

**3M3001**

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

Total No of Pages: **3****3M3001****M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021****Compulsory****M-301 (Compulsory) Business Policy & Strategic  
Management****Time: 2 Hours****[To be converted as per scheme]****Max. Marks: 42****Min. Marks: 17***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 2 questions. Section B contains short case study / application based question which is compulsory.*
- (iii) *All questions are carrying equal marks.*

1. NIL \_\_\_\_\_2. NIL \_\_\_\_\_**SECTION - A**

- Q.1 "The evolution of business policy has progressed along the various phases of industrial development to what is known today as strategic management". Describe the various steps of strategic management process. [14]
- Q.2 Explain Mintzberg's modes of strategic decision-making. Compare entrepreneurial mode and planning mode of decision making. [7+7=14]
- Q.3 "Correct assessment of the industry is essential in strategy formulation". Comment upon this statement in brief. Describe Porter's five forces model. What purpose does it serve for strategists? [4+10=14]
- Q.4 Write short notes on:
- (a) Global issues in strategy implementation [7]
  - (b) Role of staffing activity in Organization [7]

Q.5 Which individuals and groups participate in the process of evaluation? What difficulties do they face and how do they overcome them? [7+7=14]

Q.6 Discuss the method of identifying international challenges and opportunities. Write in brief about the risks in an international environment. [7+7=14]

## **SECTION – B**

### **(Case Study)**

Q.7 Read the case and answer the following question - [14]

Bharat Heavy Electricals Ltd. (BHEL) is a major Indian public sector enterprise in power, engineering and manufacturing. It has 14 manufacturing divisions & centres spread all over the country.

The vision 2018 statement of BHEL is as below -

Mission → To be the leading Indian engineering enterprise providing quality products, systems and services in the field of energy, transportation, industry, infrastructure & other potential areas.

Values → Meeting commitments made to customers

- foster bearing, creativity
- respect for dignity
- team playing
- zeal to excel

Business Mission → To maintain a leading position as suppliers of quality equipments, systems and services in the field of conversion, transmission, utilization & conservation of energy for application in the areas of electric power, transportation & gas exploration & industries.

Company Objectives →

Growth → To ensure a steady growth by enhancing the competitive edge of BHEL in existing business, new areas & international operations.

Profitability → To provide a reasonable & adequate return on capital employed primarily through improvements in operational efficiency, productivity & generate adequate resources to finance the company's growth.

Customer → To build a high degree of customer confidence by providing increased value for his money through international standards of product quality, performance & superior customer service.

Image → To fulfill the expectations which shareholders like govt. as owner, employees, customers and country at large have from BHEL.

**Question:**

Q.1 Analyze the vision statement of BHEL and comment on its positive & negative features.

-----

**3M3201**

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

Total No of Pages: **2****3M3201****M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021****Finance****M – 310 Security Analysis and Portfolio Management  
(Major – I)****Time: 2 Hours****[To be converted as per scheme]****Max. Marks: 42****Min. Marks: 17***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 2 questions. Section B contains short case study / application based question which is **compulsory**.*
- (iii) *All questions are carrying **equal** marks.*

1. NIL2. NIL**SECTION – A**

- Q.1 Distinguish between Investment and Speculation. Explain objectives behind investment. Explain different avenues of investment in India. [4+4+6=14]
- Q.2 “Primary market and Secondary market are complimentary to each other” – Substantiate your views with the role of primary market and secondary market and its interdependence. [14]
- Q.3 Stock R and S display the following returns over the past two years - [14]

Year	Stock R Return (%)	Stock S Return (%)
2018	10	12
2019	16	18

- (a) What is the expected return on a portfolio made up of 40% R and 60% S?
- (b) What is the standard deviation of each stock?
- (c) What is the covariance of stock R and S?
- (d) Determine the correlation coefficient of stocks R and S.

Q.4 Explain the logic of Arbitrage Pricing Theory (APT). How does it compare and contrast with the CAPM? [14]

Q.5 Briefly describe the essence of fundamental and technical analysis. Would you advise the investor to use technical analysis as the only basis for investment decisions? Give reasons. [7+7=14]

Q.6 Write short notes on –

(a) Listing of securities [3½]

(b) SEBI [3½]

(c) Random Walk Theory [3½]

(d) SML [3½]

### **SECTION – B**

#### **(Case Study)**

Q.7 ABC Ltd. has a total asset of ₹ 40, 00,000 finance by Equity and Debt in the ratio of 60% and 40% respectively. The Beta of equity share is 1.2 and Debt is Zero. The risk free rate is 7% and the return on market portfolio is 17%. Find out - [14]

(a) The required return on equity shares

(b) Beta of total assets of the company

(c) Required rate of return on assets of the company

(d) Discuss in detail Sharpe Index Model

3M3301

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

Total No of Pages: 2

**3M3301**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021  
Finance**

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

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is **compulsory**.*
- (iii) *All questions are carrying **equal** marks.*

1. NIL

2. NIL

**SECTION – A**

- Q.1 Discuss various avenues of investment and evaluate the merits and demerits of financial assets from the point of view of investors. [14]
- Q.2 What are the important points that you will be taking into account while doing Technical analysis? Is Technical analysis a substitute for fundamental analysis? Discuss. [14]
- Q.3 (a) What process will you follow to formulate a portfolio strategy? [7]
- (b) What do you understand by the term 'Security Analysis? What are its objectives? [7]
- Q.4 Discuss the structure and function of financial markets. [14]

Q.5 Discuss the role played by the Reserve Bank of India in the government securities market. [14]

Q.6 Write short notes on the following (Any two) - [7+7=14]

- (i) CAPM
- (ii) Portfolio revision
- (iii) Equity Valuation

### **SECTION – B**

#### **(Case Study)**

Q.7 The expected rates of return and the possibilities of their occurrence for Alpha Company and Beta Company scrips are given below - [14]

Probability of Occurrence	Return on Alpha's Scrip	Return on Beta's Scrip
0.05	-2.0	-3.0
0.20	9.0	6.0
0.50	12.0	11.0
0.20	15.0	14.0
0.05	26.0	19.0

- (i) Find out the expected rates of return for Alpha and Beta scrips.
- (ii) If an investor invests equal portion on both the scrips, what would be the return?
- (iii) If the portion is changed to 25% and 75% and then 75% and 25% what would be the expected rates of return?

3M3202

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

Total No of Pages: 2

**3M3202**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**

**Finance**

**M – 311 International Financial Management**

**(Major – I)**

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is **compulsory**.*
- (iii) *All questions are carrying **equal** marks.*

1. NIL

2. NIL

**SECTION – A**

Q.1 What is International Financial Management? Explain its nature, scope and importance. [14]

Q.2 Write notes on –

- (a) Exchange Rate Mechanism [5]
- (b) Cross Currency Management [5]
- (c) Evolution of International Monetary System [4]

Q.3 What is Current Account deficit? Describe the Indian BOP trend. [14]

Q.4 (a) What do you mean by currency swap? What are hedging and speculation in currency swaps? [10]

- (b) Elaborate the concept of International Fisher Effect. [4]

[3M3202]

Page 1 of 2

[140]



Q.5 What is the concept of Exchange Rate determination? Explain the Exchange Rate determination in spot and forward market. [14]

Q.6 (a) Use the IFE to forecast US \$ and SFr rate in August. The one year Interest Rate is 4% on Swiss franc and 13% on U.S. dollars. If current exchange rate is SFr 1 = .63 then what is the expected future exchange rate in one year? [10]

(b) What is global financial market? [4]

### **SECTION – B**

#### **(Case Study)**

Q.7 The inflation rate in US is expected to be 2.5% and that of India is expected to be 6%. The current spot rate of US \$ in India is 46/US \$. Find the expected rate of US \$ in India after one year and after three years from now. (Assume India is home country) [14]

3M3232

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

Total No of Pages: 2

**3M3232**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March – 2021**  
**Finance**

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

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is compulsory.*
- (iii) *All questions are carrying equal marks.*

1. NIL

2. NIL

**SECTION – A**

- Q.1 (a) "The study of International Financial Management presents a mix of macro-economic and micro-economic elements". Explain. [7]
- (b) How has the growth of International Trade and Multinational Corporation been responsible for the growing importance of the study of International Finance? [7]
- Q.2 Do you agree that floating exchange rate regime is a better option than the fixed exchange rate regime? Give reasons. [14]
- Q.3 Explain the following terms – [3½×4=14]
- (a) Depository
  - (b) Custodian
  - (c) Cross Currency
  - (d) FDI

Q.4 (a) Explain the relationship between Current, Capital and Reserve account of Balance of Payment (BOP) of a country. [7]

(b) How can disequilibrium in BOP of a country be corrected? [7]

Q.5 What is forward rate differential? Explain how forward rate differential is determined in the light of the Interest rate parity theory? [14]

Q.6 Give a brief account of the changing scenario of global Financial Market during the past few decades. [14]

## **SECTION – B**

### **(Case Study)**

Q.7 (a) An Indian firm has imported machinery from an MNC in New York for USD 2 million. The firm is permitted to pay the amount six months from now. The interest rate is 10 percent per annum in India and 8 percent per annum in the United States. The current spot rate is USD/INR 45. The six-month forward rate is USD/INR 46. How would the firm hedge its foreign currency exposure? [8]

(b) Distinguish between foreign exchange exposure and foreign exchange risk. [6]

---

3M3332

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

Total No of Pages: 2

**3M3332**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**

**Finance**

**M – 311 International Financial Management**

**(Major – II)**

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is compulsory.*
- (iii) *All questions are carrying equal marks.*

1. NIL

2. NIL

**SECTION – A**

- Q.1 Define 'International Financial Management'. State the functions of and challenges in International Finance. [14]
- Q.2 Critically comment on the evolution of the International Monetary System. [14]
- Q.3 Describe Foreign Direct Investment policy framework in India after Globalization. [14]
- Q.4 Describe the significance of understanding the Balance of payments for an International Manager. [14]
- Q.5 Suppose that you are trying to decide between two job offers. On consulting firm offers you \$ 1,50,000 per year to work out of its New York office. A second consulting firm wants you to work out of its London office and offers you 1,00,000 pounds (£) per year. The current exchange rate is \$ 1.65 =£1. Which offer should you take and why? Assume that the PPP exchange rate is \$ 1.40=£1 and you are indifferent to working in the two cities if the purchasing power of your salary is the same. [14]

[3M3332]

Page 1 of 2

[460]

Q.6 (a) Distinguish between Spot Market and Forward Market. [7]

(b) Write a note on the recent trends in Global Financial Market. [7]

### **SECTION – B**

#### **(Case Study)**

Q.7 Mr. A.L. Shah, owner of the Sport Exports, remains concerned about his exposure to the exchange rate risk. Even if Mr. Shah hedges his transactions from one month to another, he recognizes that the long-term trend of depreciation in the British pound could have a severe impact on his firm. He believes that he must continue to focus on the British market for selling his footballs. However, he plans to consider various ways in which he can reduce his economic exposure. At the current time, he obtains material from a local manufacturer and uses a machine to produce the footballs, which are then exported. He still uses his garage as a place of production and would like to continue using his garage to maintain low operating expenses.

(a) How could Mr. Shah adjust his operations to reduce his economic exposure? [7]

(b) Offer another solution to hedging the economic exposure in the long run as Mr. Shah's business grows. What are the disadvantages of this solution? [7]

3M3263

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

Total No of Pages: 2

**3M3263**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**  
**Finance**

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

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is **compulsory**.*
- (iii) *All questions are carrying **equal marks**.*

1. NIL

2. NIL

**SECTION – A**

- Q.1 (a) Discuss the evolution of financial services in India. What are the problems faced by financial service industry in India? [7]
- (b) Discuss the factors which led the Indian Financial markets into Global Financial markets. [7]
- Q.2 Explain the need of Mutual Funds. What is the broad classification of the schemes of these funds? Comment on the growth and performance of mutual funds. [14]
- Q.3 (a) What is Leasing? Why do people/corporates go for leasing of assets? [7]
- (b) What do you understand by 'Factoring'? What are its advantages and disadvantages? Describe the mechanism of factoring. [7]

Q.4 Enumerate the financial services available in India at present. [14]

Q.5 Describe the various services provided by merchant bankers. Explain the code of conduct for merchant bankers in India. Also make a critical comment on its appropriateness. [14]

Q.6 (a) Explain the various monetary and non-monetary functions of RBI. [7]

(b) Differentiate between Commercial Paper (CP) and Certificates of Deposits (CD). How these products can be used for enhancing the return? [7]

### **SECTION – B**

#### **(Case Study)**

Q.7 (a) Discuss the impact of financial sector reforms on Insurance industry in India. [7]

(b) Critically examine effectiveness of the supervisory initiatives by IRDA in India. [7]

-----

3M3233

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

Total No of Pages: 2

**3M3233**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021  
Finance**

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

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is **compulsory**.*
- (iii) *All questions are carrying **equal** marks.*

1. NIL

2. NIL

**SECTION – A**

- Q.1 “The financial system provides the intermediation between savers and investors and promotes faster economic development”. Examine the statement and explain the functions, importance and components of the financial system. [3+4+7=14]
- Q.2 (a) What do you mean by development banks? Give an example. [4]  
(b) Explain the factors contributing to the growth of NBFCs. Discuss. [10]
- Q.3 Discuss the issues and challenges of central banking. Explain the role of central banking in bank management. [7+7=14]
- Q.4 What is money market? Explain various new instruments of money market. [2+12=14]

[3M3233]

Page 1 of 2

[60]



Q.5 What do you mean by merchant banking? Discuss in detail functions of merchant banking. [4+10=14]

Q.6 Write short notes on - [14]

- (a) Factoring
- (b) Credit Cards
- (c) Discounting
- (d) Lease Financing

### **SECTION – B**

#### **(Case Study)**

- Q.7 (a) What precautions should a bank take when sanctioning credit facilities to a financier who does hire – purchase business in motor vehicle? [7]
- (b) What is general insurance? How is it different from life insurance? [7]

3M3363

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

Total No of Pages: 2

**3M3363**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**

**Finance**

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

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is compulsory.*
- (iii) *All questions are carrying equal marks.*

1. NIL

2. NIL

**SECTION – A**

Q.1 Show the classification of Indian financial markets in the form of a chart and explain the features of each market. [14]

Q.2 What is merchant banking? Discuss the problems of merchant bankers in India. Distinguish between commercial bank & merchant bank. [4+5+5=14]

Q.3 Write a short note on (Any 2) - [7+7=14]

- (a) Role of IRDA
- (b) Trends & Challenges of International Banking
- (c) Treasury Bills

Q.4 Explain the methods & instruments of credit control by RBI. [14]

[3M3363]

Page 1 of 2

[440]

Q.5 Define Factoring. Distinguish between factoring & forfaiting. [14]

Q.6 Explain Insurance. Explain characteristics & principles of insurance. [14]

**SECTION – B**

**(Case Study)**

Q.7 Critically analyze the present position of the financial service sector in India and state the challenges that it has to face in the years to come. [14]

3M3205

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

Total No of Pages: 2

**3M3205**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**

**Marketing**

**M – 320 Integrated Marketing Communication**

**(Major – I)**

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 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 Discuss the role of IMC in marketing process. Explain the Hierarchy-of-Effects Response model and highlight the role of communication mix in each stage of the model. [14]
- Q.2 (a) Explain advertising process in detail. [7]
- (b) What are the different objectives of any advertising campaign? How can they be achieved using different appeals? Explain with the help of suitable examples. [7]
- Q.3 (a) Discuss the process of allocating advertising budget. [7]
- (b) What is the criteria for selecting the advertising agencies? Discuss the different departments of any agency. [7]

Q.4 Write short notes on the following-

(a) Advertising art-layout types and functions [7]

(b) Designing sales promotion program [7]

Q.5 (a) Discuss the meaning, objectives and tools of public relations. [7]

(b) Discuss the various consumer oriented sales-promotion tools. [7]

Q.6 Discuss the different methods of measuring effectiveness of promotional programs. [14]

## **SECTION – B**

### **(Case Study)**

Q.7 A car manufacturing firm is planning to launch its new car in the B segment on the occasion of New Year.

Prepare a media plan including-

(a) Different types of suitable media [7]

(b) Media strategies and media scheduling [7]

-----

3M3305

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

Total No of Pages: 2

**3M3305**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**

**Marketing**

**M – 320 Integrated Marketing Communication**

**(Major – II)**

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is compulsory.*
- (iii) *All questions are carrying equal marks.*

1. NIL

2. NIL

**SECTION – A**

- Q.1 Evaluate two models of consumer responses concerning on-line buying by Indians. [14]
- Q.2 Define creativity in advertising. Prepare copies for print advertising regarding the following products in pandemic period – [4+5+5=14]
- (a) Hand Sanitizer
  - (b) Face – Mask
- Q.3 Write short notes on –
- (a) Client – Agency Relationship [7]
  - (b) Media Scheduling [7]
- Q.4 What is Interactive Marketing? Explain the future of Interactive Marketing in India. [4+10=14]
- Q.5 Design the sales promotion program for a management institute to launch their M.B.A. program. [14]

- Q.6 Measure the effectiveness of the Indian govt. program concerning promotion of maximum on-line payments by the customers for their transactions. [14]

## **SECTION – B**

### **(Case Study)**

- Q.7 Read the case carefully and answer the following questions –  
Event marketing – Fairs and carnivals

These options are being tried to boost up sales in a sluggish market. Consumer fairs in Delhi are very common. They attract several lakh customers. Most of the organisers of the fairs are selling consumer traffic. In fairs, there are business deals too. To begin with, fairs aim at prospecting and identifying new customers. They also build the relationship with existing customers. These days mostly these events are sales – driven. Buyers expect better deals at these events. These events also tap the fence – sitters. They also provide an opportunity to potential buyers to see the product before they buy it. This is good for niche marketers; who cannot use costly mass media. Consumer goods companies traditionally participate in the fairs. These days service companies also participate in them. There are tie – ups with financing companies and limited one-day carnivals can be arranged. These events also generate substantial enquiries for durables. These events are cost-effective media. Marketers book orders and pass on these to the trade. The cost – benefit analysis of such events still have not been possible scientifically.

#### **Questions -**

- (a) A computer company wants to participate in a fair. Is it fair enough? [4]  
(b) How should it go about it? [4]  
(c) What should be done to make the participation successful? [6]

3M3206

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

Total No of Pages: 2

**3M3206**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**

**Marketing**

**M – 321 Retail Management  
(Major – I)**

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is compulsory.*
- (iii) *All questions are carrying equal marks.*

1. NIL

2. NIL

**SECTION – A**

- Q.1 In what way the knowledge of consumer behavior is essential for the success of retail strategies? [14]
- Q.2 If you were the marketing manager of Sun – Glasses Company, what will be the possible retail formats you will consider to sell your products through considering the value proposition offered by each format? [14]
- Q.3 Enumerate the key components of atmospherics and discuss its importance in retail marketing – mix. [14]
- Q.4 Evaluate the promotion strategy of any two departmental stores in your city. [14]
- Q.5 'Organised retailing is a recent development. It is the outcome of 'socioeconomic factors.' In this context, elaborate on the factors that have contributed to the growth of organized retailing in India. Also, explain briefly the role of IT in retailing. [10+4=14]



- Q.6 Discuss the reasons for the success of franchising as a retail model. Has franchising been successful in India? If yes, quote examples. [10+4=14]

**SECTION – B**

**(Case Study)**

- Q.7 Aroma Teas is a well-known branded tea company in Central India. Both their leaf and dust tea brands are quite popular. Recently, a marketing consultant has advised them to set up a large number of vending machines to dispense their brand's liquid tea. The marketing consultant believes that this will increase trials, usage and market share of Aroma. Do you agree? What research should the company do before getting into this? What are the pros and cons associated with installing vending machines? Suggest another retail format that you feel will work better for the company. [7+4+3=14]
-

3M3336

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

Total No of Pages: 2

**3M3336**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**

**Marketing**

**M – 321 Retail Management**

**(Major – II)**

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is **compulsory**.*
- (iii) *All questions are carrying **equal** marks.*

1. NIL

2. NIL

**SECTION – A**

- Q.1 Trace the evolution of retailing in India. Discuss the factors responsible for the growth of retail sector in India. [14]
- Q.2 Discuss the different types of retail formats. Which of the store-based retail formats are most vulnerable for internet retailers? Why? [10+4=14]
- Q.3 Explain the factors that influence retail customer shopping behaviour. How can a retailer exploit these factors to boost retail sales? [8+6=14]
- Q.4 (a) Describe the different elements of retail atmospherics. [7]
- (b) Discuss the elements of Merchandise Management. [7]

Q.5 Highlight the importance of hiring local human resource even in global retail chains.

Discuss the responsibilities of a store manager. How does IT play an important role in maintaining store records and accounting system? [14]

Q.6 Write short notes on the following- [7+7= 14]

(a) Online retailing

(b) Key Franchising Agreements and Regulations

## **SECTION – B**

### **(Case Study)**

Q.7 A retail chain administration decides to increase the sales to double during a span of two months when major Indian festivals will be observed.

Imagining that the retail chain deals in FMCG products, suggest suitable marketing-mix strategies which the management should adopt to achieve the objective. [14]

3M3306

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

Total No of Pages: 2

**3M3306**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**

**Marketing**

**M – 321 Retail Management  
(Major – II)**

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is **compulsory**.*
- (iii) *All questions are carrying **equal** marks.*

1. NIL

2. NIL

**SECTION – A**

- Q.1 Explain the concept of retail industry. What are the various functions of retail? Also, define its functions in the retail format. [14]
- Q.2 (a) Explain consumer decision making process in retail. [7]  
(b) How does retail industry help their consumers in shopping? [7]
- Q.3 Discuss the various retail and price market mix strategies. [14]
- Q.4 Describe –
- (a) Customer Relationship Management [7]  
(b) Types of Layout [7]

Q.5 (a) What is Visual Merchandising? Explain its techniques and elements. [7]

(b) What is franchising? [7]

Q.6 Discuss in detail - [14]

(a) Retail Supply Chain Management

(b) EDI & Bar coding

## **SECTION - B**

### **(Case Study)**

Q.7 (a) "Detailing in India is becoming increasingly important". Agree or disagree? With the help of relevant examples, illustrate your answer. [7]

(b) What are the factors that retailers in India need to consider while displaying retail technology? Illustrate your answer with the help of recent examples. [7]

3M3237

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

Total No of Pages: 2

**3M3237**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**

**Marketing**

**M – 322 Sales Distribution and Logistics Management**

**(Major – I)**

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is compulsory.*
- (iii) *All questions are carrying equal marks.*

1. NIL

2. NIL

### **SECTION – A**

Q.1 Assume yourself to be incharge of inducting & training a sales team in a company ABC

Ltd. What measures would you take for the following? [14]

- (a) Compensating sales personnel
- (b) Training the sales personnel
- (c) Motivating & Leading the sales force

Q.2 (a) What do you mean by sales management? Explain the role and qualities of a sales manager. [7]

(b) Define personal selling. Explain the process of personal selling along with benefits of personal selling. [7]

[3M3237]

Page 1 of 2

[420]

- Q.3 (a) What is sales budget? Write the various strategies to analyze market demand and sales potential with appropriate examples. [7]
- (b) Explain the meaning and significance of 'sales quotas'. What are the attributes of a good sales quota plan? [7]
- Q.4 Write short notes on the following –
- (a) Marketing Logistics [3½]
- (b) Channel Management [3½]
- (c) Channel Integration [3½]
- (d) Marketing Channels [3½]
- Q.5 What do you understand by physical distribution management? Discuss the components and significance of physical distribution. [14]
- Q.6 How are the performance of a sales force evaluated especially in the light of today's scenario of cut-throat competition? [14]

## **SECTION – B**

### **(Case Study)**

- Q.7 You have been retained as a consultant to develop sales training programme to improve productivity of middle-level sales managers of a company manufacturing personal-care products like shampoos, creams, moisturizers etc. Describe the key features of the training programme devised by you. [14]
-

3M3337

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

Total No of Pages: 2

**3M3337**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**

**Marketing**

**M – 322 Sales Distribution and Logistics Management**

**(Major – II)**

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is **compulsory**.*
- (iii) *All questions are carrying **equal** marks.*

1. NIL

2. NIL

**SECTION – A**

Q.1 Salesman, a key player for any organization who converts the customer to purchase the product by its qualities. Explain. [14]

Q.2 Transportation & warehousing are the important components of physical distribution. Explain. [14]

Q.3 Write short notes on –

(a) Managing Marketing Channels [7]

(b) C & FA, Retailers [7]

Q.4 Designing Sales Territories & Sales Quota is the crucial part of Sales Management. Discuss on it. [14]

[3M3337]

Page 1 of 2

[740]



Q.5 Recruitment & Selection of sales force is challenging & an important task because they are the pillars of an organization. Explain. [14]

Q.6 Write short notes on any two - [7+7=14]

- (a) Design Channel
- (b) Inventory Control System
- (c) Personal Selling

## **SECTION – B**

### **(Case Study)**

Q.7 Agents are an important & critical part of the channel network and represent the company's interests in an entire state. How to ensure that they operate at the peak of their potential consistently and always sustain this performance? [14]

3M3268

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

Total No of Pages: **2**

**3M3268**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**

**Marketing**

**M – 323 Product & Brand Management**

**(Major – I)**

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is **compulsory**.*
- (iii) *All questions are carrying **equal** marks.*

1. NIL

2. NIL

**SECTION – A**

Q.1 Define product life cycle. Describe the phases and product life cycle strategies. [5+9=14]

Q.2 Describe the new product development process in detail. [14]

Q.3 Define brand and discuss its types in detail. [5+9=14]

Q.4 Define brand positioning. Discuss the brand positioning strategies. [4+10=14]

Q.5 Write notes on – (Any two) [7+7=14]

(a) Brand loyalty

(b) Brand identity

(c) Brand awareness

Q.6 Define Brand Equity. Discuss the different methods of measuring brand equity. [4+10=14]

**SECTION – B**

**(Case Study)**

Q.7 You are newly appointed Marketing Manager of multinational company, discuss the different advantages and disadvantages of global marketing program. [14]

-----

3M3368

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

Total No of Pages: **3**

**3M3368**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**  
**Marketing**  
**M – 323 Product & Brand Management**  
**(Major – II)**

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is compulsory.*
- (iii) *All questions are carrying equal marks.*

1. NIL

2. NIL

**SECTION – A**

- Q.1 Explain the precautions to be taken by a marketer for not allowing a product to enter into the decline stage. How different is your suggestion for fast-moving consumer goods and consumer durables? [14]
- Q.2 As a product manager, you have received 5 new product ideas in your fast-food division. What are the processes that can be used to screen these ideas and select the best one? Which process would you like to use and why? [14]
- Q.3 Kapferer's Hexagonal Brand Identity Prism helps in providing an understanding of the essence of the brand. Illustrate with the help of examples. [14]
- Q.4 A leading firm in the 'Fast-Moving Consumer Goods' sector found through researchers that there is a vast potential in the branded flour (Atta) market that could be tapped. On the basis of this, the company decides to enter the market. Discuss the process of designing the positioning strategy for the product. [14]

- Q.5 Creation and management of Brand Equity revolves around the consumer. Do you agree or disagree? Substantiate your answer. [14]
- Q.6 (a) Explain the types of brand extension with the help of suitable examples. [3.5]  
(b) What do you mean by brand revitalization? Mention any two strategies of revitalization. [3.5]  
(c) Explain the concept of point of difference and point of parity. [3.5]  
(d) Briefly explain the concept of brand positioning. [3.5]

### **SECTION – B**

#### **(Case Study)**

- Q.7 It is an early Sunday morning and the coach at Mohammedan Sporting Club (MSC) is waiting for his players to arrive at the playground in Kolkata so that he can make them ready for the upcoming Durand cup.

Punctuality has been a key issue for his players. The club has not been able to pay salaries on time to players for months and provide the desired infrastructure for training players. MSC is a top football club of India with a history of 123 years. Kolkata was once the center of Indian football with top ranking teams such as East Bengal and Mohun Bagan. News of MSC planning to close down in a few months' time has been doing the rounds. This has created a furore among diehard fans of Kolkata football circle. The administrators of the club have to withdraw the decision and have appointed Moinuddin Bin Moksud to run and revive the century – old club.

Moksud's objective is to revive the legacy of a 123-year old club brand and bring back the lost glory of the brand. He is of the view that running a football club is a professional job whereas Bengal football clubs are run by politicians with vested interests who use their positions to hobnob with state leaders and influential people for personal gains; hence, the game has waned over time. Sultan Ahmed is the President of the club. Since 2009 he has been re-elected five times in succession without any opposition. The club has recently won the Durand Cup after 73 years. Kolkatans have a common belief that elections are stage-managed and clubs are controlled by a few people, leading to groupism and politics. Lack of able administrators is a deterrent to any club's growth. Moksud has done his numbers and found out that Kolkata clubs need at least ₹ 10 crores per annum to run the show. The newly formed Hero Indian Super League has a budget of ₹ 45 crores for each team. It is also difficult to get external funding for Kolkata clubs.

An alleged scam – ridden chit fund company, Sharada Group, signed a ₹ 2-crore contract with Mohun Bagan and the club is under the scanner of the enforcement directorate. Recently, Mohun Bagan has withdrawn from a regional tournament due to paucity of funds.

The quality of players, an important dimension to club football in India, both in terms of skill and commitment is also on a decline. This is due to import of foreign players by top clubs. Clubs seem to be reluctant to hone new talent. Feeder clubs such as Aryan Sports and Kalighat FC had supplied players to bigger clubs in the past. Since there is no talent and negligible training programme, football, as a sport, is losing its charm among the Kolkata crowd. Moksud feels that Kolkata clubs, including MSC are very poor in marketing. The concept of gate receipts and merchandise marketing is non-existent among the clubs. The demand for European club jerseys is high in the local market and hardly anybody is interested in selling local club merchandise.

The Hero Indian Super League has brought Atletico de Kolkata with a brand endorser and a co-owner, ex-Indian cricket captain, Saurav Ganguly. The inauguration programme of the league was held on 12<sup>th</sup> October 2014 at Yuva Bharati Kridangan. Moksud is apprehensive that old clubs cannot match the glitz and glamour of the Hero Indian Super League. The old heritage clubs would slowly be eased out from the memory of football fans. He wanted to summarize his feelings by scribbling a famous line, ‘When old rivalries cease, when emotions fade, the very game comes to a stop’.

**Question –** [14]

- (1) What challenges does MSC face in the current context that has led to the closure of the club?
  - (2) What are the factors that have contributed to the current status of the brand?
  - (3) What kind of revival plans can be developed to promote (a) Kolkata football and (b) MSC?
  - (4) How will you develop a brand revival strategy for the 123-year-old club?
-

3M3212

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

Total No of Pages: 3

3M3212

M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021

HRM

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

Time: 2 Hours

[To be converted as per scheme]

Max. Marks: 42

Min. Marks: 17

*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 2 questions. Section B contains short case study / application based question which is compulsory.*
- (iii) *All questions are carrying equal marks.*

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

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

### SECTION – A

- Q.1 (a) Explain in detail the evaluation process of training and development. [5]
- (b) Do you consider that evaluation process of employees' performance based on training and development is reflecting the result on ROI? Explain with suitable example. [4]
- (c) Explain the current strategies undertaken by MNCs for effective development. Support your answer. [5]
- Q.2 (a) Explain in detail the learning theories and their importance in current industry practice. [9]
- (b) Explain the learning cycle and its influence due to age criteria. [5]

[3M3212]

Page 1 of 3

[580]

Q.3 Explain the following with suitable examples –

(a) E – learning & use of technology in training [5]

(b) Behaviour, Modeling & Mentoring [5]

(c) Parallel learning structures [4]

Q.4 (a) Explain diagnosis system of organization development. [4]

(b) How are conflicts resolved in industries? Explain with suitable example along with conflict resolution process. [5]

(c) Explain simulation training with suitable example. [5]

Q.5 Explain in detail–

(a) Future direction in OD in global way with example [5]

(b) Self-directed work teams with example [4]

(c) Characteristics of Parallel learning structure [5]

Q.6 (a) Explain in detail designing of effective training module with suitable example. [5]

(b) Explain in detail the Training Needs Assessment process. [6]

(c) Why training and development are a necessary part of an organization? [3]



## **SECTION – B**

### **(Case Study)**

Q.7 You are placed as a training and development officer in a steel manufacturing plant. The plant's main equipment (furnace) has a very old design, due to which the nearby working area of furnace is very much heat affected and the environment is slightly dusty. The management is not willing to change the complete furnace with recent new technology because its costing is very high, almost the total of the old plant's cost (2 million USD). Most of the time the workers and the first line supervisors are reluctant to work there, however these employees have been working since the last fifteen years. Due to that sometimes production loss and/or the final quality loss occurs frequently. The management intends to provide the minimum expenditure and needs that the plant should run so that the older employees may not be the unemployed. Management's expectation is to motivate the workers and first line supervisors and to innovate safe means to improve the working conditions.

#### **Question:**

- (a) What are the different training methods (most suited) to motivate them in your opinion? Explain why this/these suited in this situation. [4]
- (b) What are the different means of innovations (with consultant advice) you will suggest to the management to improve working environment/condition with minimum expenditure? [6]
- (c) What are the necessary safety precaution training programs (on-site), you would recommend to conduct on a cyclic basis, so that the working conditions will be safer? [4]

3M3312

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

Total No of Pages: 2

**3M3312**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**

**HRM**

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

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is **compulsory**.*
- (iii) *All questions are carrying **equal marks**.*

1. NIL

2. NIL

**SECTION – A**

- Q.1 Why is training essential in an organization? Explain the need and significance of training & development in an organization. [14]
- Q.2 (a) Discuss the role and importance of team building exercises in an organization. [6]  
(b) Discuss the various approaches to Management Development. [8]
- Q.3 (a) Explain vestibule training and t – group training and mention the significance of the two methods. [8]  
(b) Explain emerging issues of training & development in India. [6]
- Q.4 (a) What is the process of evaluating the effectiveness of a training program? [6]  
(b) Critically evaluate the CIRO model of training and development evaluation. [8]

Q.5 (a) Describe in detail the various phases of the program management component of OD process. [5]

(b) Elaborate OD process and explain each step with an example. [9]

Q.6 Identify and discuss different types of interventions that can be used by the process consultant to bring about improvement in the organizational functioning. [14]

## **SECTION – B**

### **(Case Study)**

Q.7 Rajat Sharma has been employed for six months in the accounts section of a large manufacturing company in Faridabad. 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 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 sheets again, you begin to wonder whether some sort of training is needed for people like him.

#### **Questions –**

(a) As Rajat's supervisor can you find out whether the poor performance is due to poor training or due to some other cause? [7]

(b) Since Rajat has been with the company for six months, what kind of training do you think would be the best? [7]

3M3243

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

Total No of Pages: 2

**3M3243**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**

**HRM**

**M – 331 Strategic Human Resource Management  
(Major – I)**

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is compulsory.*
- (iii) *All questions are carrying equal marks.*

1. NIL

2. NIL

**SECTION – A**

- Q.1 Write short notes on – [7+7=14]
- (a) Traditional vs. Strategic HR
  - (b) “Best fit” approach vs “Best practice” approach
- Q.2 How does an HR add value to the firm? Discuss the factors that make HR as a scarce and non-substitutable resource. [14]
- Q.3 What do you understand by efficient utilization of human resources? Discuss strategies for employee shortages and employee surplus. [14]
- Q.4 Write short notes on any two of the following – [7+7=14]
- (a) Psychological Contracting
  - (b) Ethical Dimensions of SHRM
  - (c) Contingency Approach of SHRM
  - (d) Cross training and Flexible work assignment

Q.5 Describe various approaches to evaluate the effectiveness of SHRM. [14]

Q.6 Throw some light on the various competencies required for HR professional in an effective SHRM scenario. Explain promising SHRM practices of future. [14]

### **SECTION – B**

#### **(Case Study)**

Q.7 Do performance management systems usually measure the right things? How can performance management systems encourage performance that is more consistent with long range rather than short-range issues? [14]

-----

3M3343

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

Total No of Pages: 2

**3M3343**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**

**HRM**

**M – 331 Strategic Human Resource Management  
(Major – II)**

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is **compulsory**.*
- (iii) *All questions are carrying **equal** marks.*

1. NIL

2. NIL

**SECTION – A**

Q.1 Define SHRM. Explain approaches of the SHRM and differences between SHRM and Traditional HR. [5+4+5=14]

Q.2 What do you mean by HR audit? Explain its benefits on all strategic levels. [7+7=14]

Q.3 Explain any two – [7+7=14]

- (a) Universalistic Approach
- (b) Best Fit vs Best Practice
- (c) Accounting for HRM
- (d) Contingency Approach

[3M3343]

Page 1 of 2

[460]

Q.4 What do you understand by effective utilization of Human Resources? How does it benefit an organization? [14]

Q.5 Identify & discuss the major forces influencing SHRM in future. In your answer, address how these challenges are likely to affect the practice of SHRM. [14]

Q.6 How effective is Benchmarking & Balanced scorecard for measuring HR strategy?[14]

## **SECTION – B**

### **(Case Study)**

Q.7 Explain strategy performance management system. Explain the aim of an employee reward from an organization's point of view & from an employee's point of view. [14]

3M3274

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

Total No of Pages: 2

**3M3274**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**

**HRM**

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

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is compulsory.*
- (iii) *All questions are carrying equal marks.*

1. NIL

2. NIL

**SECTION – A**

- Q.1 Comment on the evolution of Leadership theories and discuss the contingency theories of leadership in brief. [14]
- Q.2 (a) Highlight the impact of Transformational leadership style on work climate of an organization. [7]
- (b) State the essential skill an effective leader should have. [7]
- Q.3 Write short notes on (any two) – [7+7=14]
- (a) Characteristics of Narcissistic Leader
- (b) Principles of great team
- (c) Leadership challenges of managing workforce diversity
- Q.4 Explain different types of organizational changes and describe internal and external forces that lead to these changes. [14]
- Q.5 Describe 'Change Agenda' and discuss the role of leaders mental models in organizational change process. [14]



- Q.6 Discuss the challenges faced by the change agent, while executing the change, with a suitable example of a recent acquisition. [14]

## **SECTION – B**

### **(Case Study)**

- Q.7 Mr. Joy Singh has joined as a Plant Manager of a modern soap factory, 2 years back. The factory was established about 15 years ago at Raipur which is a small town surrounded by cultivable land. The factory workers were from the local farming families, living in joint families. These workers don't depend on factory work only. Mr. Singh felt that the production at the factory has never reached at the expected optimum level at the factory, due to high absenteeism of the workers during agricultural season. The workers frequently stay at home to help their families – otherwise also their pattern of living was such that they took things easy. Two workers Ronit and Rohan, who remained dependent on the factory work only have done their jobs for years. They have attained great speed, but due to other workers, these two workers feel frustrated and demanded higher wages. However their demand can't be accepted, Mr. Singh as a leader recognized that the factory need certain changes to attain the best performance level.

#### **Question :-**

- (a) What is the main problem in this case? [6]
- (b) As a leader, which style Mr. Singh has adopted to bring required changes and why? [8]
-

3M3244

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

Total No of Pages: 3

3M3244

M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021  
HRM  
M – 332 Leadership Skills & Change Management  
(Major – I)

Time: 2 Hours

[To be converted as per scheme]

Max. Marks: 42

Min. Marks: 17

*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 2 questions. Section B contains short case study / application based question which is compulsory.*
- (iii) *All questions are carrying equal marks.*

1. NIL

2. NIL

### SECTION – A

- Q.1 (a) Explain in detail steps in the change management process. [7]  
(b) What are the different factors working against being a learning organization?  
Explain in detail. [7]
- Q.2 Explain **any two** of the following- [7+7=14]  
(a) Style of Narcissistic leaders  
(b) Understanding team and team work  
(c) Impact of leadership style on work climate
- Q.3 Explain in detail the different leadership theories. [14]
- Q.4 Explain the following with suitable example- [4+4+6 = 14]  
(a) Developing cross functional linkages  
(b) Industry cycle  
(c) Four approaches to change

[3M3244]

Page 1 of 3

[160]

Q.5 Explain the following with suitable examples-

[4+8+2=14]

- (a) Leadership challenges in E-commerce environment
- (b) Different styles of leadership
- (c) Leadership attributes

Q.6 (a) Discuss the role of a leader in promotion and establishment of team work in an organisation. [4]

(b) Do you consider that Team Leadership as always better than Solo-leadership? State with an example from the Industry sector. [5]

(c) Explain the different internal forces that induce change in organisation. [5]

### **SECTION – B**

#### **(Case Study)**

Q.7 Recruitment of technicians and casual labourers in EIL Polyester plant, were taken from reference, without strategic policy of educational, experience and behavioural judgment. Later, after three years, in 1991 these technicians and casual labourers registered a union demanding the following from the management and gave notice to HR head. [4+5+5=14]

- (1) Tea break for half an hour two times instead of 15 minutes
- (2) Direct hire of casual labourers with equal wages to the technician
- (3) HRA allowances equal to the staff i.e. 30% of basic salary
- (4) Free local transport service for to & fro from factory
- (5) Hot hazard allowance

Slowly they started late working to the workplace and displayed rude behavior with officers/Engineers due to the decision of management's initiative not to endorse their unreasonable demands.

[3M3244]

Page 2 of 3

[160]

Workers (Technicians and casual labourers) went on strike and stood at the gate. Management had taken strict action to lock out the company for a week with local administrative support. During this period officers/engineers and management executives were allowed from township gate to partially run the plant. This went on for a month. Later the leaders (from technicians and casual labourers) were terminated. The company management changed the policy based on Factory Act, 1948 in consultation with HR Head and recruited the new team again and the company is working well now.

- (a) Being HR head, illustrate the initial decision of strategic recruitment revised policy, so that such a situation may not arise.
- (b) What organization leadership change management would you suggest, so that such a condition does not arise in future?
- (c) What type of Leadership style decision was taken by the management? Will you justify it? Comment.

-----

3M3374

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

Total No of Pages: **2**

**3M3374**

**M. B. A. III - Sem. (Main / Back) Exam., Feb.-March - 2021**

**HRM**

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

**Time: 2 Hours**

**[To be converted as per scheme]**

**Max. Marks: 42**

**Min. Marks: 17**

*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 2 questions. Section B contains short case study / application based question which is **compulsory**.*
- (iii) *All questions are carrying **equal** marks.*

1. NIL

2. NIL

**SECTION – A**

- Q.1 What do you understand by leadership? Discuss the impact of leadership style (any one) on work climate. [14]
- Q.2 Write a detailed note on characteristics and operating style of narcissistic leaders. [14]
- Q.3 (a) Discuss in brief about organizational learning. [14]
- (b) Briefly explain about cognition and organizational change. [14]
- Q.4 Write short notes on -
- (a) Leader as a coach [4]
- (b) Leadership skills [4]
- (c) Styles of level 5 leader [6]

Q.5 Write a detailed note on realities of the E-commerce environment and challenges. [14]

Q.6 (a) Discuss in brief about the attributes of effective leaders. [8]

(b) Principles of great teams [6]

### **SECTION – B**

#### **(Case Study)**

Q.7 Suppose you are instrumental in an organization for mobilizing support and executing change then how will you plan and step ahead to deliver the task? Explain and support your comments with suitable examples. [14]

-----