

(DEMB11)

Total No. of Questions : 08]

[Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

BUSINESS POLICY & STRATEGIC MANAGEMENT

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Corporate policy.
b) Shareholders.
c) Internal corporate analysis.
d) Display matrices.
e) Diversification.
f) Turn-around management.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Discuss how shareholders and board of directors become strategists.
- Q3)** Discuss the role and skills of top management.
- Q4)** How do you assess competitive strength of an organization?
- Q5)** How do you evaluate the strategic alternatives using the BCG criteria?
- Q6)** What is a merger? Explain the circumstances under which the mergers are appropriate?
- Q7)** Discuss the process of strategic control in detail.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

Mr. Southern, the managing director of a company manufacturing office machines, was for the last few months toying with the idea of embarking on the production of computers. One consideration that had deterred him from going ahead was that, given the present lack of interest for computers among business houses, there was no immediate prospect of sizable increase in the demand for the new product.

Another consideration was an enormous investment involved in the manufacture of computers. Not that the company lacked funds, but he feared that his idea might not attract many members of the board. He could also guess the reasons.

The company was doing extremely well, both sales-wise and profit-wise. The research department, on which the company spent a bare five per cent of its turnover, had been successfully designing new models of the existing line of products to serve consumer need and desires. Then, as some directors with socialistic leaning might say, in a country affected with massive unemployment, a company ought not to product computers that would render thousands of workers jobless.

Questions:

- a) As a director of the company, would you go along with Mr. Southern?
- b) Are the constraints visualized by Mr. Southern really formidable?



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[Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

INTERNATIONAL BUSINESS

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) International trade.
b) MNC
c) Logistics.
d) Trade barriers.
e) Letter of credit.
f) Custodian.

SECTION - B

Answer any three of the following questions.

(3 x 15 = 45)

- Q2)** Explain the various theories of international trade in brief.
Q3) How is strategic planning done in multinational companies? Explain.
Q4) Explain about multinational culture in corporations.
Q5) What are the negotiations in international business? Explain.
Q6) Explain the human resource management in MNC's.
Q7) Describe the role of international organizations.

SECTION - C

(Compulsory)

(10 Marks)

Q8) Case Study:

The Star Corporation is a Hong Kong manufacturing firm that the going to do business in mainland China. The company's contract with the Chinese government calls for it to supply technical know-how and machinery for producing consumer electronics. These products are not state of the art, but they

will be more than adequate for the needs of the Chinese consumers. Star has agreed to sell the Chinese its plant, which was being closed because it was no longer competitive.

The Chinese will pay to move all the machinery and equipment to their country and install it in a factory that is currently being modified for this purpose. The two will then become partners in the venture. Star will provide the management and technical expertise to run the plant, and the Chinese will provide the workers and will be responsible for paying for all the output. Star will receive an annual fee of \$3 million and 5 percent of all sales.

The Star management is very pleased with the arrangement although they are of Chinese descent, they have lived in Hong Kong all their lives and know relatively little about doing business either with or in China. To provide Star with the necessary information and assistance, a native of China, educated there but living in Hong Kong the past 5 years, was brought in. The individual told the company the following facts about China:

Chinese managers do not plan. They are usually told what to do and they do it. Planning is handled by others and simply passed on to them.

Chinese managers are not concerned with profit or loss. They simply do their jobs and let the government worry about whether the operation is making money. No rewards are given to workers who perform well; everyone is treated the same. If there is no work, the workers are still paid, although they may not be required to come to the factory.

There is a basic aversion to individual decision making; most decisions are collective efforts.

The current government of China would like its managers to learn how to run a profit oriented operation and eventually eliminate the need for foreign managerial assistance.

When outsiders tell Chinese how to do things, they have to be careful not to insult or offend the Chinese who are often sensitive about the way they are treated.

Questions:

- a) What selection criteria would you recommend to Star when deciding whom to send to China?
- b) What procedures should the company use in making the final selection? and
- c) What type of repatriation agreement would you recommend the firm use?



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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

MANAGEMENT INFORMATION SYSTEMS

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Information resource management.
b) Systems design.
c) Accounting software.
d) Expert systems.
e) Structured decisions.
f) File management.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Explain the pace of computerization in IFFCO.
- Q3)** Describe the organization of relational database management system.
- Q4)** What are the various considerations in the design of operating system?
- Q5)** What are the various functions of data communication software?
- Q6)** Describe H.A. Simons decision making process.
- Q7)** State the impact of nationalization on database storage and performance.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

Sandal, shoe, and bootmaker Deckers Outdoor Corporation recently switched to an Internet networking technology called Virtual Private Networks to interconnect their global company.

Virtual Private Networks (VPNs) use the power of the Internet instead of using private telecommunications lines or other network links. A virtual private network is a secure and encrypted connection between two points across the Internet. It transfers information by encrypting and encapsulating telecommunications traffic into packets and sending the packets over the Internet. Most VPNs are built and run by Internet service providers. Companies that go with a VPN from an Internet service provider essentially outsource their networks to save money on having to acquire and manage their own wide area network equipment and bandwidth requirements.

Deckers is a \$100 million company whose 20-person office in Hoek Van Holland, the Netherlands, collaborates on product development with its staff in Goleta, California. The VPN cost roughly \$31,000 to implement and saves Deckers \$10,000 per month compared with leasing their previous high-speed network connections.

“We needed a network that would serve as the foundation for our international expansion,” says Steve Miley, MIS director at Deckers. “It will be critical... because our offices will use it to make sure projects are done on time”.

Employees at the two sites use the VPN to update the status of product development projects through Lotus Notes groupware databases. The VPN supports Notes’ ability to replicate databases of project information at each work site, which is crucial to groupware support of project team collaboration.

VPN performance “is slow but workable for interactive Notes database access”, Miley says. And as the quality of Internet service improves, VPN performance can only improve, he adds.

Security, a reported shortcoming of virtual private networks, is improved with NetFortress software from Fortress Technologies. It automatically changes encryption keys every 24 hours. “We feel very secure with their products on our network”, he says.

Offices for production management in Hong Kong, Mexico, and Macao will be added to the VPN this year, Miley says. Those sites currently use expensive international telephone calls to access servers in Goleta. Desktop videoconferencing over the VPN, to cut international travel costs, is also planned.

Deckers doesn’t mind being among the first to implement a virtual private network. “VPNs are here to stay”, Miley says. “And we’re on the leading edge, not the bleeding edge”.

Questions:

- d) What are the business benefits of Deckers' switch to a virtual private network?
- e) What can be done to overcome several limitations of virtual private networks?
- f) Does it make business sense for any company to use the internet as their private telecommunications network? Why or why not?



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[Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

A-MARKETING

Sales & Advertising Management

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Personal selling.
b) Negotiation skills.
c) Sales force.
d) Advertising.
e) Media selection.
f) Agency relations.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Explain in detail the sales process.
- Q3)** State the advantages of controlling the sales force.
- Q4)** What do you understand by sales planning? Explain.
- Q5)** Explain the process of marketing communication.
- Q6)** Discuss about the message design and development in advertising.
- Q7)** How do you measure advertising effectiveness? Explain.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

Brooke Bond Red Label Tea package. Hindustan lever changed the package of Brooke Bond Red Label Tea. The new package is More Convenient appealing and hygienic. It reflects contemporary packaging technology. It is called Top-tainer which opens up from the top. There is a vacuum-sealed pack inside.

We can draw the quantity desired, and shelt up the lead at the top. Its advantage lies in the fact that the contents need not be transferred to another container. It is taller and slimmer and occupies less space. It carries Darjeeling tea. It is mild leaf tea, as contrasted to heavy-tasting kadak tea. Green label carries strong tea Red label is a premium product priced at Rs.160 for 500 gms. Here Consumer value is enhanced through packaging. The silver foil helps retain the flavour and aroma. The hinged plastic cap makes the container reusable. The package communicates by its graphics and design that it carries premium green leaf Tea.

Questions:

- g) Explain the significance of a package as a promotional tool.
- h) Suggest a good advertising strategy to overcome the competition.



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(DEMBA2)

[Total No. of Pages : 03

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

A-MARKETING

Services Marketing & CRM

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Goods Vs services.
b) Branding.
c) Packaging.
d) CRM.
e) Financial services.
f) Recovery management.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Explain the marketing framework for service business.
- Q3)** What is relationship marketing? Explain its advantages.
- Q4)** Explain the classification of services in detail.
- Q5)** Discuss the customer relationship management cycle.
- Q6)** Explain the emerging impact of e-commerce on CRM.
- Q7)** Describe market potential of e-CRM in India.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

Although Master card's advertising has advised customers and potential customers to "Mastering the Possibilities" many observers say that Master card International has been unable to master its own possibilities. The Company, which is controlled by about 150 large banks, has had a host of problem areas.

Master card incurred a loss of \$5.3 million in 1987, when bad-debts totaled 2.9 percent of receivables (versus Visa's bad-debts of 2.4 per cent). Because of this loss, Master card cut back on customer solicitations through mass mailings (which could have bad-debt rates exceeding 10 per cent).

It attracted criticism from retailers and others after announcing an increase in the fees that card-issuing banks would charge retailers for each customer transaction made with master card. The rate increase was viewed as excessive by firms such as Wel-Mart and Toys "R". Us and had to be rolled back.

The fee rollback helped retailers, but it cost master card in terms of lost profitability. The firm also suffered because the higher fee was intended to provide member banks with an incentive to push Master card rather than Visa. According to an executive at one of the largest card-issuing banks: 'The fee was very important to us. If Master card had remained committed to the higher fee, we definitely would issue more master cards'.

Master card has experienced a decline in market share. Until the late 1970s, it had the Number One position in worldwide credit card charge volume. However, in 1979, Visa passed Master card and became the market-leader which it remains today. The market share between Visa and Master Card has steadily widened.

The relatively new American Express Optima card (which, unlike American Express other cards that require full payment each month is true credit card and allows customers to pay their bills over an extended time period) is encroaching on Master card's market share. In less than two years on the market, Optima became one of the top ten credit cards in the united states.

Both Master card and Visa are owned by member banks that support them with dues. Bankers are increasingly questioning the rationale of supporting two competing organizations. As one banker says. "The infighting between Master Card and Visa is hurting us all. We should be fighting AmEx".

Although Master card developed the first premium bank credit card in 1983, Visa is pressing master card with heavy promotion. In 1998, within six months after introducing its premium card, Visa was able to equal Master card in members.

In order to remedy this situation, and to capitalize on its powerful name (one study found master card to be the fourteenth most powerful brand name in the united states), the company began a new advertising campaign with a\$20 million budget and the theme of "Master the Moment" (to replace the "Master the Possibilities" slogan) in 1989.

The new campaign's "Strength is that is breaks through and defines Master card in a way people are not used to thinking about it".

For the first time, Master card's advertising now stresses the card's cash-advance features and the ability of a cardholder to obtain funds from Master card's nationwide cirrus Teller machine network. The new ads are also designed to change the public's preception of Master Card as a "Woman's shopping card".

As the editor of Credit-Card Management observes, it is imperative for Master card to enhance its image "Credit-Card marketing now focuses on what the card can do for you. (Referring to American Express' "Membership Has Its Privileges Campaign" and Visa's aggressive comparative advertising). But Master-Card has been out there with a very fuzzy image and neglected to explain what the card can actually do".

Part of Master card's fuzzy image has been due to its past practice of frequently changing advertising campaigns. For example, in 1989, Master card devoted part of its advertising budget to a short lived fourth-quarter. "Choose to Make a Difference" promotion.

Questions:

- i) Comment on the difficulties in marketing Master card because of its intangibility. How would you address this issue?
- j) How should Master card position itself against Visa and American Express?
- k) How can Master card industrialize its services?
- l) Present a comprehensive marketing plan to increase Master Card's market share?



(DEMBA3)

Total No. of Questions : 08]

[Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

A-MARKETING

Rural & Retail Marketing

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Rural markets.
b) Buyer behaviour.
c) Branding.
d) Rural media.
e) Physical distribution.
f) Pricing decision.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Bring out an overview of rural markets in India.
- Q3)** Discuss the differential aspects of rural buying behaviour.
- Q4)** What is product development? Explain the product adoption process.
- Q5)** What is rural promotion? Explain the diversity of rural promotion event.
- Q6)** Explain in detail the participants in rural distribution process.
- Q7)** Summarise your understanding on the process of rural marketing.

(DEMBA3)

SECTION - C
(Compulsory)

(10)

Q8) Case Study :

Hindustan Levers Limited (HLL) is the market leader in India in fairness creams market with its very popular fair and lovely product. Though it is positioned as a product for females, it is also enjoyed a fairly good market among males segment. Cavencare's 'fair ever' could give a tough competition for the product. When HLL is seriously fighting with Cavencare in the market to retain its share, a new product called Fair and Handsome entered in the market, introduced by Emami, targeting exclusive male segment Fair and Handsome could build a niche among males segment and emerged as competitor for both the brands taking away the male users to its fold from the two companies. HLL sensed the danger and quick enough to introduce a new exclusive fairness cream for males and named it as 'MENZ Active'. The management of HLL is not very happy with the positioning of their product and wanted your support in doing so. Suggest a brand positioning strategy for HLL for its product 'MENZ ACTIVE'.



(DEMBA4)

Total No. of Questions : 08]

[Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

A-MARKETING

Consumer Behaviour and Marketing Research

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Diversity of consumer behavior.
b) Family influence on consumer behavior.
c) Buying motives.
d) Nature of marketing research.
e) Experimental design.
f) Attitude measurement and scale.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Explain concept and need for consumer behavior.
Q3) Discuss various consumer behavior models.
Q4) Discuss influence of social class and reference group on consumer behavior.
Q5) Explain the process of consumer decision-making process.
Q6) Discuss various methods of collecting data.
Q7) Explain major steps in designing a research problem.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

The marketer has to learn about the needs and changing of the consumer behavior and practice the Marketing Concept. Levi Strauss & Co. were selling jeans to a mass market and did not bother about segmenting the market till their sales went down. The study into consumer behaviour showed their greatest market of the baby boomers had outgrown and their needs had changed. They therefore came out with Khaki or Dockers to different segments and comfortable action stocks for the consumers in the 50 age group. Thus by separating the market and targeting various groups and fulfilling their needs, they not only made up for the lost sales but far exceeded the previous sales. They also targeted the women consumers for jeans and both men and women started wearing jeans in greater numbers. The offering given by the company must be enlarged to suit various segments. For example Maruti Udyog Ltd. has come out with many models. Maruti 800, Maruti Van, Zen, Alto, Wagon R, Versa Gypsy, Esteem, Bolero and other models.

Questions:

- c) Find consumer needs of various segments.
- d) Position products (new & existing) to these segments.
- e) Develop strategies for these segments. Practice greater selectivity in advertising and personal selling and creating more selective media and distribution outlets.



(DEMBA5)

Total No. of Questions : 08]

[Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Year

A-MARKETING

Global Marketing

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) International markets.
b) Legal environment.
c) Export policy.
d) Global marketing manager.
e) Market research.
f) FTZs

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Explain the scope of International Markets.
Q3) Explain the framework of economic environment.
Q4) Discuss documentation procedure for import and export.
Q5) Explain in detail the International pricing policy.
Q6) State the advantages of International Market research.
Q7) Discuss planning, coordination and controlling of International Markets.

SECTION - C

(compulsory)

(10)

Q8) Case Study :

Vits Foods Pvt. Ltd. manufacture biscuits, chocolates and drinking chocolates. They started business sixty years back in the small scale. By hard work the company has reached the present level of turnover at Rs.300 lacs.

Against the large scale competition from 'Cadbury', 'Britannia' and 'Parle' the company has performed well. The prime consideration is given to the quality of the product. It has, however, been noticed that company is yet to accept the concept of professional management fully. The company should do even better than what they are doing presently but for the inadequate marketing strategies. Mr. R.Mishra marketing Manager was thinking of making a big entry into the markets for 'food drinks'. For last one year or so, he was noticing the high pitched advertisements coming on T.V. from such brands Boost, 'Complan' and 'Nutramue'. He was particularly impressed by the advertisement approach used by the latter. Mr.R.Mishra, however, felt that he must offer some new concept in the product formulation as against the traditional one. In his own family as well as others he had found that the present product in granule or powder form posed quite a few problems. The main one was that of spoilage if a wet spoon is used. The product used to get solidified. Using a can for packaging also increased the cost. In consultation with his R & D manager, Mr. R. Mishra; he was contemplating the development of food drink in a paste form. This should be offered in plastic or aluminium tube.

Questions:

- a) How would you test this concept for acceptability?
- b) How would you position the product in the market? ; and
- c) Do you think the new concept of product formulation will meet consumer expectations?

