

**(DEMB 11)**

EXECUTIVE M.B.A. (2 Year) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

BUSINESS POLICY AND STRATEGIC MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Business policy
- (b) Strategy
- (c) Diversification
- (d) Display Matrices
- (e) Operating Analysis
- (f) Financial Analysis.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the concept of corporate strategy? Explain the corporate Policy and planning in India.
3. Discuss the Role and skills of Corporate Management.
4. Differentiate between the Portfolio analysis and Display Matrices.
5. State the strategic alternatives in the organizational development and change.
6. Explain the process of turnaround management.
7. How does the Financial and operational analysis impact on the organization?

SECTION C — (10 marks)

Compulsory.

8. Case study:

Bajaj auto is India's biggest scooter and motor cycle manufacturer. Yet it faces intense completion form some of the world's leading scooter and motor cycle manufactures.

In 1998, Bajaj Auto India's biggest scooter and motorcycle manufacturer was struggling to shake off a strong challenge from Honda, Suzuki and Piaggio in its home market. The family-owned company, which lacks the technological resources of its competitors, had to compensate by watching its expenses. Its aim to remain the lowest cost producer in the world.

Bajaj tries to control costs and improve productivity at its plants near pune, in West India, the incremental savings were meager. This is because most of the costs are incurred before the components enter Bajaj's factory gates. In house cost make up only about 10 to 12% of the sale price. Advertising and distribution cost account for a further 3 to 4%, By contrast, about 65% of the sales price comes from costs outside Bajaj's direct control. This can rise to 75% for new models. Bajaj has recently realized that further big cost savings are more likely to come from its suppliers than from the manufacturing process.

#### Questions

- (a) What are the main problems facing Bajaj Auto? To what extent are they related to operations issues?
  - (b) What lessons can companies draw from the experience of Bajaj on the application of the strategic issues?
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**(DEMB 12)**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

INTERNATIONAL BUSINESS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) International Business
- (b) Multinational Corporate Culture
- (c) International Logistics
- (d) Regional Trade Blocks
- (e) Exports
- (f) International Production.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Describe the Role and Process of International Business.
3. Briefly Explain the Appropriate structure of strategic management considerations.
4. Give brief note on control system in Multinational companies.
5. Describe the International Business in LDCs.
6. Explain the regional trade blocks in multilateral agreements.
7. How do you assess the Measurement and Evaluation of Performance in MNC'S?

SECTION C (10 Marks)

Compulsory

8. Case Study:

The case deals with the restructuring initiatives Dabur took in the early 2000s. In order to cater to a wider audience, Dabur decided to reposition itself as an FMCG company with a herbal plank, moving away from its earlier image of an Ayurvedic medicine manufacturer. In order to convey a new vibrancy, the company has adopted new product offerings and new packaging. Dabur's promotional campaigns includes leading Bollywood actors and sportstars. Dabur moved away from an umbrella branding strategy and went in for individual branding. It pruned products which were not aligned with its brand architecture. It also took concerted steps towards geographical expansion to international markets, and within India,

focused on regions like southern India, which it had earlier neglected. The company's revenues in 2004-05 reveal that the changes undertaken by the company' have started showing results.

#### Questions

- (a) Analyze the reasons that impelled Dabur to refine its Ayurvedic image to that of a herbal FMCG company?
  - (b) What were the action plans Dabur undertook as part of its restructuring? How did they help close the chinks in its marketing armor?
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(DEMB 13)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

MANAGEMENT OF INFORMATION SYSTEMS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Decision Making
- (b) Design Consideration
- (c) Data communication
- (d) Design consideration
- (e) Caribbean community
- (f) Computerization at IFFCO

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Describe the Conceptual foundations of Information Technology.
3. Discuss the Designing the line and Distributed environment.
4. State the Trends in Information Technology.
5. Discuss the DBMS implementation in future trends.
6. Explain the aspects of Information Technology and policy making in Caribbean community.
7. How do computerization at IFFCO?

SECTION C — (10 marks)

(Compulsory)

8. Case Study :

In 2000, PC Quest, a leading IT magazine, chose Fabmart for its Editors' Choice Award as the 'best-focused e-commerce shop', on the basis of a survey of 66 e-commerce sites. In the same year, the readers of Chip magazine chose Fabmart as the 'Most popular online shopping site. Fabmart was one of the first online stores in India. Launched as a music store, it gradually expanded to include a wide range of products. It

gained a reputation for the huge number of brands it showcased and for its unique promotional campaigns. When it began in 1999, Fabmart tried to do everything right to develop its online shopping site. "It chose the right categories, set up a foolproof fulfilment mechanism and kept its costs down," said V. Ravi, Executive Director, India Research.

All its initiatives paid off, with Febmart's customer database increasing to 1,60,000 shoppers worldwide by early 2002. By early 2003, Fabmart widened its field of operations, concentrating on three main areas. Its first area of focus was electronic retailing; the site had a variety of stores in different categories. Secondly, it focused on web services by offering corporate services like payment gateways and web-based Business Process Outsourcing (BPO) solutions. Thirdly, it concentrated on its physical chain of grocery supermarkets in Bangalore and planned to expand it to different cities with a mixture of physical retailing formats.

Fabmart's e-tailing model had its share of bottlenecks too. It took a long time to download items from the site. The entire process of making an order seemed cumbersome and complicated. There were also complaints that the site did not contain some famous books and CDs. Occasionally customers complained that goods were not delivered on time and that there was no feedback on the status of the order made. Nevertheless, Fabmart put up a tough fight to its competitors like indiatimes.com, sifymall.com and rediff.com. It strove hard to remain loyal to its customers and emerged as a strong and credible brand.

- (a) Discuss the e-tailing strategy adopted by Fabmart and discuss the primary reasons for its success.
  - (b) How did you justify this case?
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(DEMBA 1)

EXECUTIVE M.B.A. (2 years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

A-MARKETING

SALES AND ADVERTISING MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Interpersonal skills
- (b) Personal Selling
- (c) Sales Force
- (d) Forecasting
- (e) Promotion
- (f) Media selection.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Define Sales Management. Discuss the process of selling.
3. Give a brief note on the Recruitment, selection training of sales force.
4. How do you motivate and compensate the sales force?
5. Explain the process of Marketing communication.
6. Discuss the Planning and Scheduling in Advertising.
7. Describe the Managing client and Agency relation in the Advertising.

SECTION C — (10 marks)

Compulsory

8. Case Study :

As you can judge by the name, the campaign was solely targeted on families. Obviously, the motto of the campaign was to promote Tata Sky's product/ services called Tata Sky+Transfer. This new product is used to transfer the recorded content from TV to mobile or tablets.

Basically, in each family, everyone has their own preferences when it comes to channels. In the families but due to some reason, not everyone watches their favorite shows at the same time. This is very common in Indian families where most of the time TV remote is controlled by the head of the family and others just follow his/her favorites.

For this purpose, the brand came up with an idea and created the out of mind family named as *Transferkars*. This product helped family members to transfer their favorite shows on mobiles or tablets and enjoy every bit of it.

The campaign was a huge success and got viral through social media and TV commercials. Various kind of family-related content was shared during the campaign with discounted offers to the clients. Basically, there understanding of the potential market made the campaign a huge hit.

Questions :

- (a) Discuss the results of Tata sky when they solely targeted on families.
  - (b) How the campaign was made huge success in promoting social media?
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(DEMBA 2)

Executive M.B.A. (Two Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Year

A-MARKETING SERVICE MARKETING AND CRM

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Services Consumer Behavior
- (b) Recovery Management
- (c) Relationship Management
- (d) Service Strategy
- (e) CRM
- (f) Financial Services

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Briefly Discuss the Nature and challenges of Service Business.
3. Describe the Marketing framework in services.
4. Elucidate the Advertising, Branding, Packaging of Services.
5. Describe the Evolution and Types of CRM.
6. Discuss the Implementation of E-CRM.
7. Examine the Market potential of e-CRM in India.

SECTION C — (10 marks)

(Compulsory)

8. Case Study

Business Today, September 15, 2002 issue reported that, Gloom was the prevailing theme at the press conference called by the Cellular Operators Association of India on August 19, 2002. All the suits of the stage with the expectation of MTNL's J. M. Mishra – reeled of numbers and factoids painting an extremely dismal picture of the sector. It was left to Bharati Enterprises CEO, Sunil Mittal, to remind his brethren than the purpose of the meet was to celebrate the 8 million subscriber milestone. Mittal's Bharati Televentures is a listed company a variety among Indian Telco's – and that many explain his reluctance to admit that the sector is in

the throes of a crisis. A little prodding and he confesses that “on an accumulated basis, no cellular services company has positive cash flow”.

The numbers paint a bleak picture. Telco’s invested a close to \$6 Billion (Rs 29,400 crores) in 51 cellular network to which none has yet some have been around 7 years now-become self financing. The sectors accumulated losses have increased from Rs. 6,929 crores in 2000-01 to Rs. 7,719 crores in 2001-02 and the losses are expected to increase by an additional Rs. 1,000 crores. Hutchison Telecom Chief Asim Ghosh says, “The entire industry is profit-negative and cash flow negative today”.

Questions:

- (a) What are the reasons for mounting losses in cellular sector in India?
  - (b) If you were the marketing manager of Bharati Enterprises, what are the strategies you propose to make the organization come out of continuous losses?
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(DEMBA 3)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

A - MARKETING

RURAL AND RETAIL MARKETING

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Role of retailers in rural distribution.
- (b) Place of purchase decision in the rural markets.
- (c) Impact of IT on the rural marketing practices.
- (d) Physical distribution decisions for the rural market.
- (e) Behavioral aspects of rural distribution.
- (f) Rural promotion effort building a relationship.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the concept of Rural Markets in India and understanding the rural environment.
3. Describe the Differential aspects of buying behavior, and discuss trends in Consumer Behavior.
4. Explain about the product adoption process. What are the factors that affect the product adoption process?
5. What is Rural Media? Explain the Rural promotion effort building relationship in rural Promotion event.
6. Determine the dynamics of Distribution process and discuss the participants in the rural Distribution process.
7. Explain the various strategies marketers use for product modification decision for the rural Markets. Explain with the help of suitable examples.

SECTION C — (10 marks)

(Compulsory)

8. Case Study:

Read the following case carefully and answer the questions given at the end:

Sensing a big Opportunity in rural markets. Om Kotak Life Insurance set up a separate rural business division headed by a senior vice president The marketing strategy revolved around generating business using agent routes, initially in Maharashtra.

Press advertisements were released in both national and regional newspapers to select and appoint agents. However, despite repeated insertions the response was

very poor. Thereafter, the company approached a recruitment agency, a marketing agency operating in rural areas and an agency with its networking sources in rural areas.

The first two agencies did not have reach in rural areas, So, Om Kotak finalized a deal with Rural Relations, a Pune-based agency with an excellent network of rural volunteers, to recruit agents for the company.

Based on its previous experience. Rural Relations emphasized three components of their recruitment strategy; (a) direct personal contact (b) spreading information through group discussions (c) motivating people to become life insurance agents through counseling.

The awareness-building strategy included sending letters to opinions leaders using the huge Rural Relations database, highlighting the benefits of becoming agents for the insurance company and requesting them to spread the news locally to identify suitable agents. Six persons were trained by Rural Relations to contact villagers, particularly rural youth and brief them about the insurance business. A well produced leaflet providing information on the company and career prospects was also handed out at the preliminary interviews held in nearby talukas.

The first level agent assessment was done based on the information provided in the application forms, followed by quality of participation in the counseling session and performance in a direct personal interview. Out of the 375 candidates who appeared 110 were short listed for the second round of interviews.

In the second round, the company head of the rural life insurance business conducted the interviews, along with his sales manager and an HR manager from Rural Relation. Out of the 68 candidates who appeared the best 30 were selected. Thereafter, they were put through a 20-day insurance Regulatory Development Authority stipulated training programme. Conducted by Maharashtra Institute of Technology at Pune.

- (i) What is the recruitment procedure followed by M/s Om Kotak Life Insurance company to recruit insurance agents?
  - (ii) How the recruitment strategies help in development of rural relations for marketing of Insurance products of M/s Om Kotak Life Insurance Company?
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(DEMBA 4)

EXECUTIVE M.B.A. (Two Year) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Year

Marketing

CONSUMER BEHAVIOUR AND MARKETING RESEARCH

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Cool hunting.
- (b) Test Marketing.
- (c) Learning.
- (d) Indian Consumer.
- (e) Marketing Research.
- (f) Marketing intelligence.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Explain the scope and importance of Consumer Behavior.
3. What is learning? Explain in brief any one of the theories of learning.
4. Discuss the process of consumer decision making. Explain the Schiff man and Karuk's Model of Consumer Behavior in decision making.
5. Explain the meaning and nature of marketing research and discuss the various methods of Marketing research.
6. Explain the major steps involved in designing a research Problem.
7. Discuss the ethical issues involved in marketing research.

SECTION C — (10 marks)

(Compulsory)

8. Case Study:

Ultra High Temperature (UHT) treated pasteurized milk is being sold in tetra packs and these packs have a shelf life of around three months without refrigeration. The Tetra Brik Aseptic (TBA) with 4.5 percent fat content costs around Rs. 20-24 per litre. Tetra Fino Aseptic (TFA) packs which preserve milk for 45 days could cost about 40% lower than TBA packs TFA used by Vijaya and the price per liter is Rs. 19. In spite of the advantage of these kinds of tetra packs consumer receptivity towards the product is low. Consumers in India have been used to boil milk for generations and may not appreciate the fact that Pasteurized milk need not be boiled (even the pouches which are pasteurized and Refrigerated). Secondly, there is also the taste factor associated with boiling. Tetra packed milk was introduced as early as 1980 by the manufacturers of Amul (GCMMF) but the product did not catch up. But changing lifestyles and power cuts (required for refrigeration) may encourage consumers to try this product under the present day context. Tetra Pak India is attempting to create awareness about the benefits of tetra packed milk. The annual production of milk is around 72 billion liters per annum and out of this only about 12% is packaged.

Questions:

- (a) How would you use consumer behavior principles to formulate a communication plan for tetra packed milk?
  - (b) Suggest a suitable strategy for marketing the product.
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(DEMBA 5)

EXECUTIVE M.B.A. (Two Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Year

A-Marketing

GLOBAL MARKETING

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Export Documentation.
- (b) Market Segmentation.
- (c) Direct and Indirect Exporting.
- (d) Pricing policy.
- (e) Market Research.
- (f) WTO.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Explain the scope and conceptual framework of international Markets.
3. Discuss Social and cultural environment of international marketing.
4. How should an export firm proceed to device international marketing plan and explain the Export documentation.
5. As a company intending to enter the international markets, identify the various channels of Distribution that you would consider the entry in the market.
6. Discuss the basis of International Market Segmentation. Explain the International Market Selection procedure.
7. Explain the need for international strategies and how to control international marketing Operations.

SECTION C — (10 marks)

(Compulsory)

8. Case Study

Whirlpool Appliances are manufactured in 13 countries and marketed in approximately 140 countries around the world. Whirlpool Corporation is the world's leading

manufacturer and marketer of major home appliances. Its growth, from primarily a U.S manufacturer to “world leader”, is the result of strategic direction set in the mid 1980s and reaffirmed through an exhaustive and integrated strategic planning process in 1992.

In the 1980s, four manufacturers accounted for almost all major home appliance sales in the United States, a market where approximately 40 million appliances are sold annually. Each was a tough, seasonal competitor fighting for greater sales in a market predicted to grow little in the decade ahead. Whirlpool was one of those companies. Unable to find growth potential in the U.S appliance market and unwilling to accept the status quo, the company began a systematic evaluation of opportunities-both inside and outside the appliance industry-worldwide. At the same time, Whirlpool established parameters within which decisions about the company’s future would be made. New ventures would provide opportunity for growth, build on existing company strengths, and be market driven. Leadership opportunities too would be a consideration.

With growth parameters established and study data in, the decision was made to remain focused on major home appliances but to expand into markets not already served by Whirlpool. The goal was world leadership in a rapidly globalizing major appliance industry in which approximately 190 million appliances are sold each year. A major acquisition in Europe, joint ventures with companies in Mexico and India and increased ownership in companies in Canada and Brazil swiftly followed.

Throughout the early 1990s, the company continued its expansion in Latin America and Europe and a manufacturing and marketing presence was established in Eastern Europe. And, to manage its small appliance business on a global basis, including the Kitchen Aid stand and hand mixers, a Small Appliance Business Unit was formed.

In the past four years, Whirlpool has aggressively pursued its Asian strategy. A headquarters office and four regional offices were established in 1993. Two years later, five majority —owned joint ventures were announced in India and China to expand the Company’s Asian manufacturing base.

In Asia, Latin America, North America, Europe, and in all the countries where it has a presence. Whirlpool seeks to set the standards against which the global major domestic appliance industry.

- (a) As a leader of a manufacturing company. How you can analyse the systematic evaluation of Whirlpool Company?
- (b) The Whirlpool Company has aggressively pursued its Asian strategy and owned Joint ventures with India and China. Based on its Asian experience, suggest Whirlpool Company how to attain market share even in Latin America, North America and Europe.

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