

(DEMB11)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

First and Second Years

BUSINESS POLICY & STRATEGIC MANAGEMENT

Time : 3 Hours

Maximum Marks: 70

SECTION-A

(3 × 5 = 15)

Answer Three questions

- Q1)** a) Nature of corporate planning.
b) Board of Directors.
c) Operating analysis.
d) Mergers.
e) Strategic control.
f) Innovative strategies.

SECTION-B

(3 × 15 = 45)

Answer Three questions

- Q2)** Describe the nature and significance of strategic management.
- Q3)** Examine the role of Board of Directors in corporate management.
- Q4)** State the benefits and limitations of acquisitions.
- Q5)** Give an overview on strategic alternatives.
- Q6)** What is turn – around management? Bringout its objectives.
- Q7)** Discuss the concept and importance of cost analysis.

SECTION-C

(10)

Compulsory

Q8) Case study:

ABC limited a large Indian company producing and distributing cold drinks in India. The company has been existence for last 15 years. It has a big manufacturing plant situated in Delhi and a fleet of trucks for the purpose of controlled and efficient distribution of cold drinks in neighbouring states as well as in Delhi, with its ask supply chain management. Employees working in the company are fully satisfied with service conditions, promotional avenues and welfare schemes launched by the company for them. The customers do also feel comfortable and satisfied with the drink both in terms of quality and satisfaction. But after the entry of two big multinational companies, the entire situation has changed and the company has lost 90% of its market share to these companies and thus binding difficulty for competing with them and survival in the market.

Questions:

- a) Make a SWOT analysis of ABC Ltd.
- b) Suggest suitable strategies to regain its market share.
- c) Explain how the company can work out its survival strategies in light of competition from multinational companies.

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(DEMB12)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

**First and Second Years
INTERNATIONAL BUSINESS**

Time : 3 Hours

Maximum Marks: 70

SECTION-A

(3 × 5 = 15)

Answer Three questions

- Q1)** a) International Trade.
b) Free trade Vs. protection.
c) MNCs.
d) Business negotiations.
e) LDCs.
f) International logistics.

SECTION-B

(3 × 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.

The impact of the WTO

China's entry into the WTO in 2001 has made it more active in the field of international trade through interactions with other LDCs. Long before joining the WTO, China lowered its tariff rates on several occasions and realized the need for convertibility of the Chinese currency (RMB). After becoming a member, it has cut the average tariff level of over 5000 imported goods from 15.3 percent to 12 percent. China is opening its agricultural goods and general goods markets, as well as services markets. It is expected that all these will boost foreign investment in China. However, it will not be an unmixed blessing for China. The import bill now is likely to be much Higher than before. So, if China is not able to constantly increase its exports, its current account balance of payment may pose a problem as in other developing countries. The downside of its entry to the WTO is that there would be an expanded pressure of neo-liberal globalization and Western influence in China, which may affect its traditional taboos and culture. China also actively participates in the activities of the Asian-Pacific Economic Cooperation Organization and plays a very decisive role in all its policy making processes. China's role in bilateral trade relations with many developed countries including the USA, the EU, Russia, and Japan are strengthened every year. India's experience with the WTO is not a happy one. Before the introduction of agricultural liberalization In India, agricultural commodity prices were lower than their international market prices. Hence, exports of farm products from a country like India were rather a lucrative proposition for the peasants, and as farmers are price-responsive, they used to increase production for exports. This trend continued in the first phase of globalization in the 1980s. However, the trend reversed since the 1990s, particularly after the so-called special and differential treatment of the less-developed agriculture by the WTO. The typical LDCs studied by the FAO showed a rise in the export of agricultural products based on their performance in the phase of globalization of the 1980s; but in the 1990s, in spite of the WTO's special and differential policy, the imports of agricultural products as a result of subsidy-induced price fall in the international market increased several times in these developing countries (FAO 2000).

Since the prices of agricultural products have become lower in the international market, Indian farm products' exporters have become much poorer. This has led to widespread protests, frustration, and even farmers suicides. The growing economic problem has now become a human problem (Datta 2004). In India, agricultural exports as a percentage of total exports went down from 30.7 (1980-81) to 19.4 (1990-91) to 15.4 (1999-2000), to 13.5 (2000-01). The situation is quite opposite of what was expected. The large amount of imports has created two adverse problems-export-import imbalance and fall in the prices of domestic food products. Although exports went up by 83 per cent, the import of agricultural products in India escalated to 168 per cent. This export-import imbalance in India has been responsible for a structural adjustment that led to lower the compound rates of growth of food grains production in India. However, there has been some sort of apathy towards the agricultural sector, as it is not remunerative any longer. Kulaks are shifting to other business in the non-agricultural sector, city-ward migration has been increasing and, employment in agriculture, mining and quarrying, and community and personal services has indeed decelerated.

Discussion Questions:

- a) 'India's experience with the WTO is not a happy one.' Explain.
- b) What do you think is the likely impact of China's entry in the WTO? Give reasons for your answer.
- c) How has Indian agriculture been affected by the WTO's policy? Discuss.

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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

First and Second Years

MANAGEMENT INFORMATION SYSTEMS

Time : 3 Hours

Maximum Marks: 70

SECTION-A

(3 × 5 = 15)

Answer Three questions

- Q1)** a) IRM.
b) System development.
c) Online environment.
d) Hardware.
e) Query Language.
f) Caribbean community.

SECTION-B

(3 × 15 = 45)

Answer Three questions

- Q2)** Write a note on conceptual foundations of Information systems.
- Q3)** What are the steps involved in implementation of projects?
- Q4)** Explain about different kinds of computer networks.
- Q5)** Discuss in detail about relational data base management systems.
- Q6)** Give an overview on future trends in DBMS.
- Q7)** State the objectives and requirements for information resource management.

SECTION-C

(10)

Compulsory

Q8) Case study.

A leading Automobile marketer wants to enter into Indian Market. He wants to market its cars in three models at different rates through a network of dealers across India. You, being an expert in MIS, are requested to suggest how they can implement MIS through different stages and internet for his company.

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(DEMBA1)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

First and Second Years

A-MARKETING

Sales & Advertising Management

Time : 3 Hours

Maximum Marks: 70

SECTION-A

(3 × 5 = 15)

Answer Three questions

- Q1)** a) Distribution management.
b) Compensation.
c) Cost analysis.
d) Marketing planning.
e) Marketing schedule.
f) Publicity.

SECTION-B

(3 × 15 = 45)

Answer Three questions.

- Q2)** What are the various skills required by sales personnel?
- Q3)** Describe the recruitment process of marketing executives.
- Q4)** How do you prepare a budget of sales? Explain.
- Q5)** Discuss about present scenario of promotion practices in India.
- Q6)** Enumerate the measuring process of advertisement effectiveness
- Q7)** Explain the management of client agency relationships.

SECTION-C

(10)

Compulsory

Q8) Case study

HB electrical supplies company, Bangalore, manufactured a wide line of electrical equipment used in both home and industry. The sales force called on both electrical wholesalers and industrial buyers with the greater part of their efforts concentrated on industry buyers. The industrial products required considerable technical expertise upon the part of salespeople. Sales offices situated in twenty cities spread over the country had two hundred sales personnel operating out of them. In the past eight years sales volume increased by more than to percent, the fast rise in sales volume and the accompanying plant expansion created a problem in that more sales personnel were needed to keep up with the new accounts and to make sure the additional plant capacity was used profitably. In addition, HB sales recruiting problem was compounded by noticeable decline in the number of college seniors wanting a selling career. HB recruiters had observed this at colleges and universities where they went searching for prospective salespeople. Another indication of the increased difficulty in attracting good young people into selling was aggressive recruiting by more and more companies. These factors combined to make the personnel-recruiting problem serious for HB. Consequently, management ordered an evaluation of recruiting methods. Virtually all HB salespeople were recruited from twenty-five engineering colleges by district sales managers. Typically, HB recruiters screened two hundred college seniors to hire ten qualified sales engineers. It was estimated to cost HB Rs. 6000 to recruit a candidate management believed the collage recruiting program was deficient in light of the high cost and the fact that only 5 percent of the candidates interviewed accepted employment with HB. Evaluation of the college recruiting program began with the college recruiting division of the company asking district sales managers for their appraisals. Some district managers felt that HB should discontinue college recruiting, for various reasons including the time required for recruiting the intense competition, and the candidates' Lack of experience. Other district managers, however, felt the program should continue with a few medications, such as recruiting college juniors for summer employment more or less on a trial basis, concentrating on fewer schools and getting on friendly terms with placement directors and professors. HB general sales manager favored abandoning the college recruiting program and believed the company should

adopt an active recruiting program utilizing other sources. He reasoned that, while engineering graduates had a fine technical background, their lack of maturity inability to cope with business type problems, and their lack of experience precluded an effective contribution to the HB Selling operation. The general sales manager felt that the two hundred sales engineers currently working for HB were an excellent source of new recruits. They knew the requirements for selling for HB line and were in continual contact with other salespeople. By enlisting the support of the sales force, the general manager foresaw an end to HB's difficulty in obtaining sales engineers. The president preferred internal recruiting from the no selling divisions, such as engineering, design and manufacturing. HB claimed that their familiarity with HB and their proven abilities were important indicators of potential success as sales engineers. A complete analysis of HB's entire personnel recruiting program was in order, and regardless of the approach finally decided upon, it was paramount that the companies have a continuous program to attract satisfactory people to the sales organization.

Questions:

- a) Evaluate HB's recruiting program, suggesting whether or not the company should have continued its college recruiting of sales engineers.
- b) What alternative recruitment program would you suggest for HB? Justify your answer.

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(DEMBA2)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

First and Second Years

A-MARKETING

Services Marketing & CRM

Time : 3 Hours

Maximum Marks: 70

SECTION-A

(3 × 5 = 15)

Answer Three questions

- Q1)** a) Service economy.
b) Nature of relationship marketing.
c) Supply management.
d) Need for CRM.
e) e – commerce.
f) Service strategy.

SECTION-B

(3 × 15 = 45)

Answer Three questions.

- Q2)** Give a classification of services.
- Q3)** Discuss about evaluation of the service consumer behaviour.
- Q4)** Elucidate the position of marketing of financial services.
- Q5)** What are the essentials of CRM?
- Q6)** Distinguish between CRM and e – CRM and also explain which one is best and why.
- Q7)** Briefly explain about different quality models.

SECTION-C
Compulsory

(10)

Q8) Case study

Mumbai Nutan Tiffin carriers Ltd. MNTCL, comprising of around 8,000 semiliterate debbawalas of Mumbai every day deliver more than 8.00 lakhs. Tiffin boxes to working people across the city and later return the empty Tiffin boxes to their respective homes same day.

A meager amount of Rs. 300/- p.m. is charged for this indispensable service, providing home cooked food to working people at their work place. In spite of complexity hurdles of transport system and adverse climatic conditions, the quantum of error is as low as 1 error in 8 million deliveries. The modes of conveyance used are bicycle, manually driven trollies and sub urban local trains. The entire process of giving/taking delivery is carried out with help of three different sets of carriers.

With help of a urique colour code system sorting of thousands of tiffin boxes is carried out with in few minutes, at destination thanks to the splendid team spirit and meticulous timings. Although the common working mumbcikar is getting home cooked food at all nooks and corners of the metro city due to efficient system of MNTCL, off-late there has been a marked decline in business, on account of changes in working and eating habits. MNTCL is showered with six sigma ratings and affectionately called as 'management Guru'. At premier institutes, the office bearers deliver lectures on managing operational hurdles and sustaining high quality of services.

Questions:

- a) Critically examine the factors which have led to achievement of excellence in the service provide by MNTCL.
- b) Suggest suitable measures for improvement in business growth and higher profitability for business continuity in the years to comes for MNTCL.

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(DEMBA3)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

First and Second Years

A-MARKETING

Rural & Retail Marketing

Time : 3 Hours

Maximum Marks: 70

SECTION-A

(3 × 5 = 15)

Answer Three questions

- Q1)** a) Nature of rural markets.
b) Buyer behaviour.
c) Rural Media.
d) Physical distribution.
e) Product adoption.
f) Reference groups.

SECTION-B

(3 × 15 = 45)

Answer Three questions.

- Q2)** Discuss in detail about rural environment of marketing.
- Q3)** What is Research? Explain about rural marketing research.
- Q4)** Write a note on packaging and branding decisions.
- Q5)** Explain about dynamics of distribution process.
- Q6)** Briefly explain different kinds of marketing intermediaries.
- Q7)** Describe the steps involved in developing retailing strategies.

SECTION-C

(10)

Compulsory

Q8) Case study:

RURAL BUYERS

According to Pradeep Kashyap, Urban buyer is individual-driven, whereas in rural areas, decision making is a collective process. If a village adopts a toothpaste instead of a tooth-powder, the process starts with the Pradhan. Rural buyers do take longer to adopt a brand, but once they do so, they are more loyal than their urban counter-parts. Collective principle also works in brand adoption. Thus we have Nirma villages, Escorts villages, Mahindra villages and Wheel villages. The consensual decision is respected by the majority. Rural buyers are also as quality conscious as their urban counter-parts. However, product's functionality is far more important to them. They, therefore, prefer a no-frills product. The role models for aspirational products are the same as those for urbanities. But for specifically rural products, we have to think of a better and more convincing role model like a Pradhan, a teacher, armed force personnel etc.

Question:

How can we market a shampoo to a rural buyer?

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(DEMBA4)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

First and Second Year

A-MARKETING

Consumer Behaviour and Marketing Research

Time : 3 Hours

Maximum Marks: 70

SECTION-A

(3 × 5 = 15)

Answer Three questions

- Q1)** a) Personality.
b) Need for consumer behaviour.
c) Consumer satisfaction.
d) Research design.
e) Hypothesis.
f) Secondary data.

SECTION-B

(3 × 15 = 45)

Answer Three questions.

- Q2)** Discuss about development of consumer behaviour.
- Q3)** What are the determinants of consumer behaviour.
- Q4)** Examine Schiffman & Kanuk's model of customer decision making.
- Q5)** Explain different methods of collecting data.
- Q6)** Describe the steps in designing a research problem.
- Q7)** State the sources of consumer dissatisfaction.

SECTION-C
Compulsory

(10)

Q8) Case study

The equation among soft drink competitors was almost balanced. Coke competed against Pepsi, Tab against Diet Pepsi, Sprite against Mountain Dew, and so on. But when Coca-Cola introduced Diet Coke in 1982, its aspirations were high. It aimed at not being content with just outselling Diet Pepsi, the company wanted Diet Coke to be the number two soft drink of any kind. The company executives, by 1989, were predicting that their dream would soon come true.

In its ads, Coca-Cola did not invite people to drink Diet Coke for the benefit of losing weight or keep a slim-trim figure. Coca-Cola told people to drink it “Just for the taste of it.” The emphasis on taste by Coca-Cola was particularly effective because Diet Coke was a new entry in the market rather than a reformulation. Diet Pepsi has been in the market for decades and has undergone a number of reformulations. If Diet Pepsi had launched a taste based campaign, sceptical viewers might have responded, “that’s not what you said last year.”

The taste plank also provided the groundwork for Diet Coke’s assault on Pepsi. As diet Coke was being promoted and sold on taste and not on its lack of calories, it made sense for it to compete against every other drink that consumers bought primarily for taste.

Diet Coke quickly overtook Diet Pepsi and was favoured over Pepsi by women consumers who traditionally bought the majority of diet drinks. The major thrust of the Diet Coke ad campaign has been to convince consumers that they don’t have to be weight conscious to drink Diet Coke. Already, men buy more than a third of all diet drinks, and that percentage has been growing rapidly. Coca-Cola has recruited macho heroes and it has been advertising Diet Coke in sports magazines especially aimed at men such as *Sports Illustrated*, *Sport*, and *Inside Sport*.

Coca-Cola’s attack on Pepsi has often been direct and aggressive. It ran ads claiming that one-quarter of the 2 million families that had stopped drinking Pepsi had switched to Diet Coke. Pepsi responded with ads claiming that 90 per cent of those consumers eventually switched back to Pepsi and Coke ended up revising its ads. Pepsi also used its commercials to make fun of how Coke came up with its numbers.

Diet Pepsi issued its own taste challenge in 1989, using Mike Tyson to claim that Diet Pepsi's taste was better than Diet Coke's. Coca-Cola counterattacked by citing research that proved Pepsi wrong, and Pepsi eventually stopped running the ads. To make up for damage done to its image, Coke used some imaginative promotions such as giving a coupon for Diet Coke to everyone buying Pepsi at certain supermarkets. Again, Coke seems to have gained by defining the battle as Diet Coke against Pepsi, rather than Diet Coke against Diet Pepsi.

Coca-Cola promoted Diet Coke heavily, so much so that during some quarters it spent more on Diet Coke advertising than on its flagship Coke Classic. It has used innovative techniques such as "roadblocks," running the same commercial at the same time on different channel. It has also shown Diet Coke spots on cable TV such as MTV, ESPN and TBS.

Questions:

- a) What role has advertising played in introducing Diet Coke?
- b) Why did Coke offer coupons to consumers who bought Pepsi at certain supermarkets?
- c) What functions did Diet Coke's advertising campaign aim at performing? Based on Lavidge and Steiner model, analyse how consumers responded to Diet Coke's ads.

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(DEMBA5)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

**First and Second Years
GLOBAL MARKETING**

Time : 3 Hours

Maximum Marks: 70

SECTION-A

(3 × 5 = 15)

Answer Three questions

- Q1)** a) Nature of international markets.
b) FTZs.
c) Product pricing.
d) Market Segmentation.
e) EXIM policy.
f) International trade.

SECTION-B

(3 × 15 = 45)

Answer Three questions.

- Q2)** State the features of international marketing.
- Q3)** Explain the monetary environmental factors of International business.
- Q4)** Describe the documents required for import business.
- Q5)** Enumerate the objectives of international pricing policy.
- Q6)** Discuss about the significance of advertising in International promotion Management.
- Q7)** Elucidate the control mechanisms for international markets.

SECTION-C

(10)

Compulsory

Q8) Case study.

The trader in black pepper is unhappy that exports may not show a sign of revival in prices in the immediate future. World prices have been showing a downward trend for eight months and this has resulted in much lower earnings for exporters. The UK, West Germany and the Netherlands have cut their import requirements though the American demand has shown some growth. Brazil has been resorting to aggressive selling at lower prices and the expectations are that its exports will reach an all time peak of 32,000 tonnes in near future. Indian season is only about six weeks away. The Brazilian offensive has forced India to withdraw so to say from the U.S. and West European markets and increase its reliance on Communist buyers. As many as 14,500 tonnes of black pepper out of the 16,700 tonnes were shipped during this year. The Soviet Union alone accounting for 12,647 tonnes. But exporters are concerned at the diversion on such a scale of this trade.

Question:

Had you been a pepper exporter, how would you identify the new market for this commodity?

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