

3M3001

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Total No of Pages: 2

**3M3001**

**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**  
**M - 301 Business Policy & Strategic Management**

**Time: 3 Hours**

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

**Instructions to Candidates:**

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

1. NIL

2. NIL

**SECTION - A**

Q.1 What do you understand by mission and vision of an organization? Also, explain the various phases of Strategic Management Process with the help of an example. [4+10=14]

Q.2 Write short notes on - [7+7=14]

- (a) Mintzberg's modes of strategic decision making.
- (b) Resource based approach to organizational analysis.

Q.3 What does Porter's five forces model convey? Elucidate it with suitable illustration. [14]

- Q.4 What is environmental scanning? What are the external and internal environmental factors that affect any business? [2+12=14]
- Q.5 Write short notes on any two of the following- [7+7=14]
- (a) Value chain analysis
  - (b) Porter's competitive strategies
  - (c) SWOT Analysis
  - (d) Corporate level strategies
- Q.6 Discuss the importance and process of Evaluation and Control in strategic management. Also, enumerate the guidelines for strategic control. [7+7=14]

## **SECTION - B**

### **Case Study**

- Q.7 Auto sector in Indian is facing trouble. What according to you are the probable reasons for slowdown in auto sector in India? What solutions do you suggest to overcome this situation? [7+7=14]
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**3M3201**

**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**

**Finance**

**M – 310 (Major-I) Security Analysis and  
Portfolio Management**

**Time: 3 Hours**

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

**Instructions to Candidates:**

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1. NIL

2. NIL

**SECTION - A**

- Q.1 What do you mean by Investment? Explain the different investment avenues. [3+11=14]
- Q.2 Write notes on the following:-
- (a) SEBI [3.5]
  - (b) Asset mix [3.5]
  - (c) Fundamental analysis [3.5]
  - (d) APT [3.5]
- Q.3 What do you mean by feasible set of portfolios? Explain this in light of the Markowitz model along with the limitations of model. [3+11=14]
- Q.4 (a) You have decided to buy 500 shares of an IT company with the intention of selling out at the end of five years. You estimate that the company will pay ₹ 3.50 per share as dividends for the first two years and ₹ 4.50 per share for the next three years. You further estimate that, at the end of the five year holding period, the shares can be sold for ₹ 85. What would you be willing to pay today for these shares if your required rate of return is 12 percent? [7]

(b) A bond pays interest annually and sells for ₹ 835. It has six years left to maturity and a per value of ₹ 1000. What is its coupon rate if its promised YTM is 12 percent? [7]

Q.5 (a) Calculate the expected return of a portfolio with four securities having the following characteristics:- [7]

Security	Return (%)	Proportion of investment
A	18.50	0.20
B	23.75	0.10
C	12.30	0.25
D	16.85	0.45

(b) Calculate the portfolio variance and standard deviation for a portfolio having the following characteristics:- [7]

Securities	Return (%)	Standard deviation (%)	Proportion of investment
A	40	12	0.2
B	15	8	0.3
C	50	16	0.5

Q.6 The following data are available to you as a portfolio manager:- [14]

Security	Estimated return (%)	Beta	Standard deviation (%)
1	32	2.10	50
2	30	1.80	35
3	25	1.65	42
4	20	1.30	26
5	18	1.15	29
6	15	0.85	18
7	14	0.75	20
8	12	0.50	17
Market index	16	1	25
Government security	7.5	0	0

In terms of security market line, which of the securities listed above are undervalued?

## SECTION - B

### Case Study

Q.7 Monthly return data (in percent) for ABC stock and the NSE index for a 12 month period are presented below:

Month	ABC	NSE Index
1	-0.75	-0.35
2	5.45	-0.49
3	-3.05	-1.03
4	3.41	1.64
5	9.13	6.67
6	2.36	1.13
7	-0.42	0.72
8	5.51	0.84
9	6.80	4.05
10	2.60	1.21
11	-3.81	0.29
12	-1.91	-1.96

- (a) Calculate alpha and beta for the ABC stock. [7]
- (b) Suppose NSE index is expected to move up by 15 percent next month. How much return would you expect from ABC? [7]
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**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**

**Finance**

**M – 310 (Major-II) Security Analysis and  
Portfolio Management**

**Time: 3 Hours**

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

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1. NIL

2. NIL

**SECTION - A**

- Q.1 “Technical Analysis is meant for speculators and fundamental analysis is meant for Investors but both types of analysis are complementary in nature.” Elaborate. [14]
- Q.2 What do you mean by Investment? Discuss briefly the various Medias of investment available in India Market. For a women working professional earning ₹ 45,000 pm, having no other source of income, which media of investment will suit the most? [14]
- Q.3 (a) Do you think that the effect of a combination of securities can bring about a balanced portfolio? Discuss. [7]
- (b) What are the measures taken by SEBI for increasing liquidity in stock markets? [7]

- Q.4 (a) Explain how will measure different types of Risks. [7]  
 (b) Do you consider SEBI as an effective regulator of capital market? Comment. [7]
- Q.5 What do you mean by portfolio management? Discuss different portfolio revision techniques. [14]
- Q.6 What do you mean by Capital Asset Pricing Model? Critically analysis the various assumptions of CAPM. [14]

## SECTION - B

### Case Study

- Q.7 (a) Consider two situations: a young mam X in early twenties and another young man Y in the late thirties X and Y earns same amount of money. Mr. Y has a family, a house, a car and all the encumbrances related with the marital status. Both of them like to invest in securities, what would be their constraints and objectives? [7]
- (b) Stock L and M have yielded the following returns for the past two years. [7]

Year	Return	
	L	M
1995	12	14
1996	18	12

- (i) Find out the standard deviation of each stock.
- (ii) What is the portfolio risk of a portfolio made up of 60 percent L and 40 percent of M?
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**3M3202**

**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**

**Finance**

**M – 311 (Major-I) International Financial Management**

**Time: 3 Hours**

**Maximum Marks: 70**

**Min. Passing Marks: 28**

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1. NIL

2. NIL

**SECTION - A**

- Q.1 Elucidate recent trends and challenges in International Finance. [14]
- Q.2 (a) Explain how exchange rates are determined in the spot market? [7]
- (b) Explain the contents of Capital Account under BOP. [7]
- Q.3 What are the different sources of finance available to a firm from international market? [14]
- Q.4 Write notes on the following –
- (a) Fundamental Forecasting [4]
  - (b) Fisher Effect [3]
  - (c) Relative version of PPP Theory [4]
  - (d) Floating exchange rate system [3]



Q.5 (a) If inflation rate in India is 8% and in US it is 5% is projected two years and spot exchange rate is ₹ 71/USD, what will be the exchange rate between Rupee and USD after two years? [7]

(b) Calculate bid ask spread if Rupee Dollar exchange rate is ₹ 71–71.30/USD. [7]

Q.6 Explain the role of IMF in the maintaining discipline in the current monetary system. [14]

## SECTION - B

### Case Study

Q.7 Your client ABC Ltd. has imported 3,000 child restrainers at landed cost in Mumbai of USD 50 each. Your client has a choice of paying for the goods immediately or in 3 months' time. It has an overdraft limit where 12% p.a. interest rate is charged. Calculate which of the following options will be cost effective to your client? [14]

(a) Pay in 3 months' time with interest @ 10% and cover risk forward for 3 months.

(b) Settle now at a current spot rate and pay interest of the overdraft for 3 months.

The rates are as follows –

Rupee Dollar spot – ₹ 70–71.30

3 Months swap – 25/15

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**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**

**Finance**

**M – 311 (Major-I) International Financial Management**

**Time: 3 Hours**

**Maximum Marks: 70**

**Min. Passing Marks: 28**

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1. NIL

2. NIL

**SECTION - A**

- Q.1 What are the recent developments in Global Financial Markets? Explain. [14]
- Q.2 Evaluating the role of International Monetary Fund in regulating the International Monetary System. [14]
- Q.3 “There is a growing concern about the widening BOP deficit.” What is BOP deficit? Explain the components of BOP and respective deficits and surplus. [14]

Q.4 (a) What are the different types of Transactions in Foreign Exchange Market?

Explain [7]

(b) Foreign exchange market plays a major challenge in the economic growth of a country." Explain the nature; scope and importance of International Financial Management. [7]

Q.5 How Hedging is done to manage the Currency Risk? [14]

Q.6 Explain the concept of Purchasing Power Parity (PPP) in detail. [14]

## **SECTION - B**

### **Case Study**

Q.7 Interest Rate in India and the USA is respectively 6 percent and 5 percent. Spot Exchange rate at present is ₹ 42.32/US\$. Because of higher interest rate, arbitrageurs are tempted to make investment in rupee market. But by the time their investment matures, rupee is expected to depreciate to ₹ 45.20/US\$. Find whether there would be uncovered interest arbitrage. If there will be arbitrage, what will be the process? [14]

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**Finance**

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

**Time: 3 Hours**

**Maximum Marks: 70**

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1. NIL

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**SECTION - A**

Q.1 Write Notes on –

- (a) Cross Currency Management [5]
- (b) Types of accounts and significance of BOP [5]
- (c) The real exchange Rate [4]

Q.2 What do you mean by Global Financial Market? Explain the motives and functions for global financial markets. [7+7=14]

- Q.3 (a) What do you understand by balance of payment account? What is its structure? [7]
- (b) How can the balance of payment be used to forecast Exchange Rate Movement. [7]
- Q.4 Explain the meaning, types and determinants of foreign exchange Rate. [4+5+5+=14]
- Q.5 What is International finance? Write the various sources of International finance. What are the problems and challenges associated with raising finance internationally? [14]
- Q.6 Explain disequilibrium in BOP. What are the types of disequilibrium in BOP? [14]

## **SECTION - B**

### **Case Study**

- Q.7 The following two ways quotes appear in the foreign exchange market. [14]

	Spot	2 Months forward
₹/ US \$	₹ 67.00/ ₹ 67.25	₹ 68.00/ ₹ 68.50

Required:

- (a) How many US dollars should a firm sell to get ₹ 30 lakh after 2 months?
- (b) How many Rupees is the firm required to pay to obtain US \$ 200,000 in the spot market?

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Total No of Pages: 2

**3M3263**

**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**

**Finance**

**M – 312 (Major-I) Management of Financial Services**

**Time: 3 Hours**

**Maximum Marks: 70**

**Min. Passing Marks: 28**

***Instructions to Candidates:***

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1. NIL

2. NIL

**SECTION - A**

Q.1 Critically examine the structure and performance of the Indian Financial System.

Explain the organizational framework of financial services delivery mechanism in India. [14]

Q.2 (a) Briefly explain the various functions performed by RBI. [7]

(b) Explain the recent international banking trends. [7]

Q.3 Briefly explain the evaluation framework of hire – purchase transactions vis – a-vis leasing. [14]

- Q.4 (a) What do you understand by Merchant Banking? What functions are undertaken by a Merchant Banker? Discuss briefly. [7]
- (b) What do you mean by "Factoring"? Describe its mechanism. [7]
- Q.5 (a) Critically evaluate the provisions of Insurance Act 1938 with reference to current scenario of insurance in India. [7]
- (b) Explain various types of insurance policies prevailing in India. [7]
- Q.6 (a) Briefly explain Participation Certificates (PC). [7]
- (b) Differentiate between factoring and forfeiting. [7]

## **SECTION - B**

### **Case Study**

- Q.7 (a) Discuss financial inclusion, efforts made by Indian Banks and their effectiveness. [7]
- (b) Discuss the journey from class banking to mass banking – the Indian experience. [7]
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Total No of Pages: 2

**3M3203**

**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**

**Finance**

**M – 312 (Major-I) Management of Financial Services**

**Time: 3 Hours**

**Maximum Marks: 70**

**Min. Passing Marks: 28**

**Instructions to Candidates:**

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1. NIL

2. NIL

**SECTION - A**

- Q.1 What are financial services? Give an overview of various financial services offered in India. [4+10=14]
- Q.2 Explain investment banking. How is it different from international banking? [7+7=14]
- Q.3 Explain the issues and challenges faced by the RBI in regulating the banking sector in India. [14]
- Q.4 What is plastic money? Explain the scope of consumer credit in banking. [4+10=14]
- Q.5 Write notes on the following – [3.5+3.5+3.5+3.5=14]
- (a) Forfaiting
  - (b) Real estate financing
  - (c) Repo transactions
  - (d) Merchant banking
- Q.6 Explain the role of IRDA in regulating insurance sector in India. [14]



## SECTION - B

### Case Study

Q.7 “The Indian banking sector has witnessed sea changes in recent years owing to competition. The revenue model of banks has shifted from fund based services to fee based services”. Comment. [14]

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Total No of Pages: 2

**3M3233**

**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**

**Finance**

**M – 312 (Major-I) Management of Financial Services**

**Time: 3 Hours**

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

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1. NIL

2. NIL

**SECTION - A**

- Q.1 Describe the concept of financial services. Explain the various financial services available in the market. [14]
- Q.2 (a) Explain the various issues, and challenges of banking services. [7]  
(b) Discuss the role of RBI in Bank Management and regulation. [7]
- Q.3 Short note on- [3½×4=14]
- (a) Repo Transaction
  - (b) Commercial paper
  - (c) Treasury Bills
  - (d) Certificate of Deposits

- Q.4 (a) Give an overview of Merchant banking in India. [7]
- (b) Write a short note on Micro Finance. [7]
- Q.5 Why do companies go for leasing of assets? Explain the financial considerations affecting the buy or lease decision of a company. [14]
- Q.6 What do you understand by 'Factoring'? What are its advantages and disadvantages? Also describe the mechanism of factoring. [14]

## **SECTION - B**

### **Case Study**

- Q.7 (a) What do you mean by consumer credit? Explain its concept and working in India. [7]
- (b) Discuss the role of IRDA in insurance sector. [7]
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Total No of Pages: 1

**3M3363**

**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**

**Finance**

**M – 312 (Major-II) Management of Financial Services**

**Time: 3 Hours**

**Maximum Marks: 70**

**Min. Passing Marks: 28**

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1. NIL

2. NIL

**SECTION - A**

- Q.1 Explain the Issue and Challenges of RBI. [14]
- Q.2 What do you mean by merchant banking? Explain function and scope of merchant banking. [14]
- Q.3 What notes on- [14]
- (a) Role of IRDA
  - (b) Micro finance
- Q.4 Explain the meaning and types of insurance. Which types of challenges are faced by insurance company? [14]
- Q.5 What do you mean by Real estate financing? Explain its challenges. [14]
- Q.6 Explain the new instrument of money market. [14]

**SECTION - B**

**Case Study**

- Q.7 As a Financial Manager, what are the challenges faced at the time of raising of fund? [14]

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

Total No of Pages: 3

**3M3205**

**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**

**Marketing**

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

**Time: 3 Hours**

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

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1. NIL

2. NIL

**SECTION - A**

- Q.1 Discuss the role of Integrated Marketing Communication-Mix and its tools with reference to promotion of Luxury Watch. [14]
- Q.2 Explain the role of advertising in marketing communication. Also describe the decisions marketing managers must make when developing an advertising program. [7+7=14]
- Q.3 Write Short Notes (on any two): [7+7=14]
- (a) Functions of advertising agency with help of examples.
  - (b) Recent trends in Social media marketing.
  - (c) Pre and Post-Testing methods for measuring effectiveness of the promotional program.

- Q.4 “The job of media planning is to determine the best combination of media to achieve the marketing campaign objectives.” In context of the statement define media planning and explain the steps in development of media plan. [14]
- Q.5 ‘The creative strategy generally explain how the advertising campaign will meet the advertising objectives of the business’. Describe the steps involved in creative strategy development with help of two creative campaigns and the advertising agencies behind them. [14]
- Q.6 Elaborate on the significance of ethics and social responsibilities in advertising. [14]

## SECTION - B

### Case Study

- Q.7 Read the case carefully and attempt the questions given at the end:

#### **VODAFONE: ZOOZOOS BECOMES ADVERTISING ICON**

The telecom sector is an oligopolistic market where advertising is one medium where various players can compete without creating a price war. To stand out in the milieu, the telecom giant, Vodafone, introduced an innovative (albeit outlandish) mascot Zoozoos to endorse their value-added services (VAS). Zoozoos characters have thin limbs, contrasted with big bellies and a bulbous head, all adding to the outlandish and Martin look of these characters akin to “smaller” humans. The unique characters, excellent creative, and out-of-the-ordinary film production values all combined to create a high level of likeability, viewer interest, and recall value for the character. The campaign-and particularly the character-created an instant awareness, interest, and knowledge of the VAS like music downloads, railway ticketing, call filtering, motor sports alerts, online charging facilities, or flight schedules. A well-orchestrated communication media campaign, including in-stadia appearances, had made it the talk of the nation. What has taken decades for other mascots to achieve in terms of band

recognition and association, the Zoozoos achieved it in just a few months. There are Zoozoo fan clubs on Facebook, Twitter, and other social media platforms. Zoozoos opened up a huge market opportunity for Vodafone within the telecom industry with existing and international brands vying to jockey for dominant positions.

- (a) Comment on the IMC strategy adopted by Vodafone. [7]
- (b) If you were the marketing manager of Vodafone what IMC tools and plans will you adopt to enhance brand recall? [7]

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Total No of Pages: 3

**3M3305**

**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**

**Marketing**

**M – 320 (Major-II) Integrated Marketing Communication**

**Time: 3 Hours**

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**Min. Passing Marks: 28**

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1. NIL

2. NIL

**SECTION - A**

- Q.1 Develop a media plan for a company to promote their broadband service in Indian market. Make necessary assumptions. [14]
- Q.2 Explain sales promotion. Enlist & describe different sales promotion techniques used by tours & travel companies to promote their domestic & international tours. [14]
- Q.3 Write short notes on – [7+7=14]
- (a) Advertising appeals
  - (b) Interactive marketing
- Q.4 What challenges are affecting the current practices of advertising? Discuss why effectiveness is important to advertisers. [14]



- Q.5 Discuss the role of public relations as an IMC tool. Give example of a company that has integrated public relations in its communication strategy. Was the company able to achieve desired results? [14]
- Q.6 (a) "Research indicates that colour ads have more impact than black & white ads." Justify the statement with examples. [7]
- (b) How can the absence of visuals on radio be an indirect advantage for the medium? Is radio a visual or verbal medium? [7]

## SECTION - B

### Case Study

- Q.7. Read the case carefully & answer the following questions -

#### **Tata Salt-**

#### **The 'Desh ka Namak' Idea –**

To develop the advertising message in June 2002, Tata Chemical conducted a consumer research which revealed that consumers were feeling a deep and underlying unrest over the weakening social framework and corruption that was eating into India's values. The research pointed to a hidden sentiment of patriotism and loyalty that could be drawn on in the new campaign. Grabbing this idea at a time when brand differentiation among competing salt brands, consumer locality and expenditure were diminishing. *Tata Salt* connected itself with a universal and emotional theme that consumers could easily relate to: remaining true to one's salt and to one's country.

The agency Bates hit on the campaign idea from a consumer insight based on the idiomatic usage of the word 'salt.' In India, salt is closely associated with the sense of integrity-a connection that predates even the entry of *Tata Salt*. The adjective *namk halaal* stands for allegiance of the highest order. Even the concept of being 'worth one's salt' is deep-rooted in Indian traditions. Salt represents character in human beings and thus has great significance across languages, regions and religions. The agency saw an inherent romance in salt that could become a campaignable idea.

According to Rajeev Raja, Executive Creative Director, Bates India, "Salt is a very basic necessity; a little bit can change the complexion of food." The agency took this concept to a subterranean level and decided to draw a parallel between 'salt' and 'small acts of integrity and loyalty that could collectively, change the nation.' This simple creative idea was worded as *desh ka namak khaana*-akin to repaying, the nation for its favours. Thus the idea *desh ka namak* was tied in with Tata Salt, representing both-the brand's leadership, and purity or integrity of character.

The new idea corresponded with the erstwhile campaigns of *Tata Salt* that played upon the 'purity' of its offering. Keeping the earlier idea of 'purity' intact, its proposition was simply enlarged to encompass emotional nuances of the word. Along with the purity of the brand, the campaign moved on to stress the purity of thought and action. And to depict this, the agency decided to portray the common people of India, who, through their little acts of honesty, could be seen as no less than heroes of the nation.

**Questions -**

- (a) Do you think the idea *desh ka namak* reflects the strategy of depicting purity and leadership? Is it an idea worth enough to be the BIG idea for Tata Salt? Why or why not? [9]
- (b) Give a brief description of the advertising campaign of Tata Salt. [5]
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Total No of Pages: **3**

**3M3237**

**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**

**Marketing**

**M – 322 (Major-I) Sales Distribution and  
Logistics Management**

**Time: 3 Hours**

**Maximum Marks: 70**

**Min. Passing Marks: 28**

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1. NIL

2. NIL

**SECTION - A**

Q.1 (a) "Sales quota becomes the basis for planning production, work force size and financial, and management." Comment. [4+6+4=14]

(b) What are the various steps of Territory planning? Do these steps remain the same irrespective of the product/market? Explain by taking the example of:

- (i) Soft Drinks
- (ii) Industrial Lubricants

- Q.2 What is the scope of logistic management? What are the key elements and activities of physical distribution system? Describe the components of the logistics system by taking the examples of- [7+7=14]
- (i) Automobile Industry
  - (ii) Pharmaceutical Industry
- Q.3 What do you understand by recruitment of sales personnel? Explain the process of recruitment of sales personnel by taking the example of- [7+7=14]
- (i) Banking Services
  - (ii) Airline Services
- Q.4 (a) Personal selling is a two way communication best suited to a company, marketing consumer products with a poor brand loyalty. Discuss. [7]
- (b) Discuss the importance of 'Sales Resistance' in the selling process. How do sales persons cope up with the same? Support your answer by citing example of a consumer durable goods. [7]
- Q.5 (a) Discuss the scope of Sales Management in a manufacturing and marketing organization. [7]
- (b) In the light of the changing role of the salesperson, explain the qualities of good sales personnel. [7]
- Q.6 (a) What do you understand by distribution channel? Write the importance and types of channel. [6]
- (b) Define the term wholesaling. What are the functions of wholesalers? Why many companies are in process of eliminating the wholesalers? Explain the reasons and what alternatives you would suggest to manufactures in eliminating wholesalers? [8]

## **SECTION - B**

### **Case Study**

Q.7 Read the case given below and answer the questions given at the end of the case. [14]

“The company’s sales forecast for the year 2018-2019 is 9,20,000 numbers of refrigerators” said Satish Kumar, General Manager-sales in the budget meeting held on January 20, 2018 at the company’s headquarters at Bangalore. Another forecast made earlier put this figure as 10, 00,000 units.

“For determining the company’s sales budget, we also need information about market segments, such as the share of household and institutional customers as well as that of rural and urban markets. Production function would like to know product type share between frost-free and direct cool, as well as different sizes from 110 liters to 310 liters. These figures are absolutely essential for working marketing and production plans, and thereafter overall company’s budget for the year 2018-2019,” intervened Mr. Vinod, President of the company, before ‘Vice President (Sales and Marketing) could say something.

Satish Kumar responded, “Yes, we can estimate the break-up of total numbers of refrigerators into product types and sizes, as well as market segments, but we have to first decide whether our sales budget would be equal to or lower than the sales forecast.”

“I think before we take that decision, we would like to know how accurate is your sales forecast, and which forecasting method have you used,” asked the Vice President (Sales and Marketing).”

“Well, the method used by us was moving averages and the accuracy of our sales forecasting is good for short-term forecasting with stable market conditions and availability of historical data, “said a confident Satish Kumar.

#### **Questions:**

- (a) What would you do in such a situation, when the sales forecasts differ?
- (b) The company plans to introduce a new product LCD Colour Televisions. How would you go about in forecasting the sales for the new product?
- (c) Explain the rationale of asking for the break-up of the total sales forecast figure by product types and sizes, as well as market segments.

3M3337

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

Total No of Pages: 4

**3M3337**

**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**

**Marketing**

**M – 322 (Major-II) Sales Distribution and  
Logistics Management**

**Time: 3 Hours**

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

***Instructions to Candidates:***

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

1. NIL

2. NIL

**SECTION - A**

- Q.1 “Today’s professional salesperson is a marketing consultant and a marketing manager of his on her territory”. Explain. [14]
- Q.2 Why do we use quotas in the management of sales force? What problems will you face when you find that the quota is improper? [14]
- Q.3 (a) Explain briefly the steps involved in designing an effective compensation plan. [7]
- (b) What are the major stages in the sales force staffing process? Which activity or part is considered by sales manager as the most difficult in the entire staffing process and why? [7]

- Q.4 “The goal of a modern physical distribution system in a firm should to operate at the lowest possible total costs”. Illustrate this statement with suitable examples. [14]
- Q.5 What do you understand by logistics management? What is the influence of information technology on the other supply chain drivers? [14]
- Q.6 Write short notes on following (any four): [4×3½=14]
- (a) Channel Conflict
  - (b) Channel Power
  - (c) Channel Behaviour
  - (d) Evaluation of Channel Performance
  - (e) Channel Leadership

## **SECTION - B**

### **Case Study**

- Q.7 Anchor is a leading brand manufacturing electrical switches and equipment for the household furnishing segment. It is a popular brand in this segment, and it also manufactures industrial switches and equipment. Recently, it acquired a small company with toothpaste manufacturing facility and decided to enter the low – end toothpaste segment. The low-end segment is the fluoride-based market, where Colgate is the biggest player. Anchor diversified into the low-end toothpaste segment to expand its business base and reduce its dependence on the electrical switches business.

The low-end of the toothpaste market was growing rapidly as many firms, such as Hindustan Unilever Limited, Procter and Gamble, and Colgate Palmolive, had entered this segment in a big way. Anchor, as an electrical equipment company, already enjoyed a deep penetration into the Indian market and thought it possible to take advantage of

this synergy and enter the toothpaste market. While the business of toothpaste was completely new to Anchor, the top management development ambitious plans to enter this market in a big way.

The new acquisition had a set of salespeople who were merged with the Anchor's existing staff. They were earlier trained by the sales managers of the parent company and they had very little retraining after their induction into the company. This is a situation similar to that in many small Indian firms that cannot afford the high cost of continuous training. Anchor's management was concerned about the inconsistent training programme of the acquired company and had a feeling that, with a national launch in mind, it may be difficult for the salespeople of the earlier company to comprehend the vision of the brand.

In addition, the management felt that more salespeople may be required to cover the entire market within five years of the launch of the brand in the national market. They had a plan to go sequentially from one part of the country to the other so that by end of five years they had a market coverage comparable to the toothpaste majors in the business.

Mr. Chandrajit Singh (CS) was hired as the sales development officer in charge of sales training at Anchor. His job was to examine the existing abilities of the salespeople and prepare a training plan for the new recruits. He had to suggest a refresher programme for the existing salespersons too. The reputation of Anchor had always been associated with the best quality of product and the best possible customer service in the switchgear division. The company now wanted to translate this reputation into sales through a strong and effective sales force in the toothpaste market. The mandate was to make the toothpaste salespeople as efficient and committed as the salespeople of the electrical equipment division.



CS had begun a training need assessment of the sales force of the newly acquired company and had decided to meet the salespeople in a group of six to seven people at different market locations. His initial meetings with a few groups made him believe that the salespeople were very enthusiastic about the new job and company. However, he was disappointed with a few salespersons who felt that they were unnecessarily brought back from the field as their job was to sell and not to talk about the training. He was unable to schedule a meeting with these people.

CS needed to finalize the training programme of salespeople from both the acquired company and the new recruits of the Anchor Toothpaste Division. The Board of Directors of Anchor expected a recommendation from CS about the training process soon to enable them to take a decision about the training schedule. [14]

**Question –**

- (1) What training issues must CS include in his proposal?
  - (2) What kind of suggestion should CS offer to the salespeople of the Anchor Toothpaste Division? Should it be different from that of the new recruits?
  - (3) Were the group of salespeople who were not attending the repeat meetings making a mistake by staying away? What is your opinion on this? Why were they behaving in this way and what action should be taken against them?
  - (4) If you had been in CS's place, what training content would you have recommended to the board of directors and why?
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3M3268

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

Total No of Pages: 3

**3M3268**

**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**

**Marketing**

**M – 323 (Major-I) Product & Brand Management**

**Time: 3 Hours**

**Maximum Marks: 70**

**Min. Passing Marks: 28**

***Instructions to Candidates:***

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

1. NIL

2. NIL

**SECTION - A**

Q.1 How are brand identity & brand loyalty different when both are responsible for the increased sales of an organizations brands? Explain with the help of appropriate example. [14]

Q.2 Pick an organizations that has a member of brand extensions. Discuss whether these extrusions have been successful or not and the reasons for the same. [14]

Q.3 Write short notes on-

(a) Levels of Product [7]

(b) New Product Development [7]

Q.4 (a) What do you mean by brand equity? Critically evaluate the importance of brand equity. [7]

(b) What are the sources of building brand equity? [7]

Q.5 What do you mean by brand repositioning? With the help of examples discuss the ways in which an organization can reposition a product in the market. [14]

Q.6 (a) What do you mean by brand resonance? Can every brand achieve resonance with its customers? Justify. [9]

(b) What are the challenges of branding a product? [5]

## **SECTION - B**

### **Case Study**

Q.7 Read the case carefully & answer the following questions -

#### **VOLKSWAGEN'S STORY**

After a remarkable revival in the 1990s when it enjoyed 50 percent growth for seven straight years, Volkswagen AG did not fare well around the turn of the century. By 2005, the company was experiencing stagnant sales and losing money in its critical U.S. market. The culprit? According to VW CEO Bernd Pischetsrieder, the main reason has

been Volkswagen's lack of minimal emphasis on customer focus. In his view, the company was paying too much attention to technology and features that customers did not necessarily want to pay for. As an example of its new re-emphasis on the consumer, VW changed the design of the 2011 Jetta it sold in the United States to better reflect U.S. preferences (and bigger bodies). Greater leg and trunk room and larger cup holders were added and costs savings were found to make it more affordable versus its Japanese import competitors.

**Questions-**

- (a) Explain the concept of positioning & why is it important in the above case. [7]
- (b) How do you think Volkswagen repositioned its brand? [7]

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3M3368

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

Total No of Pages: 3

**3M3368**

**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**

**Marketing**

**M – 323 (Major-II) Product & Brand Management**

**Time: 3 Hours**

**Maximum Marks: 70**

**Min. Passing Marks: 28**

**Instructions to Candidates:**

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

1. NIL

2. NIL

**SECTION – A**

Q.1 Briefly describe the various stages of product life cycle? For a mature product category like bathing soap, how would you use the PLC to plan your future investment or divestment in the product category? [14]

Q.2 What are the factors that influence the product mix decisions? What are the constituents of a product mix? Explain the following terms: [14]

(a) Product width

(b) Product depth

(c) Product length

(d) Product consistency

Q.3 (a) Explain the concept and features of brand personality. [7]

(b) Define brand equity and mention any four sources of brand equity. [7]

- Q.4 “Brand Positioning refers to ‘target consumers’ reason to buy a particular brand in preference to other.” Comment. Explain Brand positioning strategies with suitable examples. [14]
- Q.5 (a) Explain the types of brand extension with examples. [7]
- (b) What do you mean by brand revitalization? Mention any four strategies of revitalization. [7]
- Q.6 Explain how evolving technology such as the social media and the internet is facilitating faster dissemination of information for global brands with suitable examples. [14]

## **SECTION - B**

### **Case Study**

Q.7 Renderlogy is Hyderabad – based interior designing technology start – up firm. The CEO of the company believes that the internet is bringing about significant changes to traditional business models. As a business model, Renderlogy offers online décor solutions to customers at mid and affordable price levels. The company is positioned as the world’s first online and automated, interior design company providing end - to - end solutions to customers.

The interior design and home décor market in India is estimated to be around ₹ 125,000 crores. This market is likely to grow due to the increased affluence in the Indian society and increased awareness on aesthetics in home solutions. Consumers in this segment spend more time and effort in making product choices. Unlike the purchasing of books or groceries, customer prefer to experience the purchase for interior design solutions. The market is dominated by architects who focus on more profitable customers leaving mid – space clients to carpenters and the unrecognized sector.

Renderlogy has a distinct value proposition in this market segment through the application of innovative technology. It focuses on the B2B market with real estate and large builders as the target segment. However, the opportunity to grow in a B2C space is immense. The company plans to make a free – for – registration portal that will enable the end user to click, drag and drop to customize and virtually see how his/her planned

house would look like. The company plans to expand its business to Bengaluru, Chennai, Mumbai, Raipur and Jaipur. It also plans to develop a mobile application for Android and iOS platforms to reach a larger customer base.

Affordable housing is a \$ 100 billion opportunity in India. The CEO believes that Renderlogy is a unique player in the space of home décor and interior design. It uses technology, virtual reality and real – time market intelligence of products to cater to its customers. However, it is a start – up and needs a strong product proposition to grow and achieve economies of scale. The company aims at developing a product and a brand plan for the future so that it can present the same to private equity players who will put their money in for scaling the business. [14]

**Question –**

- (1) Analyse the technology platform, the scope for virtual reality, and the degree of interactivity levels at Renderlogy's portal.
  - (2) Analyse the affordable housing market opportunity by conducting a secondary online research and suggest a geographic expansion plan for Renderlogy for next three to five years.
  - (3) Develop a marketing plan for Renderlogy to succeed in the India market with a distinctive value proposition.
  - (4) What product market principles will you use for developing Renderlogy's business model?
-

**3M3308**

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

Total No of Pages: **2**

**3M3308**

**MBA III Sem. (Main & Back) Exam., Dec. 2019**

**Marketing**

**M-323 (Major-II) Product & Brand Management**

**Time: 3 Hours**

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

**Instructions to Candidates:**

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

1. NIL \_\_\_\_\_

2. NIL \_\_\_\_\_

**SECTION - A**

- Q.1 Identify and describe the various types of products and explain product lifecycle concept related to the management of products. [14]
- Q.2 Quoting examples of two recent product launches explain the strategic decisions involved in new product development process. [14]
- Q.3 Write short notes on –
- (a) Strategic Brand Management Process
  - (b) Brand Positioning Strategies with examples [7+7=14]
- Q.4 Suggest suitable marketing strategies and brand elements for building brand equity of recently launched SUV 'MG Hector'. [14]
- Q.5 Differentiate between cost based and customer based methods of brand equity. Also, suggest which method is practically more relevant and why? [10+4=4]
- Q.6 Write short notes on –
- (a) Types of brand extension with examples.
  - (b) Quote with examples strategies to revitalize declining brands. [7+7=14]

[3M3308]

Page 1 of 2

**[40]**



## **SECTION - B**

### **Case Study**

**Q.7 Read the case carefully and attempt the questions given at the end:**

#### **CAFE COFFEE DAY: CONNECTING WITH THE YOUNG**

Starting from its first cafe in Bangalore's Brigade Road in 1996, Café Coffee Day (CCD as it is known among the youth) is a pan Indian brand. CCD has approximately 1,497 outlets, out of which three are in square format, 47 in lounge, and rest in cafe formats. It has institutionalized coffee drinking in a country which was hither to the home of tea drinkers. CCD's menu ranges from its signature hot and cold coffees to several exotic international coffees, desserts, sandwiches, and pastries. Great value-for-money items have made the price-conscious Indian youth to upgrade from roadside *dhabas* to CCDs in large numbers.

Market research had revealed that 25 percent of CCD customers are teenagers, 38 percent are between the age of 20-24, and 23 percent are between 25 and 29. In sum, more than 80 percent of CCD customers are below the age of 29, with a large majority below 25. CCD has tried to ensure that this core customer group stays engaged with the brand, even as new competition is expected to enter in the Indian market.

The brand has tried to offer a perfect cafe experience to its target group by offering value-added services such as Wi-Fi facilities, youthful music, and a highly trained and friendly staff.

CCD has also managed to expand its format to cater to changing customer preferences. It has launched its most premium offering-"The Square"- in Mumbai, serving the best Single Origin coffee from across the world and offering an unique ambience for the food blogger fraternity and twitteratis of the city.

#### **Question:**

- (a) Highlight the factors that have contributed to the success of Brand 'CCD'. [7]
- (b) Suggest suitable brand management strategies for enhancing 'CCD' customer base. [7]

3M3212

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

Total No of Pages: 3

**3M3212**

**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**

**HRM**

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

**Time: 3 Hours**

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

***Instructions to Candidates:***

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

1. NIL

2. NIL

**SECTION - A**

- Q.1 (a) Explain the concept and importance of traditional training method. How does E – Learning method of training is more effective over traditional training method. [7]
- (b) Explain the issues in training and development w. r. to insurance companies, specially marketing & sales field. [7]
- Q.2 Explain the following with suitable examples - [4+5+5=14]
- (a) Difference in training and development
  - (b) Recent Approaches to employee development
  - (c) Restructuring organisations and need
- Q.3 (a) Explain with suitable example the conceptual frame work of organizational development. [7]
- (b) Explain the components of organizational development process. [7]

Q.4 Explain the following with examples (Any Two) - [7+7=14]

- (a) Team and Team work, empowerment of employees
- (b) Classification of interventions
- (c) Measuring human Capital and determining ROI

Q.5 (a) Explain the forces influencing learning specially in Heat Zone industries like steel manufacturing. [6+8=14]

- (b) Explain different learning theories with suitable examples.

Q.6 (a) Explain the of simulation training and its applicability in industries. [7+7=14]

- (b) Explain the different needs of training and development.

## **SECTION - B**

### **Case Study**

Q.7 You are posted as officer (training and development) in a FMCG multiproduct retail supply chain stores, having in different cities of India. The management is facing a problem of stocks of items in almost all stores. The stocks of items for same commodity is very high whereas same of the items remain in acute shortages most of time.

The officers in the operations are managing with there level best with their past expertise and history of required stock.

Still the problems remain continue. Due to the same management is facing the problem of brand image for their valuable customer service and at the same time same of commodity items are redundant/ expired and resulting in revenue loss.

You being an officer (training & development) is being asked by management to reveal the situation and provide/arrange in house and or outside training and development program in the problem area and the specific commodities (about 15 different commodities) where such problem is there.

**Question:-**

- (a) Write details of fifteen commodity of FMCG (Fast Moving Commodity Goods) you considered, which are having problem. [4]
- (b) Name the different training and development program specific to the problems and justify its suitability. [6]
- (c) Prepare a training need model for different levels of concerned Employees as global basis for all stores combined indicating the levels and related training and development program. [4]
-

3M3312

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

Total No of Pages: 3

**3M3312**

**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**

**HRM**

**M – 330 (Major-II) Training & Organisational Development**

**Time: 3 Hours**

**Maximum Marks: 70**

**Min. Passing Marks: 28**

**Instructions to Candidates:**

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

1. NIL

2. NIL

**SECTION - A**

- Q.1 What do you mean by leaving? What is the significance and characteristics of leaving? [14]
- Q.2 "Training is essentially a leaving process". In the light of this statement discuss the relationship of training with leaving. [14]
- Q.3 What is simulation? Describe its advantages and disadvantages. [14]
- Q.4 Define employee development. What strategies companies use for employee development? [14]
- Q.5 What do you understand by the term diagnosis? Discuss the process of diagnosis. [14]
- Q.6 Explain what you believe are the advantages and disadvantages of creating a training consortium or partnership with other companies? [14]

## SECTION - B

### Case Study

Q.7 Gone are the days of working professionals struggling to seek admission for higher studies and finding time to go to the college for attending classes. Now, Universities are coming down to the companies to help the employees pursue higher studies. The Vishveshwaraya Technological University (VTU) in Belgaum, Karnataka has agreed to conduct M. Tech course in Avionics at Honeywell – VTU Extension Centre, Bangalore, for Honeywell employees.

Honeywell International is a \$ 30 billion diversified technology and manufacturing leader, serving customers worldwide with aerospace products and services; control technologies for building, homes and industry; automotive products; turbochargers; and specialty materials. Based in Morris Township, N.J., Honeywell's shares are traded on the New York, London, Chicago and Pacific Stock Exchanges. It is one of the 30 stocks that make up the Dow Jones Industrial Average and is also a component of the Standard & Poor's 500 Index.

Honeywell Technology Solutions Lab (HTSL), set up in 1995, is a full – fledged research & development centre for Honeywell businesses worldwide. HTSL undertakes software product development and support, technology development and hardware engineering for the company's aerospace automation and control businesses. It also supports Honeywell businesses with IT solutions and business process solutions. The company supports all Honeywell business across the globe for their research and innovation requirements. HTSL has presence in Bangalore, Madurai, Pune and Hyderabad in India and the Czech Republic and China globally.

To cater to the growing global need for talent in Research and Development of Solutions in the Aerospace domain, Honeywell has tied up with Vishveshwaraya Technological University, Belgaum to offer an M. Tech programme in Avionics for Honeywell's

employees as well as those who would like to pursue a career in Avionics. VTU will conduct the classes at its extension centre at Honeywell Campus on Bannerghatta Road, Bangalore. Both VTU and Honeywell believe in rendering education through state – of – the – art technology and facilities.

The M. Tech programme in Avionics will cover topics such as aircraft communication systems and standards, fault tolerant systems, flight instrumentation and flight management systems, aircraft surveillance systems, propulsion, health monitoring and maintenance, navigation etc. Both Honeywell and VTU feel that this will set the tone of the next generation academics in India.

**Questions:**

- (1) How does this programme help Honeywell in improving its talent management practices apart from developing employee competencies? [7]
  - (2) Does this initiative indicate a new kind of outreach programme by VTU towards building innovative collaboration between industry and academia? Explain. [7]
-

3M3244

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

Total No of Pages: 2

**3M3244**

**M.B.A. III - Sem. (Main / Back) Exam., Dec. 2019**

**HRM**

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

**Time: 3 Hours**

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

***Instructions to Candidates:***

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

1. NIL

2. NIL

**SECTION - A**

Q.1 Define Leadership. Discuss the evolution of leadership theories. [2+12=14]

Q.2 Write short notes on: [7+7=14]

(a) Attributes of effective leaders

(b) The leader as a coach

Q.3 Discuss the characteristics and operating style of Narcissistic leaders. [14]



Q.4 Write short notes on:

[7+7=14]

(a) Managing Diversity

(b) Cognition and Organizational change

Q.5 Define change. What are the forces of change? Also, explain Kurt Lewin's change model.

[2+6+6=14]

Q.6 What are the different approaches to change? Also, discuss the challenges of executing change.

[7+7=14]

## **SECTION - B**

### **Case Study**

Q.7 Assume that you have been appointed as a change agent to implement change in your Organization. Prepare an outline of the plan of action to implement change in the organization.

[14]

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3M3344

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

Total No of Pages: 2

**3M3344**

**MBA III Sem. (Main & Back) Exam., Dec. 2019**

**HRM**

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

**Time: 3 Hours**

**Maximum Marks: 70**

**Min. Passing Marks: 28**

***Instructions to Candidates:***

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

1. NIL \_\_\_\_\_

2. NIL \_\_\_\_\_

**SECTION - A**

- Q.1 Define leadership. What are the attributes of effective leaders? Also, discuss the trait theory of leadership. [2+6+6=14]
- Q.2 Write short notes on –
- (a) Managerial Grid developed by Robert Blake and Jane Mouton. [7]
  - (b) Styles of leadership [7]
- Q.3 “Leadership is a function of leader, led and Situation.” Explain. [14]
- Q.4 Explain the characteristics and operating style of level 5 leaders. [14]

Q.5 Write short notes on –

(a) Challenges of Knowledge Work [7]

(b) Mental models [7]

Q.6 What do you understand by change? Explain Kurt Lewin's change model. Also, discuss the challenges in executing change. [2+6+6=14]

## **SECTION - B**

### **Case Study**

Q.7 Assume that you are a newly appointed team leader of a management department consisting of six team members. The team has not been performing well in the past and your main aim is to consolidate team work and increase team performance.

### **Questions –**

(a) What leadership approach would you use to foster team performance? [7]

(b) What are the principles of great teams? [7]