

4M1402

Roll No. _____

Total No. of Pages: 2

4M1402

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Finance

M-411 Financial System, Institutions and Instruments

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL _____

2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Define Financial System.
- Q.2 Explain in brief any two elements of a Financial System.
- Q.3 Point out any two differences between a Commercial Bank and an NBFC.
- Q.4 What is call money rate?
- Q.5 What are CPs? Who can issue them?
- Q.6 Explicate in brief a Private Placement.
- Q.7 List out any two Depositories of India.
- Q.8 What are ADRs?
- Q.9 What are PSU bonds? Who can issue them?
- Q.10 What is Mezzanine financing?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Explain the functions of a Financial System. Why is it called the heart of the economy?
- Q.2 Elucidate different types of Financial Institutions.
- Q.3 Explain the tools used by RBI to control liquidity in the money market.
- Q.4 Describe the different money market instruments available in the money market.
- Q.5 List out and explain the different methods of raising funds from the capital market. Which one is most suitable for a small company?
- Q.6 Explain the role of Depositories and Custodians.
- Q.7 Explicate various capital market instruments.
- Q.8 Why the Indian Debt market is still in the infant stage?

PART – C

[20]

(Compulsory)

- Q.1 'Growing in leaps and bounds and learning by trial and error, the regulatory authorities for controlling the banking system and the Indian capital market in India are still evolving.' Considering the statement, comment on the effectiveness of RBI and SEBI as the watchdog of these two most crucial components of the Indian Economy.
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Total No. of Pages: **3**

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M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Finance

M-411 Financial System, Institutions and Instruments

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 State the types of Financial Market.
- Q.2 Define Certificates of Deposits.
- Q.3 Name the types of NBFC's registered with the RBI.
- Q.4 What is Stock Exchange?
- Q.5 Write the significance of Mutual Funds.
- Q.6 What is Private Placement?
- Q.7 What do you mean by Call Money Market?
- Q.8 Name the three components of Capital Market?
- Q.9 How does derivative works?
- Q.10 What is GDR's and ADR's?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Examine the various components of the Indian financial system.
- Q.2 What are the instruments of money market that a middle class bread earner would generally prefer and why?
- Q.3 What do you mean by financial institutions? Discuss various types of financial institutions.
- Q.4 “NBFCs are doing functions similar to Banks.” What is the difference between Banks & NBFCs?
- Q.5 “Merchant Banks Act as an intermediary whose main job is to transfer capital from those who own it to those who need it.” Comment.
- Q.6 What is secondary market? Describe the market participants of secondary markets.
- Q.7 Difference between money market and capital market.
- Q.8 “The Debt Market is also known as the Fixed Income Securities Market and its segments are the Government Securities Market (Treasury Bills and Bonds) and the Private Debt Securities Market (Commercial Paper, Private Bonds and Debentures)”. Comment.

PART – C

[20]

(Compulsory)

Q.1 Role of Merchant Banks in Tata Corus Acquisition

On January 31, 2007, Tata Steel Limited (Tata Steel), one of the leading steel producers in India, acquired the Anglo Dutch steel producer Corus Group Plc (Corus) for US\$ 12.11 Billion (€ 8.5 Billion). The process of acquisition concluded only after nine rounds of bidding against the other bidder for Corus - the Brazil based Companhia Siderurgica Nacional (CSN).

While Tata Steel had earlier roped in merchant bankers ABN Amro and Detusche Bank as their financial advisors for the Corus bid in 2007, it had to later hire UK-based merchant bankers NM Rothschild & Sons as financial advisor for the then proposed acquisition. This was clearly a move taken by Tata to topple its Brazilian rival.

As a result of the services provided by Rothschild, the Tata's made the winning bid of 608 pence a share as against CSN's final bid of 603 pence a share in the ninth round of bidding. CSN reportedly pulled out thereafter. The Tata bid was 34% higher than its original bid.

This acquisition was the biggest overseas acquisition by an Indian company. Tata Steel emerged as the fifth largest steel producer in the world after the acquisition. The acquisition gave Tata Steel access to Corus strong distribution network in Europe.

Question:

Q.1 Analyze the role of Rothschild in Tata's acquisition of Corus.

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M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Finance

M-412 Mergers, Acquisitions and Corporate Restructuring

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What do you mean by Corporate Restructuring?
- Q.2 Write down 2 reasons for failure of Merger & Acquisition Deal.
- Q.3 Write down the steps in Due Diligence in Merger and Acquisition Deal.
- Q.4 What do you mean by Objectives of Corporate Valuation?
- Q.5 Define International M&A.
- Q.6 What is takeover bid?
- Q.7 What do you mean by Post-Merger Integration?
- Q.8 What is bail out takeover?
- Q.9 Explain hostile takeovers.
- Q.10 What do you mean by reverse merger?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 List out the difference between Merger and Acquisitions.
- Q.2 Discuss in detail the process of Mergers & Acquisitions Due Diligence.
- Q.3 Explain the role of SEBI in Corporate Restructuring with suitable examples.
- Q.4 Mention the different types of values used for calculation of Corporate Valuation in detail.
- Q.5 The following information is available for company X and Y:- Company X and Y Profit after tax Rs.120 crore Rs.45 crore Number of outstanding shares 35 crore 10 crore Market price per share Rs.22 Rs.35 Company X is planning to acquire company Y. The acquisition is expected to be done through swap of stocks in which 2 shares of company X will be given for every share of company Y. The management of X makes a projection that the combined entity will have an expected P/E ratio of 8 with a standard deviation of 2. The shareholders of company will accept the merger if the probability of the merger being beneficial is more than 70%. You are required to -
- (a) State whether the merger is acceptable to X.
- (b) State whether the merger is acceptable to Y at a combined P/E of 8. Show all the necessary calculations.
- (c) Price of the combined entity if the swap ratio is 2:1 and P/E is 8. Also, calculate the gain or loss to the shareholders of company Y.
- Q.6 What are the benefits and limitations of Takeover?
- Q.7 Explain the impact of various macro factors on International M&A Deals.
- Q.8 Discuss the tax incentives available for mergers and acquisitions.

PART – C

[20]

(Compulsory)

- Q.1 What is Merger? What are the various types of Mergers? Also, discuss the potential economic advantages available from mergers using examples from contemporary corporate scenario.
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M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Finance

M-412 Mergers, Acquisitions and Corporate Restructuring

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What is corporate restructuring?
- Q.2 What is an acquisition?
- Q.3 What are SEBI's main functions?
- Q.4 Write any two significance of due diligence in M&A.
- Q.5 What is the meaning of corporate valuation?
- Q.6 Give the name of methods to calculate share exchange ratio.
- Q.7 When does integration planning begin?
- Q.8 Define a hostile takeover.
- Q.9 What were the key aspects of the Mindtree L&T takeover?
- Q.10 Give any two limitation of international M&A deals.

PART – B

[5×6=30]

Attempt any five questions

- Q.1 How does CCI evaluate the impact of corporate restructuring on competition?
- Q.2 What is an equity carve out? How does it differ from a spin off?
- Q.3 Write a short note on Horizontal Merger and Vertical Merger.
- Q.4 Explain the concept and significance of Due Diligence in Merger and Acquisition Deals.
- Q.5 Explain the following terms (any two) -
- (i) Intrinsic Value
 - (ii) Book Value
 - (iii) Replacement Value
- Q.6 Explain and illustrate the impact of Mergers on EPS, MPS and Book value per shares of the Acquiring company.
- Q.7 Discuss the factors considered in Post-Merger Integration Planning.
- Q.8 Write the short note on Friendly v/s Hostile Takeover.

PART – C

[20]

(Compulsory)

Q.1 The following information is provided related to the acquiring Firm Mark Limited and the target Firm Mask Limited:

	Firm Mark Limited	Firm Mask Limited
Earning After Tax (₹)	2,000 Lakhs	400 Lakhs
Number of Shares Outstanding	200 Lakhs	100 Lakhs
P/E Ratio (times)	10	5

Required:

- (i) What is the swap ratio based on current market prices?
 - (ii) What is the EPS of Mark Limited after acquisition?
 - (iii) What is the expected market price per share of Mark Limited after acquisition?
(Note : Assuming P/E Ratio of Mark Limited remains unchanged)
 - (iv) Determine the market value of the merged firm.
 - (v) Calculate gain/loss for shareholders of the two independent companies after acquisition.
-

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Total No. of Pages: 2

4M1430

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Finance

M-413 Behavioural Finance

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL

2. NIL

PART - A

[10×2=20]

All questions are compulsory

- Q.1 Define Noise Trader Risk.
- Q.2 Name the different types of biases.
- Q.3 What is Base Rate Neglect?
- Q.4 Define Psychographic Models.
- Q.5 Give two examples of ways in which the investors are their own worst enemies?
- Q.6 Define Endowment Effect.
- Q.7 Biologically speaking, what are some brain chemicals that influence financial decision-making?
- Q.8 Write any two prospects of Value Investing.

[4M1430]

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Q.9 Describe Loss Aversion.

Q.10 Define Miscalibration.

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Discuss the concept of overconfidence and how this relates to investment failure and possible errors in investor decisions?
- Q.2 Compare the errors and biases approach to the origins of the financial crisis with bounded rationality approach.
- Q.3 Describe a heuristic that can be used in decision-making and whether it is ecologically rational.
- Q.4 Highlight key differences between the two major approaches to behavioural finance for investment behaviour.
- Q.5 Discuss how Behavioural portfolio theory influences investment decision-making behaviour?
- Q.6 Elaborate how neural processes affect the financial decision making behaviour?
- Q.7 Describe the characteristics of each of the anomalies.
- Q.8 Discuss the causes of Market Bubbles and what helps in identifying the emergence of market bubble in an economy?

PART – C

[20]

(Compulsory)

- Q.1 “Behavioural finance replaces the traditional and idealized idea of rational decision makers with real and imperfect people who have social, cognitive, and emotional biases. Do you agree with this statement? Explain this in context with how behavioural finance is useful in analyzing the markets and developing an investment strategy that will outperform in the future for making profits.
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Total No. of Pages: 4

4M1445

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Marketing

M-420 Consumer Behaviour

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What is the importance of consumerism in India?
- Q.2 Briefly explain the theory of human motivation based on the Hierarchy of Needs theory developed by Abraham Maslow.
- Q.3 You have been asked to explain the importance of classical conditioning to a group of students. What information would you include in your explanation?
- Q.4 What influences beliefs and values of the consumer?
- Q.5 With the help of two examples explain, how family affects Consumer Behavior?
- Q.6 Throw a light on any two models of decision making.

[4M1445]

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- Q.7 What are the difference between organization buying and consumer buying?
- Q.8 Give a brief account of how consumer behavior can be used to develop marketing strategy?
- Q.9 Why is an opinion leader a more credible source of product information than an advertisement for the same product?
- Q.10 'The way consumers perceive products and services will have a direct effect on the purchasing behaviour'. What are the key influences on consumer perception?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Outline the need and scope of study of consumer behavior for a marketing organization.
- Q.2 Elaborate the value of personality theory to marketing management and highlight any two personality theories of your choice.
- Q.3 As an independent consultant you have been asked by one of your clients to explain how the understanding of learning theories can be of value to marketing management. What advice would you offer to the client?
- Q.4 'When planning to execute a marketing strategy, it is important to consider the cultural background, cultural identity, and purchase patterns of a state/country.' In this context describe, how does culture impact consumer behavior and what should a company do to achieve consumer appeal in a market?
- Q.5 How can the basic concepts of social interaction and groups dynamics contribute to the development of effective marketing campaign? Use examples to support your recommendations.

- Q.6 Who is a consumer innovator? Describe the diffusion and adoption process of innovations.
- Q.7 'Organizational buying behavior is influenced and affected by several factors which a marketer needs to study carefully.' Enlighten of the statement elaborate on the factors influencing organizational buying behavior and steps involved in organizational buying process with help of examples.
- Q.8 What is the link between consumer behaviour and marketing strategy? How does one influence each other?

PART – C

[20]

(Compulsory)

- Q.1 **Read the case carefully and attempt the questions given at the end -**

A certain store was keeping a number of brands of washing machines. They had washing machines to cater to the needs of all the segments of the society. They were stocking IFB, Videocon, BPL, Whirlpool, Godrej, and local made washing machines as well. They had both automatic, semi-automatic and manual machines. The automatic machines were bought by the higher income group. The middle income group were content with semi-automatic machines. Manual hand operated machines were for the lower class of clientele, and also those living in the rural areas, where electrification was not complete or the electricity went off for days together.

It was observed that when customers came to buy an automatic machine, they usually came with their spouses and they looked mainly at the colour, style of functioning, electric consumption, care for handling, price factors, etc. Many customers would not buy on their first visit. They would come back after an interval of time, and bought the machine after careful considerations of the attributes that they were looking for. Many would

lower their choice, and come back to buy semiautomatic, instead of automatic machines.

The sale was observed to be highest during marriage seasons and at festival times. There was a great influence of the house-wives in buying these, as they were the ultimate users.

With a lot of information imparted by the media, and the children being exposed to it for several hours, in a day children also seemed to have a good knowledge of the attributes, and had a great say in the purchases and their opinions were also given weightage by the parents.

Since a chain store is more interested in the sales to materialize, rather than pushing any particular brand, the salesmen were directed to satisfy the customers or the family.

Questions :

- (1) Do you feel that group interaction helps the buyer too, in his decision-making process? Elaborate.
 - (2) What should be the role of the marketer in the above case regarding, advertisement, promotion and persuasion and closing of sales?
-

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Roll No. _____

Total No. of Pages: 4

4M1403

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Marketing

M-420 Consumer Behaviour

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
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1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Outline the utility of the study of 'Consumer Behaviour'.
- Q.2 Explain the term 'Marketing Significance'.
- Q.3 Explain the Concept of Consumerism.
- Q.4 Write short note on Ego Involvement.
- Q.5 Discuss the functions of family.
- Q.6 Explain Maslow's Need Hierarchy Theory. Discuss its importance.
- Q.7 What are the classifications of adopters?
- Q.8 What are the elements of perception?
- Q.9 What is meant by pricing strategy?
- Q.10 Define endorsement.

[4M1403]

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PART – B

[5×6=30]

Attempt any five questions

- Q.1 Give a brief description of the Engel Blackwell-Miniard Model of the Consumer Decision-Making.
- Q.2 Explain consumer buying behavior. Describe the factors that determine consumer buying behavior.
- Q.3 What is a reference group? What are various factors which are important in reference group influence?
- Q.4 Explain the term “Social Class”. Discuss the measurement techniques that give a fair approximation of social class.
- Q.5 What are some major factors that influence the Buyer’s Behaviour? State and explain the context of ‘Consumer Behaviour’. Also, explain the term - ‘Inter-Personal Behaviour’ and ‘Group Behaviour’ in brief.
- Q.6 “Consumer Behaviour incorporates several major aspects of disciplines such as Sociology, Psychology, Anthropology and Economics.” Elucidate.
- Q.7 What is Consumer behaviour? Why the study of Consumer Behaviour has become important these days?
- Q.8 Who are opinion leaders? How they impact behaviour of consumers?

PART – C

[20]

(Compulsory)

Q.1 A certain store was keeping a number of brands of washing machines. They had washing machines to cater to the needs of all the segments of the society. They were stocking IFB, Videocon, BPL, National, Godrej, and local made washing machines as well. They had both automatic, semi-automatic and manual machines. The automatic machines were bought by the higher income group. The middle income group were content with semi-automatic machines. Manual hand operated machines were for the lower class of clientele, and also those living in the rural areas, where electrification was not complete or the electricity went off for days together. It was observed that when customers came to buy an automatic machine, they usually came with their spouses and they looked mainly at the colour, style of functioning, electric consumption, care for handling, price factors, etc. Many customers would not buy on their first visit. They would come back after an interval of time and bought the machine after careful considerations of the attributes that they were looking for. Many would lower their choice and come back to buy semi-automatic, instead of automatic machines. The sale was observed to be highest during marriage seasons and at festival times. There was a great influence of the housewives in buying these, as they were the ultimate users. With a lot of information imparted by the media and the children being exposed to it for several hours in a day. They seemed to have a good knowledge of the attributes and had a great say in the purchases and their opinions were also given weightage by the parents. Since a chain store is more interested in the sales to materialize rather than pushing any particular brand, the salesmen are directed to satisfy the customers or the family. This should be their first consideration

QUESTIONS

- (a) Do you feel that group interaction helps the buyer too in his decision-making process? Elaborate.
- (b) What should be the role of the marketer in the above case regarding, advertisement, promotion, persuasion and closing the sales.

4M1404

Roll No. _____

Total No. of Pages: 4

4M1404

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Marketing

M-421 Services Marketing

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL _____
2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What is service?
- Q.2 What do mean by positioning maps?
- Q.3 What is the importance of employees in marketing of services?
- Q.4 Differentiate between Goods and Services.
- Q.5 What are the main characteristics of an effective marketing plan?
- Q.6 Define Core Product.
- Q.7 What are the 7P's of service marketing?
- Q.8 What is Market Segmentation?
- Q.9 What do you mean by Frontline Service?
- Q.10 Define the term Service Blueprint.

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Explain the pricing strategies applicable for services with suitable examples.
- Q.2 Explain basic 4Ps in marketing of services. Describe your answer in the context of marketing a luxury hotel.
- Q.3 Discuss the process for market segmentation and targeting in services.
- Q.4 Explain SERVQUAL model.
- Q.5 What do you mean by Service Climate? Explain servicescape model in detail?
- Q.6 Write note on -
- (a) Marketing communication Mix
 - (b) Classification of services
 - (c) Concept of flower of service
 - (d) Challenges in pricing
- Q.7 Explain various methods of service delivery?
- Q.8 What do you mean by service pricing? Explain revenue management and pricing objectives in detail.

PART – C

[20]

(Compulsory)

Case Study

- Q.1 Services are undeniably performances rather than manufactured products. Product quality can be normally verified in the factory by probing whether the final product conforms to design specifications whereas the solitary meaningful way to judge serviced quality is to examine the extent to which the delivered performance meets the customer's expectations. In other words, the true standard for assessing service quality is the performance that the customers believe a brilliant organization can and should deliver. As a result, the fundamentals for improving service quality are gaining a good understanding of customer's service expectations, as well as variations in those expectations across different customer segments. Rather than merely conforming to company defined specifications, delivering superior service quality time and again is much more a matter of meeting and exceeding customers' expectations. One of the biggest shortcomings of service companies is a failure to recognize perfectly regarding customers important requirements. Based on their assumptions about what is important to customers the service companies are frequently shifting enough to institute so-called service improvements. To manage customer's expectations by making sensible rather than inflated promises and by proactively enlightening customers about the roles and tasks in obtaining service is another vital factor for improving service quality.

The doctrines and approaches that are similar to those pertaining to new-product development can be used to design and test new services even though services are intangible for example service blueprinting is a technique that can be used to map an existing service process-by fundamentally mapping the different service steps and their inter-relationships and to recognize opportunities for reformation and/or creating fresh versions of the current service process. In addition, prototypes of new ways of delivering their services can be developed and systematically evaluated by the service companies. For the case in point, the innovation and development team in Bank of America has the charge of developing and trying different bank-branch formats consisting of diverse combinations of technology-and human-based process New bank branch prototypes are first evaluated and if necessary refined by bank employees; they are then subjected to live tests with actual customers in several locations in Atlanta, Georgia. The most promising ones are identified for a market-wide roll out as soon as the new formats are thoroughly evaluated in terms of customer reactions as well as financial metrics Citibank, which pioneered the introduction of automated teller machines, is another example of a service company that uses systematic and rigorous consumer research to evaluate new service-delivery systems.

Questions: -

- (i) Mention the core factors that have influenced the service quality in bank's.
- (ii) What are the various factors that drive innovations in products and services?

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Roll No. _____

Total No. of Pages: 4

4M1446

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Marketing

M-421 Services Marketing

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL _____

2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Name the four provider gaps.
- Q.2 A company advertises that exotic holidays at just 9999 per person for the employees who sell packages worth 2, 00,000 or more is marketing.
- Q.3 What is market segmentation?
- Q.4 State the objectives of pricing.
- Q.5 Define digital marketing.
- Q.6 What do you understand by niche marketing?
- Q.7 What are the four principles of positioning?
- Q.8 Write the steps in designing blueprint.
- Q.9 What is revenue management?
- Q.10 What do you mean by internal customer?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 “Services are now an integral part of any economy’s infrastructure and have become indispensable to urban life”. Substantiate with suitable examples.
- Q.2 Why is it important for a fast food chain like McDonalds to study the social factors before entering a new geography?
- Q.3 Describe the CRM business cycle.
- Q.4 Suppose you are the Marketing Manager of a social club like Country Club. What factors will you keep in mind to meet customer expectations? (Use SERVQUAL method).
- Q.5 Explain the procedure of market segmentation.
- Q.6 What do you think, positioning on the basis of which attribute would yield maximum results? Explain your answer.
- Q.7 Discuss various pricing approaches.
- Q.8 Suppose you are the marketing head of a health and cosmetic clinic. How would you design your communications program effectively?

PART – C

[20]

(Compulsory)

- Q.1 British Airways, the airline with the imperial demeanor, was as much hated as admired; hated by rivals and admired by customers as well as rivals. It was the last of the institutions (after banks like Barclays, Standard Chartered, etc., and insurance companies like Lloyd’s took a drubbing at the hands of, first the Americans and then the Japanese) that harked back to the Empire. It was Buckingham Palace, Beefeaters, Big Ben and London Bridge all rolled into one. Its logo took on the colours of the Kingdom’s national colours of blue, white and red and had a straight arrow beneath the name, as if underling the stiff upper lip disdainful superiority, rigidity and punctiliousness that the English were once notorious for. It was punctual (like Lufthansa), innovative (like Delta) in bringing upmarket products like Club Class, and widespread (like the late lamented Pan Am and TWA) especially after the takeover of the Australian airline, Qantas. It was known for its service, good food and wine. It drove hard

bargains with other countries and airlines for wider sky penetration by using their clout with the British government and the threat of access to London's Heathrow Airport, one of the busiest hubs in the world. They could therefore afford to have a higher tariff for their products and yet have full flights.

But it wasn't always this rosy for BA. Earlier, in the seventies, it had amalgamated smaller regional airlines of the UK into its fold: British Overseas Airways Corporation (BOAC), which flew passengers outside England, something like our Air India; British European Airways (BEA) and British Caledonian Airways. 'BA' was identified as the test case for disinvestments by the newly elected conservative government headed by Margaret Thatcher in 1979. A brand audit revealed that for irate passengers, BA stood for 'Bloody awful'! Its service was perceived to be poor, its personnel insensitive and haughty. First Lord King and then Colin Marshall initiated slow but inevitable changes in BA.

Under these two, during the eighties and the nineties, British Airways literally lorded it over the skies. To drive home their advantage, they had phenomenal promotions and advertisements. Saatchi & Saatchi, the wonder ad agency designed one catchy and award winning ad campaign after another, getting the airline noticed, talked about and preferred by travelers. Saatchi & Saatchi could do no wrong, it seemed. They had been instrumental in correctly communicating, during the elections in the UK, Margaret 'Iron Lady' Thatcher's conservative messages not once but three times ("Long Labour" was one of the many memorable copies). The slogan 'The world's favorite airline became identified with British Airways. Their mission was "To be the number one in air travel. Well into the nineties, again in one of its numerous brand audits, BA found that -

- Six out of ten of its passengers were non-British;
- The previously perceived images of impeccable service, punctuality and comfort were still intact;
- But it was also perceived as being rigid, inaccessible and cold.

British Airways did a massive rebranding exercise to communicate its vision of being a leader in global travel, its awareness of the profile of its new constituents and seeking to include the over 60% international customers in its service philosophy, and attempted to shift the emphasis in BA from British to airways.

Logo: It first changed its logo seeking to dispel the negative images. Designed by Landor Associates, the new logo was an image of a red-and-blue scarf blowing in the wind, above the name. Called 'Swish' (shades of Nike's logo 'Swoosh'?) it stood for 'Speed, Flexibility and Friendliness'.

Advertising: Its advertising campaign had 3000 models, and was shot in the breath taking locales of Utah, USA. It showed the models forming gigantic ears, eyes, and nose and then in one synchronized movement forming a huge smiling face, which turns out to be the globe. The Greek musician Yanni composed the signature tune and song. Saatchi & Saatchi garnered six Clio awards, the Oscars of advertising. The message was: BA catered to a global audience, its service was world class and available globally.

Symbolism: A new and a bold attempt were made to connect the local images to a global airline. BA painted the tailfins of its aircraft with local motifs. Calligraphic paintings for flights to China, paithani sari designs for flights bound to India, and so on.

Colours: BA stuck to the royal colours of red, white and blue for the logo, name font as well as the uniforms for its stewards and stewardesses.

Questions -

- (a) Why should a marketer attempt to brand a service?
- (b) Can a branding exercise in relation to services be done exclusively through advertising? Explain.
- (c) What are the components of a brand?
- (d) How would you go about successfully branding a new airline?

4M1459

Roll No. _____

Total No. of Pages: 4

4M1459

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Marketing

M-421 Services Marketing

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL _____

2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What do you meant by service encounters?
- Q.2 What is targeting?
- Q.3 What do you meant by positioning?
- Q.4 What is penetration pricing for services?
- Q.5 What is the role of service promotion?
- Q.6 What are the intermediaries in service delivery?
- Q.7 What are the three elements of services cape?
- Q.8 What are the four C's of customer loyalty?
- Q.9 What are the steps to service recovery?
- Q.10 What are the levels of relationship marketing?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Discuss in detail emerging service environment issues in India.
- Q.2 “The Flower of Service is a useful concept in marketing. It can be used to see the interaction between core products and supplementary”. Explain and differentiate between enhancing and facilitating supplementary services.
- Q.3 Write a note on pricing strategies for services.
- Q.4 “Social media marketing is a powerful tool that enables businesses to connect with their customers and develop effective marketing strategies”. Comment and explain how social media marketing can be used in three core areas: customer data, connection and interaction.
- Q.5 Discuss the steps and components of service blueprinting.
- Q.6 Why are frontline employees called as boundary spanners? How do you manage frontline employees?
- Q.7 How do you promote service excellence? Discuss the steps to ensure your company service excellence.
- Q.8 “Intangibility of services prevents the consumer from having the benefit of the touch, see and feel factor. This makes it difficult for him to comprehend the enormity of the service offer.” Comment and explain how do you deal with intangibility of services?

PART – C

[20]

(Compulsory)

Q.1 Case study -

AMUSEMENT PARK

The amusement park with a successful history was now facing problems. It had its first money losing last year followed by another one now. The park had three ways to bring in more revenues: increase visit per customer, increase average spending per visit or attract new customers. Because of a mature industry all three were hard to do. As pulling in people from broader geographical area seemed an unlikely proposition due to the wide availability of such parks, attracting new customers required new value proposition. With this background, it was proposed to offer a “preferred guest card” to win more business from moneyed and time pressed group of people. Under this plan, visitors could pay an additional fee to get free rein of the park: Card Holders would enter the ride through separate lines which would give them first crack and they would be seated immediately at any in-park restaurant. It was hoped that this plan will help to up-sell the people who are already coming to the park. And by making it possible to spend less time in queues, the guest card will also attract a different type of customer-time-starved, high-income professionals and their families, who

might otherwise avoid the whole experience. However, certain objections were raised against such a scheme. "I don't even think it's a great experience for the preferred guests. Who want to feel all that animosity diverted at them? The key to this business is the customers feeling good while they are here. With this scheme neither side's coming back," commented an executive. A possible solution given to this was to separate the lines and limiting the percentage of special tickets issued on any given day. If the 'preferred guest card' scheme was not implemented the park might be forced to raise price across the board.

QUESTIONS –

- (a) Critically examine the 'preferred guest card' scheme and discuss the pros and cons of such a scheme.
 - (b) Identify strategies which amusement parks can adopt to manage demand (high as well as low) and waiting lines.
-

4M1417

Roll No. _____

Total No. of Pages: **4**

4M1417

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Marketing

M-421 Services Marketing

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL

2. NIL

PART - A

[10×2=20]

All questions are compulsory

- Q.1 Define Service as a system in marketing.
- Q.2 Explain the bases of segmentation in services marketing.
- Q.3 Explain intangibility as characteristics of service with examples.
- Q.4 What factors should be kept in mind while deciding about the price of a service?
- Q.5 Briefly elaborate the extended 3Ps of services marketing with examples.
- Q.6 Elucidate the impact of Servicescape Model on individual and social behavior of customers.
- Q.7 Elaborate any one gap that can exist in the Service quality.
- Q.8 What is the significance of physical evidence in Service Marketing?
- Q.9 Write a note on the SERVQUAL Model.
- Q.10 Suggest ways for developing customer loyalty towards services.

PART – B

[5×6=30]

Attempt any five questions

- Q.1 How is information search behavior different in case of services as compared to goods? Explain giving suitable examples.
- Q.2 Explain concept of flower of service with relevant example.
- Q.3 What are the different choices for service delivery? For each choice, what factors do service firms need to take into account when using it?
- Q.4 How important is it for a hotel located at a hill station to use promotions during off-season? Also, identify the possible sales promotion schemes it can offer.
- Q.5 In what ways is distribution of services different from goods? Identify a few services which can be distributed electronically and discuss the challenges involved in it.
- Q.6 Identify and explain the product support services which automobile manufacturers can offer to remain competitive/for gaining competitive advantage.
- Q.7 Discuss the characteristics of a good service guarantee. Evaluate the following service guarantee offered by a restaurant for its home delivery services, on the basis of the characteristics discussed by you.
- Q.8 Discuss the blueprinting designing process for an effective services based total business strategy. What are strategic considerations for differentiation and obtaining sustainable competitive advantage for services marketing?

PART – C

[20]

(Compulsory)

Q.1 CASE STUDY:

Marketing of Health Services

Pulin Kayastha was simply amazed. He had seen all forms of hostility and marketing warfare in the consumer goods industry, but to see similar warfare in the health industry fascinated him. Clearly, he told himself, doctors had found consumers in their patients. At least, that's what the concept note sent by Dr. Ajit Varman, Country Manager of Recovery Clinics & Hospitals, seemed to indicate. Varman and seven other senior doctors had left Karuna Nursing Home and Hospital to set up Recovery,

which, as the note said, "... would be entirely devoted and dedicated to customer responsiveness."

Pulin was a Management Consultant and was recommended to Recovery by the Marketing Director of Regrow Pharma, a large pharmaceuticals company in Mumbai. In fact, the suggestion to set up Recovery came from a non-resident patient, Dinesh Shah, who was undergoing treatment at Karuna's large specialty hospital in Central India. It was in the course of his interaction with the doctors that Shah sensed their unhappiness with the system. This prompted him to suggest the idea of Recovery. Varman had joined Karuna 10 years ago, assured of a challenging career in a hospital that was promising to be different. But over time, disillusionment set in as Karuna's image and response to the environment diluted its equity.

"Now that we have decided to do this, we do not want to repeat old mistakes," Varman had told Pulin during their first meeting. "Having worked at Karuna, we can see its weaknesses and why it's losing saliency. Ten years ago, when it was established, we believed that it was going to add value to our careers; We became a part of it because we were told that we are specialists who would bring exclusivity to the hospital. But soon, the focus shifted to fetching business and revenues. The management started hiring specialists and private practitioners, offering those cabins and consultancy arrangements at Karuna. The strategy was that these doctors would bring in their patients and use the infrastructure so that the hospital would start earning money."

The Karuna management wanted to derive short-term benefits, then gradually build up clientele. But the strategy, it appeared, did not pay off. As Varman said: "Because there were many doctors and the business was not large enough in the first few months. Consequently, competition for business became cut throat between doctors.

Despite modern amenities, state-of-art systems and numerous doctors, the image of the hospital was that of being too commercial - a fallout of the stigma of being a private hospital. It was common among doctors to slot every hospital under either category - a place where you get neglected to death or a place where you get researched to death. Karuna earned a new

label - a place where you got cross-referred to death, or doctors at Karuna slowly took to enhancing each other's earnings as they sent patients back and forth to doctors and specialists. At the end of his diagnoses, the patient ended up paying a huge amount of money for this treatment.

According to Varman, the high-cost, high-expectation syndrome hit the hospital. The initial promise of exclusivity and quality was lost. Karuna had the best doctors, but after-care was abysmal. With a view to keeping costs low, nurses, housekeeping staff and even the front office staff were hired cheap, training was virtually absent and no attention was paid to end user needs.

Kayastha could see Recovery trying to be all that Karuna was not and desiring not to be all that Karuna was. If Kayastha thought Varman was hiring him for routine systems design and a patient management manual, he was mistaken. For Varman said: "We want to get Recovery's positioning platform right and work on a sound marketing plan. What we want you to do is to help us build this brand, help ordinary doctors like us understand what brand-building entails and how it is managed in a service industry."

Questions -

- Q.1 Suggest a positioning strategy for Recovery Clinics and Hospitals.
 - Q.2 Why it would be necessary for doctors as well as nursing staff to be marketing oriented?
 - Q.3 Identify and discuss the service quality dimensions which Recovery Clinics and Hospitals can use for measuring its service quality.
-

4M1460

Roll No. _____

Total No. of Pages: 4

4M1460

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Marketing

M-422 International Marketing Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Why does the balance of payments always balance even though the balance of trade does not?
- Q.2 Define IMF.
- Q.3 Elucidate international market selection process.
- Q.4 Differentiate between product standardisation and adaptation in international marketing.
- Q.5 Critically evaluate the factors influencing international pricing decisions.
- Q.6 With suitable example, briefly explain the promotion appeals.
- Q.7 Write short note on buyback agreement.

- Q.8 Explain any one ethical problem that usually come up while crafting international marketing strategy.
- Q.9 With the help of example briefly explain the major obstacles in self-reference criterion and ethnocentrism.
- Q.10 Why is conciliation a better way to resolve a commercial dispute than arbitration?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 “EPRG framework identifies four types of orientation towards internationalization of business operations.” Explain with the help of recent examples, how this EPRG orientation leads to different marketing strategies for a firm?
- Q.2 Write short note on - (Any two)
- (a) Grey Market Goods
 - (b) Transfer Pricing
 - (c) Dumping
- Q.3 A Jaipur-based firm is engaged in importing rough stones from Africa and polishing and selling as precious stones in the international market. The firm has recently started polishing Tanzanite stones imported from Tanzania. As head of the firm’s International Market Development Division, prepare a research plan detailing out the requirement for secondary information and possible sources of collecting information.
- Q.4 “The adequacy of a product must be considered in relation to the general environment within which it will be operated rather than solely on the basis of technical efficiency.” Explain the implications of this statement.

- Q.5 Your company manufactures shoes and is keen on establishing its presence in the Indian market. What would you decide if you were responsible for deciding the pricing strategy the company should use? Explain your answer.
- Q.6 Perhaps advertising is the side of international marketing with the greatest similarities from country to country throughout the world. Paradoxically, despite its many similarities, it may also be credited with the greatest number of unique problems in international marketing. Elucidate the above statement.
- Q.7 One of the first things companies discover about international patterns of channels of distribution is that in most countries it is nearly impossible to gain adequate market coverage through a simple channel-of-distribution plan. Do you agree with the statement? Justify your answer.
- Q.8 Explain various unethical activities carried out by Multinational Corporations. Do you think that code of ethics could help control such unethical activities?

PART – C

[20]

(Compulsory)

- Q.1 **Read the case carefully and answer the following -**

No matter what line of business you're in, you can't escape gender. That may have been one conclusion drawn by an American exporter of meat products after a dispute with a German customer over a shipment of pork livers. Here's how the disagreement came about.

The American exporter was contracted to ship 30,000 pounds of freshly frozen U.S. pork livers, customary merchantable quality, and first rate brands. The shipment had been prepared to meet the exacting standards of

the American market, so the exporter expected the transaction to be completed without any problem. But when the livers arrived in Germany, the purchaser raised an objection: "We ordered pork livers of customary merchantable quality-what you sent us consisted of 40 percent sow livers." "Who cares about the gender of the pig the liver came from?" the exporter asked.

"We do," the German replied. "Here in Germany we don't pass off spongy sow livers as the firmer livers of male pigs. This shipment wasn't merchantable at the price we expected to charge. The only way we were able to dispose of the meat without a total loss was to reduce the price. You owe us a price allowance of \$1,000."

The American refused to reduce the price. The determined resistance may have been partly in reaction to the implied insult to the taste of the American consumer. "If pork livers, whatever the gender of the animal, are palatable to Americans, they ought to be good enough for anyone,"

American thought.

It looked as if the buyer and seller could never agree on eating habits.

Questions -

- (1) In this dispute which country's law would apply, that of the United States or of Germany?
 - (2) If the case were tried in U.S. courts, who do you think would win? In German courts. Why?
 - (3) Draw up a brief agreement that would have eliminated the following problems before they could occur.
 - (a) Whose law applies?
 - (b) Whether the case should be tried in U.S. or German courts?
 - (c) The difference in opinion as to "customary merchantable quality."
 - (4) Discuss, how SRC may be at work in this case?
-

4M1418

Roll No. _____

Total No. of Pages: 2

4M1418

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Marketing

M-422 International Marketing Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL _____

2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Explain the waterfall and sprinkler approaches of new product launch.
- Q.2 Do you think that Piggyback Marketing is an advantageous strategy? Give reasons.
- Q.3 Discuss the role of socio-cultural environment in International Marketing.
- Q.4 List the stages of international product life cycle with an example.
- Q.5 What is transfer pricing? Name the three major alternative approaches to transfer pricing.
- Q.6 Explain the significance of logistics in International Marketing.
- Q.7 How evaluation of international marketing strategy is done? Discuss.
- Q.8 Which promotional appeals should be adopted by an international cosmetics business entering in country like India?
- Q.9 Elucidate the dimensions of EPRG Framework.
- Q.10 Outline the challenges faced by an International Business. (Any four)

PART – B

[5×6=30]

Attempt any five questions

- Q.1 'Operating in international markets is much more complex than marketing domestically.' Critically evaluate the statement with suitable examples.
- Q.2 Elaborate the process of International Market Research.
- Q.3 What is dumping? Why do price differences in international markets often lead to gray marketing?
- Q.4 As a Marketing Manager of a firm working in international market, suggest the suitable media strategies for promotion.
- Q.5 Explain the concept and importance of distribution in context of global marketing. Also, differentiate between direct and indirect channels.
- Q.6 Write brief notes on -
- (a) Implications of WTO on International Trading
 - (b) Legal and ethical issues in International Marketing
- Q.7 Discuss the concept of product adaptation and standardization with their advantages and disadvantages.
- Q.8 Describe the recent changes in the world trading environment. Also, explain the process of identification and analysis of opportunities in the international trading environment.

PART – C

[20]

(Compulsory)

- Q.1 Suppose you are the Marketing Manager of an International fast-food chain. What measures will you take before opening an outlet or chain of outlets in a new city? Which entry modes will you opt for successful operations of your company in a new place? Discuss.
-

4M1405

Roll No. _____

Total No. of Pages: 4

4M1405

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Marketing

M-422 International Marketing Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Define International Marketing. Discuss the need and importance of International Marketing.
- Q.2 Explain E.P.R.G. Framework.
- Q.3 Explain the components of international promotion mix.
- Q.4 What are the basis of segmenting international markets?
- Q.5 State the factors affecting the pricing decision in international market.
- Q.6 Discuss the various product strategies available to an international marketer.

- Q.7 Outline salient features of non-tariff barriers.
- Q.8 Explain legal and ethical issues in international marketing.
- Q.9 Define sales promotion, advertising and e-marketing.
- Q.10 Explain IMF impact on international marketing.

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Explain the concept of International Product Life Cycle (IPLC) with appropriate examples. Can you identify and describe a few market situations where IPLC is not valid.
- Q.2 “Operating in international markets is much more complex than marketing domestically.” Critically evaluate the statement with suitable examples.
- Q.3 Explain evaluating and controlling of international marketing strategy.
- Q.4 What factors influence selection of international distribution channel? Highlight the functions performed by various international distribution intermediaries.
- Q.5 Explain influences on marketing plan and budget.
- Q.6 What are various components of international marketing environment which a manager must continuously monitor? Elaborate.
- Q.7 Highlight salient features of Hecksher-Ohlin Theory of International trade with examples.
- Q.8 Write short notes on –
- (a) Export finance
 - (b) Export documents

PART – C

[20]

(Compulsory)

- Q.1 Study the Case given below and answer the questions given at the end -
- A major Cereal manufacturer produces and markets standardized Breakfast Cereals to countries around the world. Minor modifications in attributes such as sweetness of the product are made to cater to local needs. However, the core products and brands are standardized. The company entered the Chinese market a few years back and was extremely satisfied with the results. The company's sales continue to grow at a rate of around 50 percent a year in China and other Asian countries and based on the market reforms taking place, the company started operations in India by manufacturing and marketing its products. Initial response to the product was extremely encouraging and within one year the company was thinking in terms of rapidly expanding its production capacity. However, after a year, sales tapered off and started to fall. Detailed consumer research seemed to suggest that while the upper-middle social class, especially families where both spouses were working to whom this product was targeted adopted the cereals as an alternative meal (i.e., Breakfast) for a short time, they eventually returned to the traditional Indian breakfast. The CEO's of some other firms in the food industry in India are quoted as saying that non-Indian snack products and restaurant business are the areas where MNC's can hope for success. Trying to replace a full meal with a

non-Indian product has less of a chance of succeeding. You are a senior executive in the International Divisions of this food MNC having post-graduate qualification in management and several years of experience of operating in various countries in a product management function.

You have been appointed Head of the fact finding mission to determine answers to these specific questions. What, in your opinion, would be answers to these questions?

- (a) Was entering the Indian market with a standardized product a mistake? Justify.
- (b) Was it a problem of the product or the way it was positioned?
- (c) Given the advantages to be gained through leveraging of brand equity and product knowledge on a global basis and the disadvantages of differing local tastes, what would be your strategy for entering new markets?

4M1431

Roll No. _____

Total No. of Pages: 4

4M1431

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Marketing

M-422 International Marketing Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL _____

2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Explain the importance of International Marketing.
- Q.2 What do you understand by International Marketing Environment?
- Q.3 Explain product positioning strategy in the export market.
- Q.4 What are the merits of international trade fairs and exhibitions?
- Q.5 What do you understand by international advertising?
- Q.6 What is distribution mix?
- Q.7 Briefly discuss the role of culture in business.
- Q.8 Discuss the challenges faced by international sellers.
- Q.9 List various types of environment faced by MNC.
- Q.10 Mention types of Foreign Intermediaries.

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Define International Marketing. How is it different from Global Marketing?
- Q.2 Discuss the WTO implications on International Marketing.
- Q.3 Explain the concept of EPRG model in the evolution of global marketing with the help of suitable examples.
- Q.4 Describe the various factors influencing the International marketing research with the help of suitable examples.
- Q.5 The product life cycle is a well-accepted concept in marketing although it needs to be applied wisely in the international context too. Discuss.
- Q.6 Why is it difficult to assess the prices in International Markets? Explain with valid reasons.
- Q.7 Write a detailed note on the selection and management of distribution channels for International Markets.
- Q.8 Compare and contrast product standardization and adaptation options.

PART – C

[20]

(Compulsory)

- Q.1 **The case study:
Huawei's entry to India**

Huawei of China is the world's second largest supplier of telecommunications equipment. The company has been expanding into international markets since 1997 but its brand has until recently remained little known outside its native country. One reason is that Huawei is a business-to-business supplier rather than consumer-focused.

As part of its globalization strategy, Huawei decided to begin operations in India in 2000.

[4M1431]

The challenge

In India, Huawei faced various difficulties. First, the company needed to build a strong and distinctive brand for non-Chinese markets. In India in particular, the telecoms equipment market was crowded. So Huawei needed to establish a reputation as a reliable partner and create a distinctive identity.

Its Chinese roots worked against it on several levels. An enmity still exists between India and China, with an unresolved border dispute in the north and a history of armed conflict as recently as the 1970s. Also, many Indians perceive Chinese companies to be closed rather than transparent.

Thus, Indian businesses often find it difficult to establish relations of trust with Chinese partners. Chinese companies also have a reputation – not always deserved – in India for producing low-quality goods. Similarly, Huawei was seen primarily as a low-price manufacturer, which meant its products were regarded as of low quality. The fact that the company spends 10 percent of its profits a year, about \$3bn, on research and development, was not widely known.

The response

Huawei realised that in order to compete in India it would have to invest heavily and get to know the market and its particular features.

With this in mind, it established R&D and service centers in India, and 90 percent of the jobs created went to Indians. This helped to persuade skeptics that Huawei was interested in value creation in India, not just value extraction. Today, India is Huawei's second-largest research base outside China.

At the company's two production plants in Chennai, Huawei staff work with local companies to help bring the latter's production quality up to international standards. The long-term plan is to source as many components locally as possible. Not only are such components cheaper,

they also help local companies achieve higher- quality standards, making them more competitive, spreading skills and boosting the economy.

Huawei has also begun promoting consumer products such as smart phones. Recently the company established a link with a leading Indian English-language news channel to sponsor a contest that projected Huawei smart phones as aspiration products, contrary to the prevailing low-quality perception of Chinese brands.

To build an employer brand, Huawei has developed a strong culture of rewarding R&D talent and promoting Indian employees to managerial positions. The hope is that this will be an added boost to the company's reputation in the country, which has a strong young talent base in engineering. Strengths in research and innovation in India could help Huawei to enhance its reputation worldwide.

The lessons

There is a tendency to think of cultural barriers as being strongest between west and east, and writers on strategy and marketing sometimes assume that there is a cultural affinity between China and India that greatly reduces such obstacles.

In fact, Chinese companies find market entry in India just as difficult as western companies. Huawei's strategy is one that can be adopted by other foreign companies no matter what their origin: demonstrate trustworthiness, build relationships, commit to India and provide superior quality.

Questions:

- (a) What were the reasons of entering into Indian market?
 - (b) How China's relations with India affected Huawei's decision?
 - (c) How did Huawei respond to the challenges?
-

4M1473

Roll No. _____

Total No. of Pages: 3

4M1473

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Marketing

M-422 International Marketing Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL _____

2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What are the features of International Marketing?
- Q.2 Explain the importance of International Marketing.
- Q.3 Differentiate Domestic Marketing vs International Marketing.
- Q.4 Discuss the different elements of International Market Environment.
- Q.5 Discuss the challenges faced by International Sellers.
- Q.6 Define International Product Life Cycle.
- Q.7 What is World Trading Environment?
- Q.8 Discuss various factors involved in distribution system.
- Q.9 Write the purpose of branding in International Market.
- Q.10 Discuss about the grey market with examples.

PART – B

[5×6=30]

Attempt any five questions

- Q.1 'Analysis of Global Economic Environment is quite essential to International Marketing in today's scenario'. Critically comment on the statement.
- Q.2 Elaborate various 'Product Strategies' for International Markets.
- Q.3 Briefly discuss the critical factors you keep in mind while selecting target market in International Marketing.
- Q.4 Discuss alternative methods of transfer pricing with the help of example.
- Q.5 You are the marketing head in a consumer durable 20 goods company, which has international operations. It is planning to launch a new brand of washing machines. Suggest appropriate sales promotion tools for consumer promotion as well as business promotion.
- Q.6 What are the risks involved in the new product development for international markets?
- Q.7 An Indian automobile company decided to enter international markets. The company is ready to invest in marketing arrangements abroad, but not in production facilities. Suggest any two suitable modes of market entry, and explain their merits and limitations.
- Q.8 Write short notes on any two of the following –
- (a) Essentials of international market segmentation
 - (b) Guideline for a good international marketing research report
 - (c) Factors affecting pricing decisions in international marketing

PART – C

[20]

(Compulsory)

Q.1 Case study : -

KFC, a fast - food operator, faced immense resistance from some politically active consumer groups when it opened its operations in India. One group proclaimed that opening KFC outlets in the country would propagate a "junk-food" culture. Others proclaimed that this was "the return of imperialistic powers" and was an attempt to "Westernize the eating habits" of Indians. Overzealous local authorities in the city of Bangalore used a city law restricting the use of MSG (a food additive used in the chickens served by KFC) over a certain amount as a pretext for temporarily closing down the outlet, despite the fact that the authorities did not even have the equipment to measure the MSG content in the proportions stated in law. In the capital city of New Delhi, a KFC outlet was temporarily closed down because the food inspector found a "house-fly" in the restaurant. Both of these issues got resolved through hectic consultations with these consumer groups and through legal orders issued protecting the interests of the outlets.

Questions: -

- (a) In view of the above situation, critically examine the impact of social and political environment on a firm's operation in international markets.
 - (b) After completion of your MBA from University, suppose you have been appointed Country Manager (Indian Operations) in KFC, what steps would you take to cope up with the situation?
-

4M1419

Roll No. _____

Total No. of Pages: 3

4M1419

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Marketing

M-423 Rural Marketing

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL _____

2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Define Rural Marketing, explain the various transformations of the rural markets are witnessing in the changing marketing scenario.
- Q.2 Elucidate the rural technological environment.
- Q.3 How cultural factors influence the consumer buying decision?
- Q.4 Explain the different qualitative research tools used in rural marketing research.
- Q.5 Write in short Thomson Rural Market Index.
- Q.6 Elaborate on the pricing strategies specific to the rural market.
- Q.7 With the help of an example, explain hub and spoke distribution system.
- Q.8 Briefly explain different forms of folk media.

- Q.9 With the help of suitable example elucidate future of rural marketing in India.
- Q.10 A durable company wants to sell its product in rural markets. Which critical factors in the socio-economic environment should it examine to design its marketing entry strategy?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Define 4A's. Which of the 4A's is most difficult to address and replicate in a competitive scenario in rural areas? Explain with examples.
- Q.2 What will happen to the rural growth agenda if the government withdraws or scales down its rural spending on flagship programmes like MNREGA and Bharat Nirman? How will rural growth be sustained? How will the corporate sector respond to this change?
- Q.3 Explain reference group. Describe the different types of reference groups that can have an impact on a consumer's purchasing behaviour.
- Q.4 You are the Marketing Manager of 'Santosh Computer' Classes Pvt. Ltd.- the only computer classes in Madhubani area of Bihar. Recently, a leading national computer education brand has started its centre and has started targeting the same set of customers as yours. You are afraid of losing the market and want to identify newer segments to target. What possible ways of segmenting the markets do you think would help you in the process?
- Q.5 Imagine that you are the Product Development Manager in a fairness cream manufacturing company. How would you augment the product and create its brand identity in rural markets?
- Q.6 Briefly elucidate the key changes that have taken place in the rural retail environment. What lessons can a new FMCG Marketer venturing into rural markets learn?
- Q.7 Explain the steps involved in message design and different sales promotion tools used in rural communication with examples.
- Q.8 What are the key growth drivers of rural healthcare markets? How are government efforts catalyzing the growth of this sector?

PART – C

[20]

(Compulsory)

Q.1 Read the case carefully and answer the following question -

Mr. Verma of Master Detergent was a worried person; another competitor had launched a special pack of a Detergent with a very competitive price and very aggressive advertisement and Sales promotion schemes. The flagship brand of the company MAST was taking a beating in the market and sales were going down. The company Master is an old company existing for more than 60 years and has a strong brand equity in the Rural market. The products of the company are well known and command a premium and have a niche place in the rural market, there are also other products as soaps, shampoos and other consumer goods the company offers. The new company does not have the long range of products master has but is strong on raw materials buying and thus offers very low prices to attract customers, this according to Mr. Verma is a big strength. Mr. Verma is sitting in his office trying to find a new marketing strategy to regain the lost market share.

Questions -

- (a) Help Mr. Verma in his endeavor to regain the lost share and increase brand equity.
 - (b) Should Mr. Verma create a separate marketing strategy for the rural markets?
-

4M1449

Roll No. _____

Total No. of Pages: 3

4M1449

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Human Resource Management

M-430 Employee Relations & Labour Laws

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL

2. NIL

PART - A

[10×2=20]

All questions are compulsory

- Q.1 Define Employee Relations Management.
- Q.2 Define functions of Trade unionism.
- Q.3 Write any four significances of collective bargaining.
- Q.4 Define types of Punishments.
- Q.5 What do you mean by Industrial Dispute?
- Q.6 What is the rule for minimum wages?
- Q.7 Define Employment of Young Persons under the Factories Act, 1948.
- Q.8 What is the minimum number of workers required to be employed by an industrial establishment to be considered a factory under the Factories Act, of 1948?

Q.9 What happens if, during negotiations, an employer and a trade union cannot agree on the terms to be included in a collective agreement?

Q.10 Write the main features of the Industrial Employment Act, 1946.

PART – B

[5×6=30]

Attempt any five questions

Q.1 In what ways can a country strike a balance between protecting workers' rights and promoting a conducive environment for economic growth through industrial relations?

Q.2 Explain the measure problems and suggestive remedial measures of Trade Unions.

Q.3 What are the key objectives of collective bargaining and how do they align with both workers' interests and economic growth goals?

Q.4 What do you mean by Grievance? Explain the procedure for Grievance Settlement.

Q.5 Explain the main provisions of the Industrial Disputes Act, of 1947.

Q.6 What is the fundamental principle underlying the law of wages and how does it interact with market forces and labor dynamics?

Q.7 How does the Factories Act, 1948 address the issue of hazardous processes and dangerous machinery within factories, with a focus on ensuring worker safety?

Q.8 What role do the "standing orders" play in setting out the rules and procedures for disciplinary actions and grievances within industrial establishments?

PART – C

[20]

(Compulsory)

Q.1 In a rapidly evolving business landscape, Company X, a mid-sized tech firm, faces challenges in maintaining positive employee relations while ensuring compliance with labor laws. The case study sheds light on these issues through a brief snapshot of key scenarios.

Scenario 1: Remote Work and Overtime: Amid the pandemic, Company X embraces remote work. However, concerns arise about employees working overtime without proper compensation. The case study explores how Company X balances remote work flexibility with labor laws governing work hours and overtime pay.

Scenario 2: Conflict Resolution: Two employees in different departments engage in a public disagreements on a company-wide communication platform. The case study delves into how Company X addresses this conflict while upholding employee rights to expression and maintaining a respectful work environment.

Discuss the following Questions:

- (a) How can Company X implement a remote work policy that promotes work-life balance while adhering to labor laws?
 - (b) What steps should Company X take to address the conflict between employees while maintaining a culture of open communication and respectful behavior?
-

MBA IV-Sem (Back) Exam 2023
HRM
M-430 Major-II Employment Laws
1st paper of Major-II
4M1252

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.*

Part A(Word limit 25 only)
All questions are compulsory

1. What are causes of grievances among workers in India?
2. Write short note on model standing order.
3. When is gratuity payable under the Payment of Gratuity Act, 1972?
4. What are the constitutional provisions of Labour law?
5. How many contract labour system in any establishment be abolished and by whom?
6. Define "Lay-off" and "Retrenchment".
7. What was the primary objective of the Trade Union Act 1926?
8. Define unfair labour practices.
9. Who is eligible for Maternity Benefit Act 1961?
10. What are the issues related to Labour Laws?

10 x 2= 20

Part B
Attempt any five questions

1. Explain the concept of 'minimum wage' and describe the procedure for fixation and revision of minimum wage under the Minimum Wages Act, 1948.
2. Discuss briefly the various labour standards adopted by International Labour Organization for the protection of industrial workers. How far has India rectified such standards in its labour legislation either directly or indirectly?
3. Explain and illustrate the principle of national extension of employer's liability under the Workmen's Compensation act, 1923.
4. Discuss the provisions relating to hazardous processes of Factories Act, 1948.

5. Explain the various benefits available to employees under the Employees' State Insurance Act, 1948.
6. What is the procedure for certification of standing orders framed by an industrial establishment under the Industrial Employment (Standing Orders) Act, 1946?
7. "No employer or workman or a trade union, whether registered under the Trade Union Act, 1926, or not, shall commit any unfair labour practice". Explain.
8. What are the obligations of the employer in relation to payment of wages and recruitment under the Equal Remuneration Act, 1976?

5 x 6 = 30

Part C Compulsory

Please read the case given below and answer the questions given at the end.

Mr. Nandkishore is a workman employed in the dispatch department of a cement factory. The factory is located in one of the towns of a politically sensitive state. It employs about 1,500 employees besides the managerial staff. The annual turnover of the company is around Rs. 150 crores and its capacity utilization is 75 per cent. The factory has three unions besides a Security Staff Association and Management Association. For eight years, only one union has been recognized, on the basis of its "claim" that it has the largest following of workmen. Continued recognition of a single union led to strained relations between the two recognized unions and the Management and also among the unions themselves. Mr. Nandkishore is an office bearer of one of the unrecognized unions. The industrial relations situation on the factory has been fluctuating from periods of harmony to periods of disturbances. On December 10, 1988, Mr. Nandkishore fell down from the ladder, while working during the second shift. This accident resulted in serious injury to his right arm. He was admitted in a Government hospital for treatment. An accident report was sent to the commissioner under Workmen's Compensation Act, to determine the amount of compensation, if any, to be paid to Mr. Nandkishore for the loss of any earning capacity. Meanwhile, the union in which he is an office bearer requested the Management to pay a sum of Rs. 5,000 as advance to the injured workman for covering medical expenses. It also stated that the above amount may be deducted from the compensation which Mr. Nandkishore may get, according to the Commissioner's decision, after obtaining a written undertaking from the union that this amount will be deducted from the compensation payable. The union also agreed to this condition. It also arranged for the release of Rs. 2,000 from the Labour Welfare Fund.

The Medical Officer treating the workman submitted a report in February 1989. The Medical Report did not mention any kind of disablement (Full/Partial, temporary/Permanent) to the workman. The Commissioner after processing the case and studying the report ruled that the workman, Mr. Nandkishore shall be paid only

half-monthly wages for these two months against his request for compensation, as there was no permanent or partial disablement. On Receipt of this report from the Commissioner, the Management asked the workman to repay Rs. 3,000 given as the advance and requested the union to do the needful in this regard. The union, however, contended that since the accident occurred during and in the course of employment, the Management must treat it as ex-gratia payment and payment and that it should not demand its repayment as the money was used for treatment. The Management, however, pointed out that at the time of taking advance, both the union and workman had agreed that this amount will be recovered from the compensation payable and since no compensation is payable, the workman should pay back the advance. The Management, further pointed out that it cannot waive the recovery of the above advance as it is bound by the rules. The union however insisted that Management should not proceed on the recovery of advance from the workman. The Management also heard ruinous that the said union may stage a 'show down" over his issue.

Questions:

- a. What is the problem in the case?
- b. Analyse the causes, which led to the problem?
- c. Discuss the Act under which this can be dealt.

4M1450

Roll No. _____

Total No. of Pages: 2

4M1450

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Human Resource Management

M-431 Performance Management System

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL _____

2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What is the meaning of Performance Management?
- Q.2 Define the term strategic planning.
- Q.3 Define Balance Score Card.
- Q.4 What is the meaning of Review skills?
- Q.5 Define 360 degree Feedback System of Management.
- Q.6 Define nature of Potential Management.
- Q.7 Meaning of Retention Strategy.
- Q.8 Meaning of Counseling.
- Q.9 Define Performance Behaviour.
- Q.10 Define Competence Mapping.

PART – B

[5×6=30]

Attempt any five questions

- Q.1 What is the essential features of performance management systems? And also, outline new trends in performance management.
- Q.2 Explain with example the linkage of Performance Management and Strategic Planning.
- Q.3 Explain the different forms of Performance Appraisal. Define the role of performance management.
- Q.4 What is Balance Score Card? How does it work in organization to maintain performance?
- Q.5 What do you understand by training? How it helps employee's performance at workplace?
- Q.6 Distinguish between Performance Appraisal and Performance Management. Explain their implications to organization performance.
- Q.7 Write a short note of Career planning and Career Development.
- Q.8 Write a short note on Code of Conduct and Ethical Issues in Management.

PART – C

[20]

(Compulsory)

- Q.1 Shimita is employed as a software engineer in Intel solutions profile corporate clients. She has a compensation package of Rs. 20 lakh per annum (on cost of the company basis). She is also entitled for soft housing and conveyance loan. She is well received in her team and recognized as a good performer in her team.
- (a) What will be the appropriate performance strategy that can enhance her performance level?
- (b) Which type of motivational un-fulfillment can cause her performance to fall?
- (c) How will appraise her in a view of subordinate perspective?
-

4M1463

Roll No. _____

Total No. of Pages: 4

4M1463

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Human Resource Management

M-431 Performance Management System

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL _____

2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What is Performance Management System?
- Q.2 What do mean by Performance Planning?
- Q.3 Explain two importance of Performance Appraisal.
- Q.4 Define Self-assessment.
- Q.5 What do you mean by HR scorecard?
- Q.6 Define the word 'Remuneration'.
- Q.7 What do you mean by Performance Culture?
- Q.8 What is Potential Appraisal?
- Q.9 What do you mean by Strategic Planning?
- Q.10 Define the term Career Development.

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Explain the process of performance appraisal. What are the benefits of performance appraisal? Also discuss the concept of implementing the appraisal system in organizations.
- Q.2 Elaborate traditional and modern methods of Performance Appraisal.
- Q.3 Write note on:
- (a) Performance Coaching
 - (b) Reward System
- Q.4 Why do different organization have different performance management system, although the principle of performance management is same everywhere? Explain.
- Q.5 What do you mean by employee retention? Explain various factors which are responsible for high employee turnover. Also discuss, why employee retention is important for any organization?
- Q.6 Write note on:
- (a) Objectives of Performance Management Ethics
 - (b) Code of Ethics
 - (c) Code of Conduct
- Q.7 Explain various approaches of HR scorecard. Also discuss process of HR Scorecard.
- Q.8 Is appraising potential more difficult than appraising performance? Critically examine and discuss the issue.

PART – C

[20]

(Compulsory)

Q.1 Arora Logistics Ltd. is a transportation company headquartered in Bengaluru with around 130 trucks, 5 hubs, 40 regional centres and over 250 employees spread across south and central India. The entire operations including the transportation (loading, unloading, vehicle and driver allotment) and fleet maintenance activities are controlled by a team of 15 core managers supervised by senior HR and Operations managers from the headquarters at Bengaluru. The 15 members strong core team has a bi-annual performance appraisal system. In this system, the performance of the core managers are evaluated and rated and the manager with the top rating is given incentives or other perks for a period of 6 months, after which the ratings are reevaluated. The rating criteria are kept confidentially and are done by the senior managers. The practice has been highly successful so far with managers having a healthy competition to secure the incentives. Devyani and Sumeet are part of the core management team. Devyani has been the part of company for a year and has been having an impeccable record since beginning of the year with perfect attendance and duty record. She has handled all the routine operations without any flaws and has maintained the top position in the

performance appraisal ratings, which she lost by meagre margins in previous year. Sumeet on the other hand, is a newly recruited, 'not-so-perfect' employee with multiple late entries, and some flaws in handling routine affairs. His position in performance ratings has been behind that of Devyani. However, Sumeet handled some crisis situations meticulously and saved the company from almost sure negative fates. This improved the ratings manifold. When the performance appraisal ratings were announced, Sumeet bagged the top position and got incentives and perks for the next 6 months. This did not go well with Devyani. Devyani immediately penned down her resignation letter accusing her seniors of bias and mailed it to her CEO.

Questions:

- (a) Assuming the position of Senior HR manager, supervising the core management team, how would you handle the situation?
 - (b) What is the major issue in this case? What all changes would you suggest?
-

4M1408

Roll No. _____

Total No. of Pages: 4

4M1408

M.B.A. IV - Sem. (Main / Back) Exam., - 2023
Human Resource Management
M-431 Performance Management System

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Define Performance Management System.
- Q.2 What do you understand by 360° appraisal?
- Q.3 What is the significance of self-assessment?
- Q.4 Why is Performance Appraisal important?
- Q.5 Explain the link between performance management and the strategic plan.
- Q.6 Explain the Concept of High Performance Culture.
- Q.7 What do you understand by Potential Appraisal?
- Q.8 Explain the Concept of Balanced Score Card.
- Q.9 Mention any three factors responsible for high employee turnover.
- Q.10 What is the purpose of a Code of Conduct at the workplace?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 What do you understand by Performance Management System? Discuss the role of a Performance System and the characteristics of an ideal PM system. Give examples of Organizations that have benefited by using this concept.
- Q.2 Explain the concept and objective of Performance Appraisal. What are the various traditional and modern methods of performance appraisal?
- Q.3 What do you understand by strategic planning? Discuss the process of Linking Performance Management to the organization's strategic plan and explain, why it must be done?
- Q.4 What is Performance Coaching? Discuss how the feedback mechanism is pivotal to Performance Coaching and how superiors can be trained to give constructive feedback?
- Q.5 'Some companies find it more relevant to conduct and consider Potential Appraisal rather than only performance appraisal.' Discuss this statement in the light of the meaning, objective and value of potential appraisal.
- Q.6 What is the HR score Card Approach? Discuss the benefits of the HR scorecard and the process of developing the HR scorecard.
- Q.7 What do you mean by performance linked career planning and career development? Explain, how organizations that offer career development can benefit?
- Q.8 What are Code of Ethics? Discuss the ethical perspective in Performance Appraisal systems. What are the ethical dilemmas in the performance management system approach?

PART – C

[20]

(Compulsory)

Q.1 **Case Study : Fossil Group**

At a time when the retail industry was undergoing rapid change and increased competition, Fossil Group knew it needed to find more efficient and effective ways to keep its managers focused on performance management and results. Fossil Group evolved its performance management process and 3 simple steps.

[4M1408]

Page 2 of 4

The Evolution of Fossil's Performance Management Process

Fossil Group was using a complex, 100% paper process for performance reviews and check-ins for more than 15,000 global employees. They wanted to move toward a digital performance management strategy, but knew they needed to simplify the process first. Fossil Group set up four traditional components that were stretched across three strategic touch points throughout the year. These touch points were supplemented with ongoing performance conversations that could be initiated by any employee, at any time.

As Fossil Group evolved its company-wide performance approach, they were happy to see immediate progress. **92% of employees were participating in goal-setting reviews, setting an average of six goals per employee.** However, when they examined the data, they found that 35% of individual goals created were misaligned or did not have an impact on the organization and its strategic priorities. They knew they needed to get better at goal alignment if they wanted to meet important business objectives. Three ways Fossil Group in which simplified performance management.

1. They scheduled ongoing performance conversations and continuous feedback.

Although the three formal performance touch points in place were working, Fossil Group knew teams needed to have goal conversations more frequently.

They implemented informal "check-ins" that could be launched by any employee at any time. To ensure adequate time was made for important performance conversations and other performance related activities, Fossil Group implemented "Performance Days" – days strictly dedicated to employee performance. On these days, no task-related meetings are scheduled, and all work is set aside for the day. Conversations between managers, employees, and teams are all centered on performance.

2. They created intuitive goal conversation templates.

Fossil Group recognized that simply having more performance conversations wasn't enough – the conversations needed to include healthy dialogue, debate, and collaboration from managers and employees. They created 1-on-1 templates to help guide managers and employees through an effective and productive goal conversation. Check-in templates could be customized to the needs and work of individual teams and team members. The templates helped ensure conversations were focused on creating clear, aligned and motivating goals.

3. The used recognition to keep performance conversations fresh.

Fossil Group wanted to bring performance conversations full circle by recognizing employee performance daily. They created recognition toolkits for managers including fun note cards, gift cards, and employee recognition tips. They also launched an online, peer-to-peer recognition program that generated an average of 140 recognition stories each week. By taking time to uncover the needs of its employees, and delegating time for managers to focus on performance, Fossil Group was able to listen and act on employee voices and evolve their performance strategy for success.

Questions to be answered -

- (i) Outline the Performance Management process that companies can use and discuss the adaptation of this process at Fossil Group.
- (ii) Do you think that the steps taken at Fossil Group to implement a successful performance Management strategy were in the right direction? Discuss, how the outcome of each step can contribute towards the objectives of performance management.
- (iii) Give your suggestions as to what more can be done at Fossil in terms of Performance Management.

4M1421

Roll No. _____

Total No. of Pages: **3**

4M1421

M.B.A. IV - Sem. (Main / Back) Exam., - 2023
Human Resource Management
M – 431 Performance Management System

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL 2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What are the constituent of Performance Management System?
- Q.2 What are the barriers to Performance Planning?
- Q.3 Describe benefits of measuring performance.
- Q.4 Describe don'ts in conducting performance reviews.
- Q.5 What is Feedback Mechanisms in an organization?
- Q.6 What is Strategic Map?
- Q.7 Give four Employee Retention Strategies.
- Q.8 Describe methods of Performance Appraisal.
- Q.9 What are the criteria for Potential Appraisal?
- Q.10 What do you mean by Code of Conduct?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Explain the performance management prism with an example.
- Q.2 Discuss some of the creative performance strategies in an organizations.
Analyze how performance management tactics can enhance creative performance?
- Q.3 Explain with examples the linkage of performance management and strategic planning.
- Q.4 Do you think that counselling and coaching are necessary elements to improve the performance of any organization? If yes, then explain how?
- Q.5 Explain models for assessing performance in any organization.
- Q.6 Highlight the six differences between Performance Appraisal and Potential Appraisal.
- Q.7 Write short notes on -
- (i) Performance linked remuneration system
 - (ii) Performance linked career planning
- Q.8 What are the different principles of ethics in Performance Management?
List some major ethical issues and dilemmas faced by HR managers in any organization.

PART – C

[20]

(Compulsory)

Q.1 Priya works in a large Indian retail store. Priya was transferred from another function into an important HR role. It was not long before complaints were coming in, which set the stage for an unpleasant mid-year performance review. “What is your future plan?” asked her boss, trying to build some perspective on the situation rather than jumping into a series of criticisms.

The employee had no answers. Tell me what you would like to achieve in this job? her boss persisted. After avoiding a direct answer, she eventually blurted out, “Why are you asking me this? I love this job.” Then she burst into tears.

Her boss knew there was a problem but could not put his finger on why she was doing so poorly. Neither did he have the time to devote to a lot of coaching. He knew she was motivated and had a good track record in her previous job. Despite the complaints from her internal clients he wanted to give her a chance. The woman was smart and dedicated, but had no relevant experience and no idea how to do the job. It was a serious but fixable problem.

Questions -

- (a) If you were Priya's Manager, how would you help Priya to solve her performance problem? Do you think that Counselling was required for Priya?
 - (b) Design a performance review form for HR executive role such as Priya's including list of duties, competencies and performance standards. Justify the method you have used for the review form.
-

4M1464

Roll No. _____

Total No. of Pages: 2

4M1464

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Human Resource Management

M – 432 Cross Cultural Human Resource Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What is the meaning of IHRM?
- Q.2 Define these terms: - PCN, HCN and TCN.
- Q.3 What are the advantages of Cross Cultural Management?
- Q.4 What are the main cross- cultural issues in HRM?
- Q.5 What is meant by the term “Downsizing”?
- Q.6 DHRM is very different from IHRM, but still there are some variables which reduce this gap. Mention any four such variables.
- Q.7 Explain career development system.
- Q.8 Explain training & development in International context.
- Q.9 What is role of communication in strategic planning?
- Q.10 What are the components of international compensation?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 What do you think about the statement? “Cultures in Europe are becoming more similar”.
- Q.2 Define the key elements of cross cultural communication. How does it help in managing cross cultural diversity? Discuss.
- Q.3 Summarize the key challenges faced in training Expatriate managers.
- Q.4 What should be the main objectives for multinational with regards to its compensation policies?
- Q.5 What trends are taking place in Indian industrial relations in this globalized era? Explain the factors responsible for this change.
- Q.6 What kind of method are used for recruitment in International context.
- Q.7 Describe the mean & methods of training for international staff. What is its impact on organizational & Individual development? Discuss.
- Q.8 Why is it important for MNEs, to understand the compensation practices of other countries?

PART – C

[20]

(Compulsory)

- Q.1 As a newly appointed Project Manager of research team, you believe that you will be able to manage the project virtually from your office in London, even though the other six members are located in Munich. This will solve your personal dilemma as your family does not want to be relocated. The project has a six month deadline.

Question:

- (a) What factors should you consider in order to make this virtual assignment effective?
-

4M1477

Roll No. _____

Total No. of Pages: 3

4M1477

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Human Resource Management

M-432 Cross Cultural Human Resource Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

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

1. NIL

2. NIL

PART - A

[10×2=20]

All questions are compulsory

- Q.1 Mention the common challenges of IHRM related to legal regulations.
- Q.2 Specify the need of cross-cultural management in global businesses.
- Q.3 What is the Matching Model in IHRM?
- Q.4 How can organisations enhance cultural competence?
- Q.5 Briefly explain ethnocentric staffing.
- Q.6 Briefly describe pre-departure training.
- Q.7 Mention the factors which influence compensation policy in global organizations.

Q.8 What are the common HRM practices in Japan?

Q.9 Briefly explain HCN training.

Q.10 What are the key aspects of HRM in China?

PART – B

[5×6=30]

Attempt any five questions

Q.1 Analyze the challenges which the multi-national companies face while implementing standardized HRM practices across Japan, China & UK with distinct cultural and regulatory contexts.

Q.2 How do labor unions respond to multi-national corporations? Discuss their opportunities and challenges.

Q.3 Outline the various forms of compensation commonly used in international contexts and explain their importance in attracting and retaining the talent.

Q.4 Explain the concept of expatriate training and its importance in preparing employees for international assignments.

Q.5 Discuss the advantages and disadvantages of various approaches of multi-national staffing decisions.

Q.6 How does cross-cultural communication impact negotiations?

Q.7 What is cultural intelligence? Discuss its significance for effective cross-cultural interactions.

Q.8 Differentiate between IHRM and Domestic HRM.

PART – C

[20]

(Compulsory)

Q.1 Elisabeth Harstad was employed as a trainee at the Norwegian Risk Management Consultancy DNV when she realized being a woman was a barrier. Although trainees were supposed to go abroad, the company had problems finding a job for Elisabeth in a foreign subsidiary. “I wanted to go to London, Houston or Singapore. At the end, I managed to get an international assignment from Oslo to Copenhagen.” This was in 2000. However, Harstad did not give up and pursued her career intensively. Today she is Manager of the Research and Innovation Unit at DNV and since 2010 Member of the Board of Directors of the large Norwegian Chemical Company Yara. When the new members of the Board of Directors were elected, for the first time it was an advantage for Elisabeth to be a woman. Since 2008, Norwegian companies are required by law to have 40 percent female members on their Board of Directors. Thus, Elisabeth is part of an experiment-if woman do not make it to the top on their own, politics support this process in Norway.

Questions -

- (a) Discuss the problems of women expats.
 - (b) Can the rules for quotas of Female Managers be applied in other countries as well? What are the advantages and disadvantages?
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