

**(DEMB 11)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018**

**First and Second Years**

**BUSINESS POLICY & STRATEGIC MANAGEMENT**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

*(3 x 5 = 15)*

**Answer any three questions**

- Q1)** a) Role of Top Management.  
b) Vision.  
c) Internal Corporate Analysis.  
d) Types of Mergers.  
e) Diversification.  
f) Operating Analysis.

**Section - B**

*(3 x 15 = 45)*

**Answer any three questions**

- Q2)** Discuss role and functions of Board of Directors.
- Q3)** Explain how organisations respond to environmental uncertainty, complexity and dynamism.
- Q4)** Explain the method of constructing BCG matrix. What are its uses and limitations?
- Q5)** Explain the Shell's directional policy matrix. Is it different from GE business screen?
- Q6)** "Evaluation of strategy is a difficult exercise". Do you agree with this statement? Give reasons.

**Q7)** Why are Joint Ventures promoted? What are the problems associated with Joint Venture Projects?

**Section – C**

**(10)**

(Compulsory)

**Q8)** Case Study :

SR Limited (SR) is a producer of health foods. The company was set up in 2006 by Suman Raj who was formerly a Production Executive with one of the larger producers of packaged foods in India. Mr. Banarjee always wanted to own and operate his own business. He welcomed the change to breakaway from what he termed a giant bureaucracy. In 2007, SR was earning a return on investment of 20 percent. The company sale in that year was Rs. 260 lakh. Mr. Banarjee felt that the firm was very successful but his objective was to increase sales and profits. In his own opinion as a marketer, this could be accomplished without continually adding new products.

The company produced several items like salt free nuts, roasted nuts, dehydrated fruits, and almond and cream biscuits. The other items like packed teas, coffee, vitamins and ice creams produced from other producers and used the SR brand on them. Mr. Banarjee has targeted on middle and upper middle class living in urban areas. Some of his competitors aimed upper middle and luxury class while some others oriented their marketing mix primarily on health conscious people.

SR distributed its products throughout the country using wholesalers. Four Regional managers of the company supervised these. 24 Area managers reported to these Regional managers. In 2009, some of the company operating personnel came up with a new cereal product they felt could be profitably sold by the firm. The product resembled corn flakes in structure, but had a nutty flavour. Further, it contained most of the vitamins recommended by the physicians plus folic acid, minerals, iron and calcium. The feedback upon testing was encouraging; Mr. Banarjee decided to introduce it to the mass consumer market. In his opinion, the major super market chain would be invited to carry this product. He branded the product as X.

Questions :

- a) What are the new product launching strategies available for X? Explain.
- b) Do you think Mr. Banarjee is following the right distribution strategy?
- c) Develop a marketing mix strategy for X.



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Total No. of Questions : 8]

[Total No. of Pages : 02

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018**

**First & Second Years**

**INTERNATIONAL BUSINESS**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

*(3 x 5 = 15)*

**Answer three questions**

- Q1)** a) International Trade.  
b) Free Trade Vs. Protection.  
c) MNCs.  
d) Business Negotiations.  
e) LDC's.  
f) International Logistics.

**Section - B**

*(3 x 15 = 45)*

**Answer three questions**

- Q2)** Define International business. Describe its process.
- Q3)** Critically examine different theories of International Trade in brief.
- Q4)** Examine the significance of strategic planning in International business.
- Q5)** Describe the role of WTO in strengthening business relations between countries.
- Q6)** Explain the significance of HRM in MNCs.
- Q7)** State the factors influencing the culture of multinational corporates.

## Section – C

(10)

(Compulsory)

**Q8)** Case Study :

Mr. Pratap Mehta went to Saudi Arabia for the first time on a business visit in 1998. During his sojourn at Riyadh, he purchased a match box for one Riyal. He was surprised at the price of the match box as one Riyal is equal to Rs.10 (nearly) and the match box in India costs Re.0.50. The price of a match box in Riyadh was ringing in his mind that night. At one point of time he got a wonderful idea. The idea included :

- Preparing a feasibility report for establishing a match box factory in Saudi Arabia.
- Importing necessary machinery from India.
- Obtaining necessary permissions from the Government of Saudi Arabia.
- Selecting the market intermediaries in Saudi Arabia.
- Finally establishing the match box factory in Riyadh or Jeddah.

Mr. Pratap conducted a survey and concluded that the idea was commercially feasible and financially profitable. Immediately, he approached a consultant in Jeddah and finalized the deal for getting the necessary permissions from the Government of Saudi Arabia. The consultant arranged to get all the permissions. Mr. Pratap got all the permissions to establish the factory in Jeddah. Then he arranged to import the machinery and equipment from India. After importing the machinery and equipment, Mr. Mehta established the factory and started producing the match boxes on a commercial scale in January, 2000.

Mr. Mehta conducted another market survey, and fixed the price of each match box at Riyal 0.50 as the competitor's match boxes were price at Riyal 1.00 in order to hit all the competing firms and get as much market share as possible.

Mr. Mehta released the first batch of match boxes into the market in March 2000. The first batch of the match boxes were sold like hot cakes and Mr. Pratap was very much thrilled of the success of his project. He released the second batch of match boxes into the market. But, unfortunately, he could not sell even a single match box of the second batch. The same was the case of the subsequent batches. Ultimately, Mr. Pratap was forced to close the factory.

Questions :

- a) What were the reasons for the highly positive response for the first batch of products?
- b) What was the reason for very poor response for second batch of products?
- c) Why did Mr. Pratap Mehta fail in his project?

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Total No. of Questions : 8]

[Total No. of Pages : 02

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018**

**First and Second Years**

**MANAGEMENT INFORMATION SYSTEMS**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

*(3 x 5 = 15)*

**Answer any three questions**

- Q1)** a) Information System.  
b) Real time System.  
c) DBMS  
d) Transmission.  
e) Rational Operations.  
f) Query Language.

**Section - B**

*(3 x 15 = 45)*

**Answer any three questions**

- Q2)** Bring out the evolution of MIS and describe information resource assessment process.
- Q3)** Give an overview on the phases in the system analysis and design.
- Q4)** Explain in detail the trends in information technology.
- Q5)** What is RDBMS? Explain its application in the industry.
- Q6)** Explain query processing with suitable examples. Describe database in a distributed processing environment.
- Q7)** Explain about computer applications in steel industry.

## **Section – C**

(10)

(Compulsory)

**Q8)** Case Study :

ABC Company manufactures 10 cosmetic products through its 24 sales offices throughout India with an average of 5 sales representatives per office. Every week sales reports in each office are tabulated by a clerk to sales representative, product and customers. The reports are mailed to headquarters they are combined by clerks using calculating machines. The results are then typed and given to marketing research and to management. While top management is studying the reports, marketing research analyzes them and forecasts sales for the next six months. Unfortunately, by the time the management receives the reports, they are from three to six weeks old.

A new system has been devised in which daily sales by salesperson, product and customer are sent over a data communication line from each office to headquarters. A new computer is to be installed to compile and analyse the data and forecast sales. The computer will also handle payroll calculations and replace three clerks in payroll.

The detailed design has been approved by management. The company's system designer is now ready to detail plans for implementation. Nobody in the company has had any experience with computers or computer languages. About 2000 fee or floor space is available at present for the computer centre. The kind of data transmission equipment and computer has not yet been specified.

Provide the ABC Company with a thorough set of plans for implementing their new MIS.



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**Total No. of Questions : 8]**

**[Total No. of Pages : 03**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018**

**First & Second Years**

**A - MARKETING**

**Sales & Advertising Management**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

**(3 x 5 = 15)**

**Answer any three questions**

- Q1)** a) Personal Selling.  
b) Negotiation Skills  
c) Sales Force.  
d) Budgeting.  
e) Media Selection.  
f) Agency Relations.  
g) Sales Organisation.  
h) Communication.

**Section - B**

**(3 x 15 = 45)**

**Answer any three questions**

- Q2)** Describe in detail about the Sales Process.
- Q3)** How do you motivate and compensate Sales Force? Explain.
- Q4)** Explain about the Sales Analysis and Cost Analysis.
- Q5)** Discuss planning, managing and evaluating the Sales Promotion.
- Q6)** How do you measure advertising effectiveness? Explain.

**Q7)** Brief out the Promotional Management decisions.

**Section – C**

**(10)**

(Compulsory)

**Q8)** Case Study :

Last year sales of Ramu Sales Corporation were Rs. 45 Lakhs, on which 8 lakh profits before taxes were realized. Mr. Ramu, President of the Corporation, decide to take measures to improve both sales and profits. After talking with several close business friends, at the Best Country Club and with his corporation counsel, for whom he had considerable respect, Ramu formulated his plans to put the corporation in better financial condition. He called for a special sales strategy meeting for all 40 sales people. In several sessions at this meeting, Ramu made these announcements.

- a) The company needs more sales and more aggressive efforts by the sales people are imperative.
- b) To assist in sales growth, the company has established a market research department headed by Murugan, an experienced researcher in the sales areas in which the corporation operates.
- c) The present schedule of costs of products to sales-people will be adjusted. This is necessary because certain charges now being made for products of the company do not cover their costs. However, in other cases, some reductions in charges by the company may be put into effect.
- d) The present sales contract under which sales person works will remain intact. The company will continue to recognize each sales person as an independent business person, not as employee. Sales people will continue to negotiate the price paid by the customer. Whether the margin received by the sales person will remain within the present range of 23 to 25 percent of the selling price to the customer will depend on what prices the sales person gets for the product?
- e) A new line of products will be added to those now handled by the company. This new line may be considered by some sales people as too sophisticated for them to handle. It will require new product knowledge and good, hard selling. This new product line will represent entry by the company into a market which is huge and unit sales which are much larger than any of the company's present products.

The last two hours of the meeting were given to answering questions by the sales staff. After that the meeting adjourned.

Six months later the records showed that both sales and profits seriously declined. The situation is especially critical as the company is operating at higher overhead costs due primarily to the expenditures for market research and promotional



efforts for the new product line. Recently Ramu spoke with several key sales people about making a pro-rata charge on each sales order to cover the expenses for the market research, which is the final analysis conducted to assist the sales people make more sales. The sales people voiced vigorous opposition to such an arrangement. Also two months ago in order to compile a manual, the company requested each sales person to describe in writing an experience showing how a new customer was gained, a sales objection overcome or an old customer reinstated. To date only one reply has been received by the company. Murugan expressed the opinion that the sales people do not seem interested in improving their compensation and was at a loss to know what to do. Ramu indicated that if improvements were not soon shown, he would be forced to make some drastic changes.

Questions :

- a) What is the problem faced by Ramu Sales Corporation?
- b) What are your reactions to Ramu? Discuss.
- c) Relate your recommendation to the company managers.



**(DEMBA2)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018**

**First & Second Years**

**A - MARKETING**

**Services Marketing & CRM**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

*(3 x 5 = 15)*

**Answer any three questions**

- Q1)** a) Goods Vs Services.  
b) Advertising.  
c) Branding.  
d) e-CRM  
e) Service strategy.  
f) Packing of services.

**Section - B**

*(3 x 15 = 45)*

**Answer any three questions**

- Q2)** Explain the marketing frame work for service business.  
**Q3)** Discuss Quality issues and Quality models.  
**Q4)** Explain in detail the classification of Services.  
**Q5)** Discuss the emerging impact of e-commerce CRM.  
**Q6)** What is market potential of e-CRM in India? Explain  
**Q7)** Discuss the Marketing of Financial Services in detail.

## Section – C

(10)

(Compulsory)

**Q8)** Case Study :

Kid wear is manufacturing kids “clothes/garments and is situated in Hyderabad. It was started in 1985 with Rs. 100000. Today, it has become a medium-sized unit employing 80 workers and 15 salesmen with a sales manager who directly reports to the owner. The annual turnover has crossed Rs. 70 lakh. The company is planning to start another plant in Tirupati. Ramu, the sales manager for the first time toured Tirupati and met the customers, present and prospective. His objective was to find the response, which was lukewarm, because most of the customers present said they were not very happy with the salesman’s approach and attitude. They said that their requests were not paid attention and some were even rude, and this was the first time they could talk to Ravi. Hearing this, Ravi called for a meeting of salesman. On enquiring about the feedback from customers, all of them were silent. One of the young salesman, Amaresh who had been performing very well responded. We do our job-that’s all”.

Questions :

- a) What is the problem with the salesmen?
- b) Do you think that Ramu was being an effective sales manager? and
- c) Suggest ways of evolving better sales force.



**(DEMBA3)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018**

**First & Second Years**

**A - MARKETING**

**Rural & Retail Marketing**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

*(3 x 5 = 15)*

**Answer any three questions**

- Q1)** a) Rural market.  
b) Buyer behaviour.  
c) Pricing decision  
d) Physical infrastructure.  
e) Traditional media.  
f) Rural marketers.

**Section - B**

*(3 x 15 = 45)*

**Answer any three questions**

- Q2)** What do you understand by Rural Environment? Explain.
- Q3)** What are the differential aspects of buying behaviour of Rural consumer?
- Q4)** Explain product augmentation for the Rural market.
- Q5)** What efforts are made to build rural promotion? Explain.
- Q6)** Explain the process of Rural distribution.
- Q7)** Discuss the type of intermediaries in Rural Distribution.

## Section – C

(10)

(Compulsory)

**Q8)** Case Study :

Read the case given below and answer the questions given at the end of the case. In a study conducted by private bank it was found that:

- Only 40 per cent of shops in small towns have electricity, while in feeder villages this figure was 11 per cent.
- Shops in towns were located on rented premises, while in interior villages in 88 per cent of the cases the shops were located on owned premises and lacked electricity.
- In feeder villages, four fifths of the shops have one person working full time, while in interior villages 70 per cent have two or three persons working on a part-time basis.
- Over two-fifths of the retail outlets stocked eight to nine standard product categories.
- It was found that three -fourths of the outlets that stocked eight to nine product categories kept four items or less in each category, while one-fourth had five to six items in each category.
- The total number of items stocked in retail outlets was about 50 in interior villages and 115 in feeder villages.
- The stock turnover ratio in the study is the number of times the stock is sold in a month. This is obtained by dividing the stock level by monthly off-take. The ratio for toiletries in interior villages was close to unity, while in the feeder villages two thirds had a ratio in the range of two to three. The ratio of one indicates that on average interior village shops had stocks for one month, while shops in feeder villages maintained stocks for two or three months. The value of the stock turnover ratio in towns had a wider spread and higher values in the range of three or even, five because of the wide variety of products stocked.

Questions :

- a) Critically evaluate the above rural retail scenario for the marketer of consumer products.
- b) What implications does the above scenario have for the long - term distribution system design of a multi product necessity Goods Company wanting to make a foray into the rural markets?



**(DEMBA4)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018**

**First & Second Years**

**A – MARKETING**

**Consumer Behaviour and Marketing Research**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

*(3 x 5 = 15)*

**Answer any three questions**

- Q1)** a) Diversity of Consumer behavior.  
b) Attitude.  
c) Buying motives.  
d) Secondary data.  
e) Hypothesis.  
f) Research design.

**Section - B**

*(3 x 15 = 45)*

**Answer any three questions**

- Q2)** Explain the concept and need for the study of Consumer behavior.
- Q3)** Explain factors influencing Consumer behavior in detail.
- Q4)** Discuss Schiffman and Kanuk's model of consumer decision making.
- Q5)** Explain various types of Research designs.
- Q6)** Describe major steps involved in designing a Research problem.
- Q7)** What are the sources of consumer dissatisfaction? Explain in detail.

## **Section – C**

(10)

(Compulsory)

**Q8)** Case Study :

Six to Seven is a telecommunications company marketing state of the art telecommunications equipment. The company is currently in the process of developing a new generation type of mobile phones. When developed, this phone will enable users not only to make standard telephone calls and connect to the Web, but will have a small screen which will enable users to view the person at the other end of the line in high definition, unlike competitors' models whose definition characteristics leave a lot to be desired. Needless to say, investment to develop the technology and market the product is substantial. As part of the development process, the company is eager to find out more about potential customers for this product. In particular, they are interested in finding out if there is a market for the product, how big this market might be, and how customers will respond to this concept. They propose hiring a specialist market research agency with skills in the area of researching buyer behavior, particularly for new product concepts.

Questions :

- a) What areas of buyer behavior should this proposed research encompass, and why?
- b) What types of research techniques might be useful in researching these areas?



**(DEMBA5)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER - 2018**

**First and Second Years**

**A – MARKETING**

**Global Marketing**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

*(3 x 5 = 15)*

**Answer three questions**

- Q1)** a) Political Environment.  
b) International Market.  
c) FTZs.  
d) Advertising.  
e) Segmentation.  
f) Market Research.

**Section - B**

*(3 x 15 = 45)*

**Answer three questions**

- Q2)** Explain the scope and size of International Markets.  
**Q3)** Describe in detail the institutional framework of International Marketing.  
**Q4)** Discuss the procedural aspects of Export documentation.  
**Q5)** Explain the Advertising and Promotional Management for global product.  
**Q6)** Brief out the Distribution and Sales policy of a global product.  
**Q7)** How do you plan a product for International Market? Explain.



## Section – C

(10)

(Compulsory)

**Q8)** Case Study :

Two senior executives of the World's larger firm with extensive holdings outside the home country speak.

Company A: "We are a multinational firm. We distribute our products in about 100 countries. We manufacture in over 17 countries and do research and development in three countries. We look at all new investment projects both domestic and overseas using exactly the same criteria".

The execution from Company A continues, "of course most of the key posts in our subsidiaries are held by home-country nationals. Whenever replacements for these men are sought, it is the practice, if not the policy, to look next to you at the head office and pick someone (usually a home country national) you know and trust".

Company B: "We are a multinational firm. Only 1 percent of the personnel in our affiliate companies are non-national. Most of these are US executives in temporary assignments. In all major markets, the affiliates managing director is of the local nationality".

He continues, "of course there are very few non-Americans in the key posts at headquarters. The few we have are so Americanized that we usually do not notice their nationality. Unfortunately, you cannot find good foreigners who are willing to live in the United States, where our headquarters is located. American executives are more mobile. In Addition, Americans have the drive and initiative we like. In fact, the European nationals would prefer to report to an American rather than to some other European".

Questions :

- a) Which company is truly multinational?
- b) What are the attributes of a truly multinational company?

