repo Transactions (RT) [3]
- (b) What do you understand by "Factoring"? Write its advantages and disadvantages. Also describe the mechanism of Factoring. [5]
- Q.5 (a) Write a short note on -
- (i) Forfeiting [3]
 - (ii) Consumer Credit [3]
 - (iii) Plastic Money [3]
- (b) Explain the criteria to be noted to identify a true Indian currency NOTE. Also explain procedure of writing and presenting a cheque. [5]
- Q.6 (a) Explain the procedure of Product and Process Innovation under the flagship of Microfinance? [7]
- (b) Why do companies go for leasing of assets? Compare and contrast "Leasing" and "Hire Purchasing"? [7]

SECTION – B

(Case Study)

- Q.7 (a) Discuss the role of AMFI in Mutual Fund Sector. [7]
- (b) What is the role of RBI in banking Sector in reference of traditional and promotional functions? [7]
-

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3M3268

Roll No. _____

Total No. of Pages: **2**

3M3268

M. B. A. III - Sem. (Back) Exam., March - 2022

Marketing

M-323 Product & Brand Management

(Major - I)

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 carry **equal** marks.*

1. NIL

2. NIL

SECTION - A

- Q.1 (a) Describe the different factors affecting product mix with suitable examples. [7]
(b) Elaborate different levels of products with the help of suitable example. [7]
- Q.2 A leading soap manufacturing company plans to enter into the antiseptic skin cream business in competition with the market leader - Boroline. Discuss the positioning and Brand building strategies that the company can use. [14]
- Q.3 (a) What are the factors that affect Product Management Decisions? [7]
(b) "Customers have more faith in Brands rather than products". Critically analyze the statement with the role and importance of branding. [7]
- Q.4 For any successful brand, brand equity plays a dominant role. Explain the techniques of measuring brand equity. [14]

- Q.5 Brands have physical as well as psychological features, explain with the help of an example. Mention any three categories of branding which have transitioned from commodities to brands. [14]
- Q.6 (a) Differentiate between revitalization and reinforcement of brands with the help of suitable examples from everyday life. [7]
- (b) Discuss the Kapferer's model of brand identity. [7]

SECTION – B

(Case Study)

- Q.7 Read the casestudy carefully and answer the following questions –
- Colour cosmetics player Modi Revlon plans to take on Garnier, the mass hair colour market leader, with the launch of its mass brand, Color N Care. While this would be Revlon's first India-specific brand, it would also mark a detour from Revlon's premium positioning. Priced at ₹ 120, Color N care would compete with Garnier, which commands about 75% share of the mass hair colour market, and Godrej. About 60% of the ₹ 200-crore hair colour market is dominated by mass brands priced around ₹ 100. "It is the first India-specific brand from Revlon. If it succeeds, we would like to have the brand rights to distribute it in other markets," said Umesh K Modi, chairman, president and CEO, Modi Group. The ₹ 150-crore Modi Revlon, a 74:26 joint venture between Modi Mundipharma and Revlon, has hair colour brands like Colour Silk, Top Speed and Colour Stay, priced at ₹ 250, ₹ 375 and ₹ 450 respectively. With the launch of Color N Care, it is targeting a 15% market share in the first year. The new brand would be promoted through a mix of mass media campaigns and in-store promotions through its beauty advisors. For Modi Revlon, about 20% of its revenue comes from the hair colour business. It has a 12% market share of the total hair colour market.

Questions:

- (A) Explain brand strategy of Revlon. [7]
- (B) Critically analyze firms brand structure. What challenges you foresee for the firm? [7]
-

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3M3305

Roll No. _____

Total No. of Pages: 2

3M3305

M. B. A. III - Sem. (Back) Exam., March - 2022

Marketing

M-320 Integrated Marketing Communication

(Major – II)

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 carry equal marks.*

1. NIL

2. NIL

SECTION – A

- Q.1 (a) Briefly, explain the methods of evaluating IMC Campaign. [7]
- (b) Write a detailed note on the social and ethical aspects of advertising. Describe positive economic aspects of advertising and promotion. [7]
- Q.2 (a) Explain the different sales promotion tools commonly incorporated by Indian FMCG industry. Explain with the help of examples. [7]
- (b) What do you understand by the term Promotion Mix? Suggest suitable Promotion Mix of the following (Any two) - [7]
- (i) Vacuum cleaner
 - (ii) Car rental services
 - (iii) CNG kit for automobiles

- Q.3 Write short notes on (Any two) - [7+7=14]
- (a) Advertising Appeals
 - (b) Public Relations
 - (c) Event Marketing
- Q.4 Critics argue that internet in India as a communication medium will not be able to yield the same result as in developed countries due to poor PC and Internet Preparation. Do you agree with the statement? Support your answers with the help of examples. [14]
- Q.5 "Integrated Marketing Communication is the practice of unifying organizations various marketing communication tools and other marketing activities that communicate with target audiences to send unified and consistent messages to them." In content statement select a well-known brand and exemplify how it uses IMC to give consistent messages. [14]
- Q.6 Its holiday time and you've decided to purchase a box of chocolates for the person of your choice. Evaluate how Dairy Milk's IMC campaign might influence your purchase decision. How might the relative importance of each of these IMC elements be different, if your parents were making the purchase? [14]

SECTION - B

(Case Study)

- Q.7 A leading 350 CC Motorcycle manufacturer is introducing a new line of fuel efficient motorcycles targeting the urban market and has already created the advertising campaign.

Questions -

- (a) How would you assess the effectiveness of the campaign? Suppose the afore mentioned manufacturer is planning a sales promotion campaign to augment its advertising campaign for the new line of motorcycles. [7]
 - (b) What kind of Sales Promotion Method would you propose and why? [7]
-

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3M3306

Roll No. _____

Total No. of Pages: 2

3M3306

M. B. A. III - Sem. (Back) Exam., March - 2022

Marketing

M-321 Retail Management

(Major – II)

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 carry equal marks.*

1. NIL

2. NIL

SECTION – A

- Q.1 What do you understand by Retailing? Elaborate the importance of retailing in the context of our country. [6+8=14]
- Q.2 (a) What are the factors affecting modern store management? [7]
- (b) Explain different types of store layout. [7]
- Q.3 (a) Explain the factors influencing Retail Pricing. [7]
- (b) Elaborate the issues involved in International Retailing. [7]
- Q.4 Elaborate the process of Merchandise Planning. [14]

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Q.5 What is Organized and Unorganized Retail? Differentiate between Organized and Unorganized Retail. [4+10=14]

Q.6 What do you understand by store location? Explain the steps involved in choosing store location. [6+8=14]

SECTION – B

(Case Study)

Q.7 Explain the concept of International Retail and why retailers are going International? How IT plays a vital role in International Retailing? [3+5+6=14]

3M3312

Roll No. _____

Total No. of Pages: 2

3M3312
M. B. A. III - Sem. (Back) Exam., March - 2022
HRM
M-330 Training & Organisational Development
(Major – II)

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 carry equal marks.*

1. NIL

2. NIL

SECTION – A

- Q.1 What is meant by Learning? State the classification of learned capabilities. [14]
- Q.2 What is Training Design? Mention various consideration to be kept in mind when designing a training programme. [14]
- Q.3 (a) Discuss in detail various approaches to employee development. [7]
- (b) Write your views on considerations in choosing an evaluation design. [7]
- Q.4 “Participation is a tool to empowerment.” Comment on this statement. Describe different strategies of change? [14]

Q.5 Write short note on -

- (a) Analyzing discrepancies [7]
- (b) Problems in diagnosis [7]

Q.6 Elucidate assumptions of Organisational development interventions. State the benefits and problems of T-group training. [14]

SECTION – B

(Case Study)

Q.7 XYZ manufactures cockpit instruments, in-flight entertainment systems and ground communications tools. XYZ is trying to reduce operating costs in all areas through developing employee's skills so they can work more efficiently and improved product quality. The company's new learning strategy involves expanding training courses 40%. In a recent survey, over half of their employees reported that work demands had forced them to cancel their attendance at a training session or to leave a session without completing it. Currently, most training is instructor-led classroom training. [14]

- (a) What training method should XYZ use to reach their goal of reducing operating costs as well as improving employee's ability to attend training? Why?
 - (b) How would you suggest that the company evaluate training to determine if it is helping the company reach its business goals?
-

3M3337

Roll No. _____

Total No. of Pages: 2

3M3337

M. B. A. III - Sem. (Back) Exam., March - 2022

Marketing

M-322 Sales Distribution and Logistics Management

(Major – II)

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 carry **equal marks**.

1. NIL2. NIL**SECTION – A**

- Q.1 Define Sales Management. Discuss the process of personal selling. [3+11=14]
- Q.2 (a) Discuss the functions of a Sales Manager. [7]
- (b) Discuss the qualities of a successful salesman. [7]
- Q.3 (a) Discuss the significance of goal setting in the Sales Management. [7]
- (b) Discuss the goal setting process in Sales Management. [7]
- Q.4 (a) Discuss the selection procedure of sales force for the marketing of banking products and services. [7]
- (b) Discuss the methods of motivating sales force in an organization. [7]

- Q.5 (a) Discuss the concept of distribution channel in Marketing. [7]
(b) Discuss the evaluation of sales force performance. [7]
- Q.6 (a) Discuss the evaluation of channel performance. [7]
(b) Discuss the components of physical distribution in detail. [7]

SECTION – B

(Case Study)

Q.7 Dr. Reddy's Laboratories Ltd., is a famous pharmaceutical company in India, with a large trained sales force. To become number one pharmaceutical company in India, they have decided to focus on their distribution channels.

- (a) What are the criteria of channel performance they should look for? [7]
(b) What should be the distribution strategies they should design to have larger market share? Advice. [7]
-

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3M3332

Roll No. _____

Total No. of Pages: 2

3M3332

M. B. A. III - Sem. (Back) Exam., March - 2022

Finance

**M – 311 International Financial Management
(Major – II)**

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 carry equal marks.*

1. NIL

2. NIL

SECTION – A

- Q.1 Explain Factor Proportions Theory. Define recent trends in International Financial Management. [14]
- Q.2 What is Bretton Woods system? Explain its features and recommendations. [14]
- Q.3 What are the costs and benefits of FDI? Explain the resources and methods for making FDI. [14]
- Q.4 What are the causes of disequilibrium in BOP? Discuss the remedial measures for correcting disequilibrium in BOP's. [14]

Q.5 Explain the documents used in International Trade. Describe the financing techniques in International Trade. [14]

Q.6 Write short notes on – [14]

- (a) Real Effective Exchange Rate
- (b) International Capital Market

SECTION – B

(Case Study)

Q.7 An Indian firm exports goods worth ₹ 50 million to a firm in the United States. The U.S. firm pays from its bank account kept with the State Bank of India in Mumbai.

Question -

- (i) What will the BOP entries for this transaction be? [14]

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Roll No. _____

Total No. of Pages: 2

3M3337

M. B. A. III - Sem. (Back) Exam., March - 2022

Marketing

M-322 Sales Distribution and Logistics Management

(Major – II)

Time: 3 Hours

Maximum Marks: 70
Min. Passing Marks: 28

Instructions to Candidates:

- (i) *The question paper is divided in two sections.*
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- (iii) *All questions carry **equal** marks.*

1. NIL

2. NIL

SECTION – A

- Q.1 Define Sales Management. Discuss the process of personal selling. [3+11=14]
- Q.2 (a) Discuss the functions of a Sales Manager. [7]
- (b) Discuss the qualities of a successful salesman. [7]
- Q.3 (a) Discuss the significance of goal setting in the Sales Management. [7]
- (b) Discuss the goal setting process in Sales Management. [7]
- Q.4 (a) Discuss the selection procedure of sales force for the marketing of banking products and services. [7]
- (b) Discuss the methods of motivating sales force in an organization. [7]

[3M3337]

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- Q.5 (a) Discuss the concept of distribution channel in Marketing. [7]
(b) Discuss the evaluation of sales force performance. [7]
- Q.6 (a) Discuss the evaluation of channel performance. [7]
(b) Discuss the components of physical distribution in detail. [7]

SECTION – B

(Case Study)

Q.7 Dr. Reddy's Laboratories Ltd., is a famous pharmaceutical company in India, with a large trained sales force. To become number one pharmaceutical company in India, they have decided to focus on their distribution channels.

- (a) What are the criteria of channel performance they should look for? [7]
(b) What should be the distribution strategies they should design to have larger market share? Advice. [7]

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Roll No. _____

Total No. of Pages: 2

3M3344

M. B. A. III - Sem. (Back) Exam., March - 2022

HRM

**M-332 Leadership Skills & Change Management
(Major – II)**

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 carry equal marks.*

1. NIL

2. NIL

SECTION – A

- Q.1 What do you see as the essence of leadership? How are leadership theory and style is related to motivation? [6+8=14]
- Q.2 “Learning organization is a strategic weapon to gain competitive advantage.” Explain, what can Manager do to make their firm learning organization. [14]
- Q.3 Write short notes on - (Any two) [7+7=14]
- (a) Narcissist leaders
- (b) Fiedler’s Theory of Leadership
- (c) Principles of great team
- Q.4 “A heterogeneous team can better deal with complex problems.” Explain. Also point out on managing diversity, various characteristics & dimensions. [14]

- Q.5 What do you mean by external drivers of organizational change? Explain. [14]
- Q.6 Write short notes on - [7+7=14]
- 4 Approach to change
 - Challenges on execution of changes

SECTION – B

(Case Study)

Q.7 Management of your company has decided that a computerized control system is needed to make the company more competitive. It is now scheduled for plant wide installation in a few months. The purpose of the system is to facilitate planning & scheduling, improve material control, reduce inventories, evaluate labour utilization and better control maintenance operations, among others. The introduction of the system will take a considerable amount of effort and work on the part of many people. However, resistance of some employees to accept it has arisen. Even without understanding the system; a few of the people seem to feel that in some way they'll be hurt by it. Anant Pandey, Manager of Engineering & Maintenance Department, comes to you to discuss the problem.

“Well, Anant, we should have the new system running in a couple of months, if we don't run into some major delays.”

“May be, but I've already got some problems in my department. Two guys in the maintenance group are really against it.’ Rajesh and Tarun never seem to miss an opportunity to badmouth it. What worries me is that they will talk down the computerized system so much that others will begin to feel the same way about it. Is there anything we can do to counteract that?”

“While you can't stop them from griping and complaining. You may be able to reverse their thinking if you handle them right.”

“How would I do that?” Anant asks.

Questions –

- What will you say to the manager, Anant, whose people are resisting a company-wide procedure change? [7]
- What specific guidelines will you suggest for opponent employees to reverse their thinking and to seek their cooperation? [7]

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Total No. of Pages: 2

3M3368
M. B. A. III - Sem. (Back) Exam., March - 2022
Marketing
M-323 Product & Brand Management
(Major – II)

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 carry equal marks.*

1. NIL

2. NIL

SECTION – A

- Q.1 'The goal of product lifecycle marketing is not to match the curve but to outline what may work best now and plan for the future.' Do you agree? Justify your answer. [14]
- Q.2 A leading firm in the 'Personal Care' sector, found out through researcher that there is a vast potential in the branded kids apparel market of Rajasthan 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. [14]
- Q.3 How the Customer Brand Equity Model can be used for Developing and Managing Brands? [14]

[3M3368]

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- Q.4 (a) Discuss the factors that have an influence on product design. Give suitable examples. [7]
- (b) How is service branding different from product branding? Explain with the help of examples. [7]
- Q.5 Elaborate the relevance of New Product Development process. Explain in brief the various stages of New Product Development process. [14]
- Q.6 Write short notes on the following - (Any two) [7+7=14]
- (a) Brand loyalty
- (b) Kapferer's Brand Identity Prism
- (c) Global Brand Strategy

SECTION – B

(Case Study)

- Q.7 Vaibhav and Rajan are two enterprising youth. 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 Vaibhav and Rajan fundraising was a serious handicap for Mass Production. However, the first trial batch of mushrooms that they produced was bought by star hotel in Pune. Further, the hotel placed orders for supply of 20 kgs every day. Vaibhav and Rajan want to sell mushrooms in a very big way all over India. How will you guide Vaibhav and Rajan for the following? [14]
- (a) Product strategies
- (b) Brand positioning
- (c) Brand strategies
-