

**(DEMB11)**

EXECUTIVE M.B.A. DEGREE EXAMINATION,  
DECEMBER 2019.

FIRST AND SECOND YEAR

Second year

BUSINESS POLICY AND STRATEGIC MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

1. Answer any THREE questions
  - (a) Strategy
  - (b) Corporate policy
  - (c) Swot analysis
  - (d) Portfolio analysis
  - (e) Strategic choice
  - (f) Turn around Management

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following

2. What is a corporate strategy? Explain its significance.
3. Discuss the functions of Board of Directors.
4. Explain the steps in competitive analysis.
5. Examine steps in Mergers and Acquisitions.
6. Outline the steps involved in strategy evaluation.
7. What is diversification? Write the advantages and disadvantages of diversification.

SECTION B — (10 marks)

8. Case Study (Separate Sheet enclosed)

In a market dominated by behemoths like SAIL and TISCO, finding a niche is of crucial importance for a small player. What could a Lloyds do with a meagre annual capacity of making six lakh tonnes of HR coils while SAIL sold over 1,600 lakh tonnes in the same time? Should Lloyds follow the market leader or adopt its own unique approach to its business strategy? It is in the context of such questions that Lloyds' attention came to rest on the manufacturing process.

Almost all steel producers adopt the blast furnace technology. In this, the process starts with a clear differentiation among the ultimate products to be manufactured. So, manufacturing batch size has to be large enough to take up customized orders. The raw material, iron ore, has to pass through several complex stages of manufacturing.

Lloyds looked for an alternative technology that could suit its requirements. The solution lay in the Electric Arc Furnace technology where the unique feature was that initial manufacturing stages need not differentiate among different products. Such a differentiation came at a much later stage. Translated into a business proposition, what it meant was that Lloyds could operate with a much smaller size lot, say 100 tonnes and deliver quickly. For instance, a 1,000-tonnes small order of specialised product custommade to buyer(s) specification could be delivered in as little as 15 days. Such a quick delivery schedule would not be possible for a large, integrated steel manufacturer. In this manner, analogous to small gunboats that could effectively torpedo a large, slow-moving ship, Lloyds carved out a niche in the highly competitive steel market.

Question: Comment on the nature of the business strategy of Lloyds. What are the conditions in which such a strategy would succeed? Could fail?

**(DEMB 12)**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

## INTERNATIONAL BUSINESS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) F.D.I.
- (b) MNC
- (c) Role of International Business
- (d) Corporate culture
- (e) LDCs
- (f) Multilateral agreements.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the factors influencing International Business.
3. Explain the role of Technology in International Business.
4. Write the structure of strategic management of an MNC.
5. What is performance? How do you evaluate performance of an MNC? Explain.
6. Discuss the significance of negotiations in International Business.
7. Explain the role of IMF in International business.

SECTION C — (10 marks)

8. Case study :

Lately many companies have planned for significant investment in organised retailing in India. Several factors have prompted their decisions in this regard.

Customer income is rising. People have developed a taste for better quality products even though they may have to pay more. The aspiration levels have increased. The government has also liberalised its economic policies in this regard and permitted even cent percent foreign direct investment in some sectors of retailing.

- (a) Identify changes in business environment under different heads — economic, social, technological, political and legal that have facilitated the companies' decisions to plan significant investments in organised retailing.
  - (b) What has been the impact of these changes with regard to globalisation and privatisation?
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**(DEMB 13)**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

## MANAGEMENT INFORMATION SYSTEMS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the questions.

1. (a) Importance of MIS.
- (b) System design
- (c) Computer Networks
- (d) Software
- (e) DBMS
- (f) Query Language

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Write and discuss the conceptual frame work of MIS.
3. What is Information Resource Management? Explain.
4. Discuss the steps in system development life cycle.
5. Write the future trends of DBMS.
6. Explain the concept of data communication.
7. What is system analysis? Explain.

SECTION C — (1 × 10 = 10 marks)

(Compulsory)

8. Case study

In a manufacturing company of 2000 employees a new systems group of our professionals started work on a complete marketing, forecasting, production and personnel MIS. They worked closely with the managers for nearly a year on the design of the MIS. The change over to the new computerized system was carried out over a two week period so that workers could be shifted to their new jobs and trained for the new operations. With in a month confusion was rampant. Sales orders were misplaced, production was Jammed up, and the personnel update file was a mixture of obsolete and new update cards. Both the systems designers and managers felt that the MIS design was an efficient one, well within the capabilities of the employees to implement.

- (a) Define the problem and its cause as you see it.
  - (b) Suggest several alternative solutions.
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**(DEMBA1)**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

SALES AND ADVERTISING MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the following.

1. (a) Distribution Management
- (b) Negotiation Skills
- (c) Motivation of Salesman
- (d) Sales analysis
- (e) Sales Budget
- (f) Brand Ambassador.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Write the scope and significance of sales management.
3. What is advertising? Explain various formats of Advertising.
4. Explain the sources of recruitment of salesman.
5. What is sales forecasting? Explain various methods of forecasting.
6. What is marketing communication? Explain the process of marketing communication.
7. Write an Explain the determinants in media selection.

## SECTION C — (1 × 10 = 10 marks)

(Compulsory)

## 8. Case Study.

## THE BRAVE NEW WORLD OF SUBWAY ADVERTISING

What do American Express, Target Stores, Coca-Cola, the Discovery Channel, Cadillac, Minute Maid, the Cartoon Network, Royal Caribbean, and Calvin Klein all have in common? They are all breaking through the clutter of traditional ad spaces to grab the attention of potential customers. And in the process, they are dazzling them right out of the boredom of riding the subway.

Subway advertising has been around nearly as long as the subway itself. But advertising media pioneers Submedia, Sidetract Technologies, and Motion Poster give the old venue a new twist. By employing an innovative technology similar to that of a childhood flip book, they are lighting up dark subway tunnels and turning them into valuable showcases for major advertisers.

At the core of this new method is a series of lit panels containing static images. The panels occupy 500 to 1,000 feet of space that normally contain only graffiti, grime, and the occasional rat. When viewed from a standstill, they appear as simple still images. But when a subway passes by, they come to life for riders as a 15 to 30 second full-motion commercial.

Having just another place to air a commercial might not seem so appealing to advertisers. But in a media environment where consumers are increasingly bypassing ads (think TiVo), the placement of these ads in subway tunnels presents exceptional possibilities. Advertisers are clamoring for opportunities to break through the typical clutter. And these ads are so unique, most consumers have never seen anything like them. "We think this will catch people so totally by surprise that when they see them, they can't help but watch them", said Dan Hanrahan, Royal Caribbean's senior vice president of marketing and sales.

But the uniqueness of this medium is only part of the formula that gives these advertising agencies the belief that they're creating a revolution. The rest is based on the nature of the subway audience: captive and bored. "Everybody overwhelmingly says it takes away from the boredom of the ride", said Joshua Spodek, founder of New York City-based Submedia. "It's not like it's taking away

from a beautiful view, like a billboard as you're driving around a beautiful area in Vermont. A subway tunnel is a semi-industrial environment".

Whether it's because the ads give a bored audience something to do or because this new wave of out-of-home advertisements is truly cutting edge, industry officials claim that the public reaction has been overwhelmingly positive. Transit authorities even claim that customers bombard them with compliments about the ads. Exaggeration? Wishful thinking? Not according to Gabe Grant, a regular rider of Boston's Red Line. "Wow. They do think of everything, I'm pretty psyched about that. It's not the most exciting ride without it".

Comments like this make it easy to believe the claims of underground advertising agencies. One estimate asserts that more than 80 percent consumers remember the advertised product while only 20 percent have that same level of recall for television ads. This means big ad revenues, and not just for the agencies. Mass transit organizations potentially can realize a big source of secondary income when they lease out this unused real estate.

Currently brightening the tunnels of numerous mass transit systems in North and South America, Asia, and Europe, these advertisements represent something every advertiser dreams of an ad that people go out of their way to look at. In a world that is becoming increasingly skeptical about too much advertising, this is an express ride to success.

Questions:

- (a) Based on the principles of attention the chapter presents, explain why riders receive these new ads so positively.
- (b) Using the same principles, what should the ads' creators consider to avoid the potential burnout of this medium?

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**(DEMBA 2)**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

Second year

**SERVICES MARKETING AND CRM**

Time : Three hours

Maximum : 70 marks

**SECTION A — (3 × 5 = 15 marks)**Answer any **THREE** of the following.

1. (a) Nature of services
- (b) Service consumer behaviour
- (c) Relationship marketing.
- (d) Service strategy
- (e) e-CRM
- (f) Features of CRM

**SECTION B — (3 × 15 = 45 marks)**Answer any **THREE** of the following

2. Discuss the challenges in marketing of services.
3. Explain various classification of services.
4. What is branding? How can you develop branding for services?
5. How can you market the financial services? Discuss.
6. Discuss the steps in customer relationship management cycle.
7. Discuss the market potential of e-CRM in India

**SECTION C — (1 × 10 = 10 marks)****(Compulsory)**

8. Case Study:

Starbucks Coffee, Tea and species Company was founded in Seattle in 1971. It is the largest coffee house company in the world with 20,366 stores in 61 countries. The Company's target market comprised of higher social class and rich neighborhood. The Company marketed 30 varieties of coffee both hot and cold & premier ice creams.

The Company stores were located in high traffic and high visibility setting including office buildings, retail malls and university campuses.

The Company Strongly believe in premium Pricing, the promotion strategy of star bucks comprised of selective visibility and brand Projection.

The company strongly believed in internal marketing in order to retail employees in the stores. The physical evidence comprised of branded coffee mugs, cups, transparent coffee makers which show roasted coffee beans. While the sales people make a basic coffee based on the customer order. The customer is allowed to add sugar milk cream in accordance to their taste.

The Company believed in shortening the process so that the customer need not wait in long queue. The company had different distribution channels such as owned outlets, franchises, retail store licences, grocery stores, air line restaurants etc.

The company entered in Indian market in 2008 by opening outlet in Mumbai. This was followed by Delhi, Calcutta, Bangalore and Chennai. In spite of its strong brand name its market expansion is very slow.

Questions:

- (a) Is the selective marketing strategy adopted by star bucks in India is the good one?
- (b) Is the choice of markets selected is in coformative with star bucks marketing strategy?
- (c) What alternative marketing Strategies could have been adopted by Starbucks in India?

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**(DEMBA 2)**

**(DEMBA 3)**

EXECUTIVE M.B.A. ( 2 Years)DEGREE EXAMINATION, DECEMBER 2019.

Second Year

**RURAL AND RETAIL MARKETING**

Time : Three hours

Maximum : 70 marks

**SECTION A — (3 × 5 = 15 marks)**Answer any **THREE** of the following.

1. (a) Retail marketing.
- (b) Reference groups
- (c) Characteristics of Rural market.
- (d) Rural Media.
- (e) Physical infrastructure
- (f) Traditional Media.

**SECTION B — (3 × 15 = 45 marks)**Answer any **THREE** of the following.

2. Explain the significance of rural markets in India.
3. Explain different aspects of Buying Behaviour.
4. What is Rural marketing Research? Explain the steps in rural marketing research.
5. What is pricing? Explain the strategic of pricing in rural marketing.
6. Discuss the current opportunities in rural marketing.
7. Explain the dynamics of Distribution procession rural marketing.

**SECTION C — (1 × 10 = 10 marks)****(Compulsory)**

8. Case study:

**The Vim Challenge**

The new challenge for Vim bar of Hindustan Lever Limited (HLL) is to take its imposed variation further to smaller towns and villages.

**CONSUMER NEEDS**

The Indian housewife is hard working and family oriented. If you ask any Indian housewife

to name the most distasteful chores, washing dishes is always among the top

three. It's only natural. It's a task that involves sitting down amidst utensils and scrubbing them- most often with soda ash, sometimes with laundry powders, occasionally with souring powders. And then having to clean the area that's been used and it has to be done after every meal-else what would the family eat out of?

A situation ripe for a song-and-dance solution, the problem could be defined in another way: to get the consumer to switch from what she considered a no-cost solution to a product specifically aimed at that market. Traditional wash materials like ash cost nothing and with laundry detergents, the cost was already factored into her budget. The solution wasn't to sell the product; but what HLL defined as 'process relief'.

#### EARLIER EFFORTS

HLL realized that the most cost effective way of selling a synthetic detergent based product is a bar, scouring powders in the market were bulky; had low active content, high packaging cost due to expensive polyfil and high transportation costs.

In spite of the bar being an ideal solution for both the company and the consumer, there were problems. Chief among them being the Indian housewife's aversion to an obviously convenient solution. Explains Sanjay Behl, Marketing Manager. "Indian woman is all about guilt". Research revealed she'd rather spend on her family than be seen taking shortcuts in her duties. HLL was, however, convinced that an effective demonstration would convert her. A task made difficult by the fact that the targeted users spent little or no money on dishwashing agents. HLL kept the formulation cost low-the end consumer price being Rs.6 for a 40 gm bar, "next to nothing", according to Behl. Buoyed by the process relief and an effective launch campaign, Vim bar gained volumes over the first four years.

However,, the aura began to wash away for a variety of reasons. Consumer complaints began to filter in about the product being hard to use in colder parts of the country, especially in winter. While keeping things cheap was crucial for trial. HLL's "on the brink formulation", was difficult to maintain. Especially since local players had begun offering cheaper options. Since pricing was a weak point for HLL, it decided to go in for product improvement.

#### NEW EXERCISE

A large part of the upgrade involved making it different from a laundry bar. Changes included making the top softer, to allow for easy application of scrubbers and address the most common consumer complaint. The final formulation was one that lasted longer, performed better and had better sensorial. The second significant change was in the brand's communication: restricting product experience to a commercial wasn't good enough.

*Enter the Vim Bar Challenge.* A promotional scheme that offered consumers the change to sample the product. If they weren't satisfied, HLL promised them a year's supply of their favorite washing powder. These encounters were filmed and converted into the brand's signature ad campaign. It was supported by the heaviest media spend ever on the brand. Money was diverted from the powder to increase and spends on Vim bar by 50 percent. HLL lowered costs by regionalizing production, drastically reducing the cost of transporting ingredients.

After that, it was a question of sampling and more sampling. "We dreamt of every single urban housewife having at least one change to use it", says Behl. The brand was cross-promoted with highly penetrated brands like Rin Supreme. Other promotions included distributing instruction leaflets and nylon scrubbers.

This aggressive market activation pushed the brand across the 1,00,000 tonne mark. It more than kept pace with market growth: "Whatever the market has gained, Vim bar has got", says Behl. With penetration between 15 to 25 percent, he expects the growth to continue. And this in the face of stiff competition. Since the bar's launch, Nirma has had two offerings in the segment and Henkel-Spic has launched as well.

#### THE CHALLENGE

HLL hopes to hit rural areas, which calls for a different communication strategy. They'll focus on vans, demonstrations, road shows, but the strategy will remain the same - inducing trial. As Behl remembers the Vim Bar challenge, "Not a single consumer said she would not go with it".

#### Questions

- (a) Explain the reasons for the success of Vim bar.
  - (b) Suggest a detailed action plan for promoting Vim bar in rural areas.
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**(DEMBA 4)**

EXECUTIVE M.B.A. (2 years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

**CONSUMER BEHAVIOUR AND MARKETING RESEARCH**

Time : Three hours

Maximum : 70 marks

**SECTION –A (3 × 5 = 15)**

Answer any THREE of the following

1. (a) Consumer Motivation
- (b) Influence of Social Class
- (c) Consumer Satisfaction
- (d) Secondary data
- (e) Attitudes
- (f) Research Problem

**SECTION –B (3 × 15 = 45)**

Answer any THREE of the following

2. Write the need and significance of consumer Behaviour.
3. Critically Examine the determents of Consumer behavior.
4. Explain the steps in consumer decision making process.
5. What is Research design? Explain the types of Research design.
6. Explain various methods of data collection.
7. Explain the steps in Research process.

**SECTION –C (1 × 10 = 10)****(Compulsory)**

8. Case Study:

For many of us, the Internet is a wonderful tool. It makes it possible to e-mail our friends and family, helps us bank and pay our bills, compare different brands that we might consider purchasing and find the best price for a desired item. But how much of this "wonderfulness" are we willing to exchange for our personal data?

Marketers want to know who we are and where we go on the Internet. So, for example, they have been installing cookies on our computers for years. That's why

once we have visited a web site, the next time we want to click on it its listing is a different color. And if you increase the security level of your computer so that your PC will not accept cookies, then chances are that a web site you want to visit won't let you on.

Google has been particularly criticized by those with security concerns because of how it operates its G-mail system G-mail automatically delivers ads to the user, based on e-mail content. Many users are not happy that Google is monitoring their e-mail in order to send them ads, even if, based on e-mail content, the ads are relevant.

In today's world of identity theft and computer viruses, consumers are resisting swapping personal information for increased value, whether it is taking place online or offline. Jupiter Research has found that 58 percent of Internet users say that they have deleted cookies, with as many as 39 percent claiming to do so monthly. And 28 percent of internet users are selectively rejecting third-party cookies, like those placed by online ad networks. In January 2003, only 3 percent did so.

Poser: Is personal privacy a new cultural value ? What measures can be taken in this regard to safeguard our personal privacy?

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**(DEMBA 4)**

**(DEMBA 5)**

EXECUTIVE M.B.A (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

**GLOBAL MARKETING**

Time : Three hours

Maximum :70 marks

**SECTION A — (3 × 5 = 15 marks)**

Answer any THREE of the following.

1. (a) Global marketing concept.
- (b) Social environment.
- (c) Cultures factors.
- (d) Product policy.
- (e) Sales policy.
- (f) International market.

**SECTION B — (3 × 15 = 45 marks)**

Answer any THREE of the following.

2. Write the scope and significance of global marketing.
3. Explain the conceptual frame work of global marketing.
4. Discuss about export and import policy in detail.
5. Explain the required documentation in export.
6. Explain the strategies of international pricing.
7. Explain the steps in international market research.

**SECTION C — (1 × 10 = 10 marks)**

Compulsory.

8. Case study.

Glamour Beauty Care Limited is a leader in the Indian beauty care products. It is well established and enjoys a good patronage from the Customers. The management of this company has resolved to go ahead with the plan to go global in the next three months. It's marketing manager feels that it will be able to make it big in the international market if it focuses properly on its advertising strategy. His belief is that there are a host of environmental problems and limitations which



would vary from market to market. He thinks that creative media considerations have to be made as the given conditions cannot be altered in a foreign country.

Questions:

- (a) What factors should be considered for formulating creative contents in foreign advertising by the company?
  - (b) Justify your answer accordingly.
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