PGIIIS 1826 B-14
MBA IIIrd SEMESTER DEGREE EXAMINATION
MANAGEMENT
(Business Law)
Paper - 3.1

Time : 2 Hours   Maximum Marks :50

Instructions to candidates: Answer all questions

Section - A

1. Answer any **Ten** of the following Sub-questions. Each question carries 1 marks:

    (10×1=10)

    a) Free consent must free from ?

    b) What is an agreement ?

    c) What do you mean by 'Novation' of the contract ?

    d) What is prospectus ?

    e) What is the period of a patent ?

    f) What do you mean by promissory note ?

    g) Who is a Consumer ?

    h) Define 'Company'.

    i) What do you mean by statutory meeting ?

    j) State any two 'fundamental rights' under Indian Constitution.

    k) Who is an unpaid seller

Section - B

Answer any **TWO** of the following .Each question carries 5 marks.   (5×2=10)

2. Briefly make distinction between Memorandum of Association and Articles of Association.

3. What is Copyright ? State its importance.

4. Define negotiable instrument and explain briefly the various types of Negotiable Instruments.

Section - C

Answer any **TWO** of the following. Each question carries 10 marks.   (10×2=20)

5. Discuss 'deficiency in services' and 'defective goods' under Consumer Protection Act.
6. Explain the procedure to obtain patent.
7. Discuss the meaning and make distinction between the shares and debentures.
8. When and in what ways an offer come to an end ?

Section - D

(1×10=10)

Answer any ONE Case Study - Carries ten marks .

9. Ajay buys from Sanjay 100 shares in company on the faith of a share certificate issued by the company. Ajay tenders to the company a transfer from Sanjay to himself duly executed together with Sanjay's share certificate . The company discovers that the certificate in the name of Sanjay has been fraudulently obtained and refuses to register the transfer.

    a) Is Ajay entitled to get registration of the transfer of the shares?

    b) Can Ajay claim compensation from the company?

10. A well known brand in cosmetic agrees to deliver 100 cases of Fair and Lovely to a dealer but delivers that quantity of Fair and Handsome.

    a) What are the rights of the dealer ?

    b) Can the dealer repudiate the contract ?

PGIIIS 1827 B-14
MBA IIIrd SEMESTER DEGREE EXAMINATION
MANAGEMENT
(Research Methodology)
Paper - 3.2A

Time : 2 Hours   Maximum Marks :50

Instructions: Answer all sections .

Section - A

1.   Answer any **Ten** Sub-questions. Each carries 1 marks:

                                                         (10×1=10)

   a)   Define research.

   b)   What do you mean by null hypothesis ?

   c)   What is sample frame error ?

   d)   State the types of surveys.

   e)   What is an independent variable ?

   f)   Distinguish between foot note and end note.

   g)   Enumerate the types of observation.

   h)   What is coding ?

   i)   What do you mean by research design ?

   j)   Define field work.

   k)   What is multi variate analysis ?

   l)   Expand SPSS.

Section - B

Answer any **TWO** questions .Each question carries 5 marks.   (2×5=10)

2.   Explain briefly the various stages in research.

3.   Distinguish between a probability sample and a non-probability sample.

4.   Describe how you would go about in administration of surveys,

Section - C

Answer any **TWO** of the following. Each question carries 10 marks. $(2 \times 10=20)$

5. What do you understand by data collection methods ? Give an overview of data collection methods useful for marketing research.

6. How do you define a research problem ? Discuss the main issues which should receive the attention of the researchers in formulating the research problem.

7. What is a questionnaire ? What are the precautions to be taken by researcher while drafting a questionnaire ?

8. "Interpretation is a fundamental component of research process". Discuss.

Section - D

$(1 \times 10=10)$

9. Analyse the below case.

To test whether all professors teach the same material in different section of the introductory statistics class or not, four sections of the same course were selected and common test was administered to five students selected at random from each section. The scores for each student from each section were noted and are given below.

Student	Section 1	Section 2	Section3	Section 4
1	8	12	10	12
2	10	12	13	15
3	12	10	11	13
4	10	8	12	10
5	5	13	14	10

Set up the analysis of variance table for the same.

———————

PGIIIS 1828 B - 14
M.B.A. IIIrd Semester Degree Examination
Management
(Decision Models For Management)
Paper : 3.2 B

Time : 2 Hours   Maximum Marks : 50

SECTION - A

Answer any **ten** of the following sub-questions. Each sub-question carries **1** mark.

1. Define the following:- $(10\times1=10)$
    a) Linear programming problem (LPP)
    b) Maximin and minimax principle.
    c) Balanced transporlation problem.
    d) Dummy variable
    e) Assignment Problem of Lpp.
    f) Give two applications of OR
    g) Two - person - zero sum game.
    h) Markov process
    i) Duality of linear programming problem.
    j) Artificial variables.
    k) Pure Strategy.

SECTION - B

Answer any **two** of the following .Each question carries **5** marks. $(2\times5=10)$

2. Describe briefly the applications of OR in managerial decision making Give Suitable examples from different areas

3. Solve the following LPP by graphical method:

    $Max z = 3x_1 + 5x_2$
    Subject to $x_1 + x_2 \geq 100$
    $\qquad 5x_1 + 10x_2 \leq 400$
    $\qquad 6x_1 + 8x_2 \leq 440$
    $\qquad x_1, x_2 \geq 0.$

4. Explain Hungarian Method of Solving Assignment Problem.

Answer any **two** questions Each question Carries **10** marks.   (2×10=20)

5.   Solve the following LPP by simplex method.

$Max\ z = 3x_1 + 2x_2$

$Subject\ to\ x_1 + x_2 \le 4$

$\qquad\qquad x_1 - x_2 \le 2$

$\qquad\qquad x_1, x_2 \ge 0$

6.   a)   Explain pure and mixed strategy of a game.

b)   Determine an initial basic feasiable solution to the following transportation problem by using least cost entry method.

	D1	D2	D3	D4	
S1	19	30	50	10	7
S2	70	30	40	60	9	(Availability)
S3	40	8	70	20	8
	5	8	7	14	

(Demand)

7.   A company Management and labour union are negotiating a new three year settlement . Each of these has four strategies I, II, III, and IV. The costs to the company are given for enery pair of strategy choice .

Company strategies

		I	II	III	IV
	I	20	15	12	35
Union	II	25	14	8	10
Strategies	III	40	2	10	5
	IV	-5	4	11	0

What strategy will the two sides adopt? Also determine the value of the game.

8.   Write a short notes on :

a)   Explain the Monte carlo technique

b)   Dual simple method.

9.   A project consists of series of tasks labeled A,B, --- H,I with the following relationships. constuct the networks diagram having the following constraints

A<D,E;D<F;C<G; B<H; F,G<I.

Also find the minimum time of completion of the project when the time (in days) of completion of the task is as follows

Task - A:	A	B	C	D	E	F	G	H	I
Time:	23	8	20	16	24	18	19	4	10

PGIIIS 1829 B-14
MBA IIIrd Semester Degree Examination
Management
(Business Policy and Strategic Analysis - I)
Paper : 3.2 C

Time : 2 Hours   Maximum Marks :50

Section - A

1.   Answer any **Ten** of the following Sub-questions.Each Sub-question carries 1 marks:

                                                                                         (10×1=10)

   a)   Define Strategic Management
   b)   Define BEP
   c)   Define Competitive Advantage
   d)   Mention the characteristics of Goals
   e)   What do you mean by Strategic leverage ?
   f)   What is Relevant Environment?
   g)   Define Special Purpose Vehicle
   h)   What are capabilities ? What must firms do to create capabilities ?
   i)   State the General Characteristics of Policies
   j)   Define Dogs
   k)   Define Competitive Advantage
   l)   State the four basic types of strategic controls.

Section - B

Answer any **TWO** questions .Each question carries 5 marks.   **(2×5=10)**

2.   Write an explanatory note on environmental forecasting
3.   Explain how objectives and goals are formulated for an organization
4.   How do you carry out SWOT analysis for Textile Industry.

Section - C

Answer any **TWO** of the following.Each question carries 10 marks.   **(2×10=20)**

5.   Explain the concept of value chain analysis
6.   Explain Porter's Five forces model driving industry competition
7.   What are the steps involved in strategic control

8. How BCG Matrix extends to today's organizations towards becoming high performing units ? Discuss.

Section - D

9. **Analyse the following case and answer the question given at the end:**   (1×10=10)

Dr. Sukumar inherited his father's Dey's Lab in Delhi in 1995. Till 2002, he owned 4 labs in the National Capital Regional (NCR). His ambition was to turn it to national chain. The number increased to 7 in 2003 across the country including the acquisition of Platinum lab in Mumbai. The number is likely to go up to 50 with 2-3 years from 21 at present. Infusion of Rs.28 crores for a 26% stake by Pharma Capital has its growth strategy.

The lab with revenue of Rs.75 crores is among the top 3 pathological labs in India with Atlantic (Rs.77 Crores) and pacific (Rs. 55 Crores). Yet its market share is only 2% of Rs. 3500 Crores market. The top 3 firms command only 6% as against 40-45% by their counterparts in USA.

There are about 20,000 to 1,00,000. stand alone labs engaged in routine pathological business in India. With no system of mandatory licensing and registration. That is why Dr. Sukumar has not gone for acquisition or joint ventures. He does not find many existing laboratories meeting quality standards. His six labs have been accredited nationally whereon may large hospitals have not thought of accreditation. The college of American Pathologists accreditation of Dey's lab would help it to reach clients outside India.

In Dey's Lab, the bio-chemistry and blood testing equipment are sanitized every day . The bar coding and automated registration of patients do not allow any identity mix-ups. Even routine tests are conducted with highly sophisticated systems. Technical expertise enables them to carry out 1650 variety of tests. Same day reports are available for samples reaching by 3 p.m and by 7a.m next day for samples from 500 collection centers located across the country. Their technicians work round the clock unlike competitors. Home service for collection and reporting is also available.

There is a huge unutilized capacity . Now it is trying to top other segments. 20% of its total business comes through its main laboratory which acts as a reference lab for many leading hospitals. New mega labs are being built to encash preclinical and multi-centre clinical trials within India and provide postgraduate training to the pathologists.

Questions :

1) What do you understand by the term vision ? What is the difference between vision and mission? What vision Dr. Sukumar had at the time of inheritance of Dey's Lab ? Has it been achieved ?

2) For growth what business strategy has been adopted by Dr. Sukumar ?

3) What is the marketing strategy of Dr. Sukumar to overtake his competitors ?

4) In your opinion what could be the biggest weakness in Dr. Sukumar's business strategy?

PGIIIS 1830 B-14
MBA IIIrd SEMESTER DEGREE EXAMINATION
MANAGEMENT
(Management Information System)
Paper - 3.3A

Time : 2 Hours   Maximum Marks :50

Section - A

1. Answer any **Ten** Sub-questions. Each Sub-question carries 1 marks:

    (10×2=20)

    a) What do you mean by E-communications ?

    b) What is C2C ?

    c) Why are information system important ?

    d) Define information technology.

    e) What do you mean by artificial intelligence ?

    f) What is EDP ?

    g) Define operational database.

    h) What is bias in information ?

    i) What do you mean by data redundancy ?

    j) What is HRIS ?

    k) What are open and closed systems ?

    l) Define data and information.

Section - B

Answer any **TWO** questions .Each question carries 5 marks.   (2×5=10)

2. List out various input and output devices of computer system.

3. Distinguish between MIS and DSS.

4. What is a system ? Explain the types of it .

Section - C

Answer **TWO** questions. Each question carries 10 marks. $(2\times10=20)$

5.   Discuss how e-commerce has changed the dimensions of Business.
6.   What is a network ? Briefly explain various types of networks ?
7.   Discuss the application of MIS in production.
8.   What is an expert system ? Write a comparative note of expert system with DSS.

Section - D

$(1\times10=10)$

9.   Analyze the ethical and social issues arise in the information management. How to create a security management system for managing information.

PGIIIS 1832 B-14
MBA IIIrd Semester Degree Examination
Management
(Innovation Management)
Paper : 3.3 C

Time : 2 Hours   Maximum Marks :50

Instructions to candidates: Answer all questions

Section - A

1.   Answer any **Ten** of the following Sub-questions. Each question carries 1marks:

$(10 \times 1 = 10)$

   a)   What is service innovation ?

   b)   What is interactive model of innovation ?

   c)   What do you mean by copyright ?

   d)   What does HMS victory stand for ?

   e)   What do you mean by core competencies in building a firms specific competencies

   f)   Explain Outsourcing as a form of strategic alliance.

   g)   Explain R& D consortia ?

   h)   What is shortening of technology cycle ?

   i)   Explain Intermediate agency model of technology transfer.

   j)   Explain the importance of patents.

   k)   Strategic alliance helps in sharing risk & liability. Explain

Section - B

Answer any **TWO** questions .Each question carries 5 marks. $(2 \times 5 = 10)$

2.   Explain the reasons for failure of Innovation.

3.   Explain the factors in establishing an Innovation environment in an organization.

4.   Explain the risk & limitations in having an Strategic Alliance.

Section - C

Answer any **TWO** of the following.Each question carries **10** marks. $(2 \times 10 = 20)$

5.   R.& D Management is dependent on industrial context. Explain.

6.   Explain the recent proponent innovations in Services.

7. Explain the different models of innovation.

8. What is the role of technology transfer in Innovation ? Explain different types of technology transfer.

Section - D

9. **Case Study (Carries ten marks).** $(1 \times 10 = 10)$

Dinesh, a machine operator, worked as a mechanist for Ganesh, the supervisor. Ganesh told Dinesh to pick up some trash that had fallen from Dinesh's work area & Dinesh raplied, " I won't do the janitor's work".

Ganesh replied, "When you drop it, you pick it up". Dinesh became angry & abusive, calling Ganesh a number of names in a loud voice & refusing to put up to trash. All employees in the department heard Dinesh's comments.

Ganesh had been trying for two weeks to get his employees to pick up trash in order to have clear workplace & prevent accidents. He talked to all employees in weekly departmental meeting & to each employee individually at least once. He stated that he was following the instructions of the Dinesh.

Dinesh had been with the company for five years, & in this department for six months. Ganesh had spoken to him twice about excessive alcoholism, but otherwise his record was good. He was known to have quick temper.

This outburst by Dinesh hurt Ganesh badly.. Ganesh told Dainesh to come to the office & suspend him for one day for insubordination & abusive language to a superior. The decision was within company policy, & similar behaviour has been punished in other departments. After Dinesh left Ganesh office, Ganesh phoned the HR manager, reported that he had done, & said that he was sending a copy of suspension order for Dinesh's file.

Questions

1) How would you rate Dinesh's behavior ? What method to appraisal would you use ? why ?

2) Do you assess any training needs of employees ? If yes, what inputs should be embodied in the training programme ?

PGIIIS 1833 B-14
MBA IIIrd Semester Degree Examination
Management
(Security Analysis Investment Management)
Paper : 3.4B

Time : 2 Hours   Maximum Marks :50

Instructions to candidates: Answer all Sections

Section - A

1. Answer any **Ten** of the following Sub-questions.Each Sub-question carries 1marks:

$(10 \times 1 = 10)$

   a)   Define Investment ?

   b)   What do you mean by Gilts ?

   c)   Define Return.

   d)   What is Spot market ?

   e)   Who is an Underwriter ?

   f)   What is Un-weighted price index ?

   g)   What do you mean by Bull market ?

   h)   What do you mean by Non-Negotiable Securities ?

   i)   What do you mean by online Trading ?

   j)   Expand the term OTCEI ?

   k)   What do you mean by Listing of Securities ?

Section - B

Answer any **TWO** questions .Each question carries 5 marks. $(2 \times 5 = 10)$

2.   What do you understand by the term 'security analyses ? What is its objective ?

3.   What are the different types of risk influences on Investment ?

4.   Explain the different types of return

Answer any **TWO** of the following. Each question carries 10 marks.   (2×10=20)

5. Explain in brief the process of investment

6. Why industry analysis is important in security valuation ? Bring out the important considerations in industry analysis.

7. Technical analysts believe that one can use past price changes to predict future price changes. How do they justify this belief ?

8. Describe briefly the tests of weak form, semi strong and strong form of efficient market hypothesis.

Section - D

Compulsory   (1×10=10)

9. **Case Study**

   Calculate the duration for bond A and B with 7 per cent and 8 per cent coupons having maturity period of 4 years. The face value is Rs.1000. Both the bonds are currently yielding 6 percent. Which bound do you suggest for an Investment ?

Roll No. _____

PGIIIS 1834 B-14
MBA IIIrd SEMESTER DEGREE EXAMINATION
MANAGEMENT
(Merchant Banking and Financial Services)
Paper - 3.4

Time : 2 Hours   Maximum Marks :50

Section - A

1. Answer any **Ten** of the following Sub-questions.Each Sub-question carries 1marks:

    (10×1=10)

    a)   What is merchant banking ?

    b)   What is hire purchase ?

    c)   What do you mean by private placement ?

    d)   Define venture capital.

    e)   What is mean by factoring ?

    f)   Who is an issue manager ?

    g)   Define green shoe

    h)   What is an IPO

    i)   Define Insurance.

    j)   What do you mean by Depository services ?

    k)   What is "Swap leasing" ?

Section - B

Answer any **TWO** questions .Each question carries 5 marks.   **(2×5=10)**

2. Define financial instruments ? What are their characteristics ?

3. What do you mean by Financial Services ? Discuss the nature and scope of financial services.

4. Discuss the role of venture capital in the economic development of a country.

Section - C

Answer any **TWO** of the following questions. Each question carries 10 marks. **(2×10=20)**

5. Define merchant banking ?Discuss in detail the various services rendered by merchant bankers.

6. "Leasing is beneficial to both, the lessor as well as the lessee." Examine.

7. Discuss the classification of Indian financial and explain the features of each market.

8. "In-spite of suitable legislative measures, the Indian financial system remains weak."Comment.

Section - D

Compulsory (1×10=10)

9. **Case Study**

ABC Ltd., is in the business of manufacturing steel utensils. The firm is planning to diversified and add a new product line. The firm either can buy the required machinery or get it on lease. The machine can be purchased for Rs.15,00,000. It is expected to have a useful life of 5 years with salvage value of Rs.1,00,000 after the expiry of 5 years. The purchase can be financed by 20 percent loan repayable in 5 equal annual installment (inclusive of interest) becoming due at the end of each year. Alternatively, the machine can be taken on year-end lease rentals of Rs.4,50,000 for 5 years .Advice the company, which option it, should choose. You may assume the following:

a) The company follows written down value method of depreciation, the rate of depreciation being 25 percent.

b) Tax rate is 35 percent and cost of capital is 18 percent.

c) Lease rents are to be paid at the end of the year.

d) Maintenance expenses estimated at Rs. 30,000 per year are to be borne by the lease.

PGIIIS 1836 B-14
MBA IIIrd SEMESTER DEGREE EXAMINATION
MANAGEMENT
(Consumer Behaviour)
Paper - 3.4F

Time : 2 Hours   Maximum Marks :50

Instructions to candidates: Answer all Sections

Section - A

1.   Answer any **Ten** of the following Sub-questions.Each carries 1marks:

(10×1=10)

    a)   Define organised buying behavior.

    b)   Who are opinion leaders ?

    c)   Differentiate between consumer and customer.

    d)   Define perceived risk.

    e)   Define life style marketing.

    f)   List the disciplines influencing consumer behaviour.

    g)   Attitude

    h)   Black Box

    i)   Buying Motives

    j)   Psychographics

    k)   Define packaging.

    l)   Perceptual Mapping

Section - B

Answer any **TWO** questions. Each question carries 5 marks.   (2×5=10)

2.   Explain the Howard-Sheth model of consumer behaviour.

3.   What is perceived risk and explain the different types of risks ?

4.   Explain the motivation process with a suitable example.

Section - C

Answer any **TWO** of the following.Each question carries 10 marks.   (2×10=20)

5.   Explain the nature and dynamics of consumer attitudes and give various strategies to change the attitudes of consumers .

6.   How does Family Life cycle (FLC) influence household consumption patterns ? Describe with suitable examples.

7.   Culture and Social Class is a major determinant of Consumer Behaviour with the help of practical examples elucidate the implications of Culture and Social Class in Consumer Behaviour.

8.   Compare and contrast the Organisational and Industrial buyer behaviour and critically examine the various emerging issues of consumer behaviour in Indian context.

Section - D

(1×10=10)

9.   **Case Study (Compulsory)**

Describe in detail the decision making process you underwent as a Consumer in each of the following cases.

a)   Buying a washing machine.

b)   Buying a holiday package.

c)   Enrolling for a MBA course in an institute.

d)   Buying apparel for party wear.

PGIIIS 1837 B-14
MBA IIIrd SEMESTER DEGREE EXAMINATION
MANAGEMENT
(HR Specialization : Management of Training & Development.)
Paper - 3.4G

Time : 2 Hours   Maximum Marks :50

Instructions to candidates: Answer all questions.

Section - A

1. Answer any **Ten** of the following Sub-questions.Each Sub-question carries 1marks:

                                                                    (10×1=10)

   a)   What is self-directed learning ?

   b)   Explain the meaning & concept of development ?

   c)   What do you mean by workers education scheme ?

   d)   What are the causes of motivation problems to trainers ?

   e)   What is the role of an enterprise in economic development ?

   f)   What approach should be adopted for Management Development ?

   g)   Explain Transcendental Meditation as a method of training ?

   h)   What is on-line training ?

   i)   Explain the factors influencing training ?

   j)   What in the goal for Training for Trainers (TOT) ?

   k)   What are the future trends in Training ?

Section - B

Answer any **TWO** questions .Each question carries 5 marks.   (2×5=10)

2. What is meant by Adult Learning ? Explain the principle of Adult Learning ?

3. Explain in brief Entrepreneurship Development programme.(EDP) ?

4. Explain the methods of Training Need Analysis (TNA) ?

Section - C

Answer any **TWO** of the following.Each question carries 10 marks.　　　(2×10=20)

5. Explain the factors to be considered for organizing a training programme.
6. Explain the needs & methods intraining programme.
7. Explain in brief the process of training.
8. Explain the meaning, concept, & process of Management Development

Section - D

(1×10=10)

9. **Case Study (Carries ten marks).**

Arjun Enterprise (AE) is a fairly large consumer goods firm holding a market share of approximately 12% & ranked 8th in terms of sales volume in its major products toiletries & cosmetics.

The company in the last three years had organized residential training programme for its salesman, held over four days in a five star hotel with drinks & parties every evening. Guest speakers &wives joined on the last day. It was an exciting experience.

The course was designed & conducted by a well-known training consultant. It included relevant know how & skills development through lectures & Sub-group deliberations & video firms,

The participants uniformly rated the programme as excellent on a five point scale. However when an evaluation was done three months later at the peak of the selling season, the rating was largely satisfactory to the open ended questions. The salesmen attributed improved sales to their day & night efforts & increased market demand price parity. Etc. Questions.

1) What purpose does this training programme serve ?
2) Analyze limitations of
   a) Training process
   b) Training methods
   c) Evaluation method

PGIIIS 1831 B-14
MBA IIIrd Semester Degree Examination
Management
(Knowledge Management)
Paper : 3.3B

Time : 2 Hours   Maximum Marks :50

Section - A

1. Answer any **Ten** Sub-questions.Each Sub-question carries 1marks:

(10×1=10)

   a)   What do you mean by Meta knowledge ?

   b)   What is a knowledge cycle ?

   c)   Define knowledge culture.

   d)   Define office systems.

   e)   What do you mean by explicit knowledge ?

   f)   What is balance score card ?

   g)   Who is knowledge analyst ?

   h)   What is knowledge based economy ?

   i)   What is benchmarking ?

   j)   What do you mean by performance measurements ?

   k)   What is internet ?

   l)   Define knowledge transfer.

Section - B

Answer any **TWO** questions .Each question carries 5 marks.   (2×5=10)

2.   Enumerate the steps involved in knowledge process.

3.   Distinguish between data, knowledge and information.

4.   Discuss on whether knowledge is created or discovered ?

Section - C

Answer **TWO** questions .Each question carries 10 marks.   (2×10=20)

5.   Write an explanatory note on APQC's KM assessment tool kit.

6.   Who is a CKO ? Discuss the role and responsibilities of CKO ?

7. Knowledge leads to change management .Discuss

8. List the critical issues facing the successful implementation of KM applications.

Section - D

9. **Analyse the below given case study and answer the question given at the end**
   Dell and The Internet (1×10=10)

Dell Computer Corporation is a leading direct computer systems company.In the United States, Dell ranks number one and is premier supplier, of PCs to business customers. Government agencies, educational institutions, and consumers. Dell's success has come from focusing on direct sales. While other companies ignored this channel Michael Dell formed the company in 1984 with $1.000 of starting capita and no venture capital forming what he refers to as the "direct business" model. In 1992.Direct sales accounted for only 15 percent of the PC sales, but by 1998 this sales method accounted for the third of the PC sales. Dell's PCs are built to order, and are enhanced by the knowledge the company gains for direct sales made in the past.

Dell has been able to succeed because of it strives for quicker operations and lower overhead. Dell keeps inventory costs low by turning inventory over every seven days on average and can turn sales into cash in 24 hours compared to operations. The company has reduced the number or parts in a PC from 204 to 47 and has been working on speeding the delivery of these parts, moving selected distribution centers from the Malaysia t Mexico.How ever , all these achievements pale in comparison to Dell's use of the internet. Dell began selling PCs from the site www.dell.com. In 1996 and recorded daily sales over the internet of $50 million per day just 4 years later.The company set the goal in 1997 to have 50 percent of sales be over on the internet, and reached that goal by the end of the firest quarter of 2000.This is an increase of 2000. This is an increase of 2000. This is an increase from $30 million per day over the past year.

How ever, Michael Dell does not see sales as the only value on the internet. Direct contact with the customers over the internet helps keep inventory costs down and gives the company the competitive advantage. By having the extensive knowledge of what the customer wants money is not wasted on unpurchased inventory, crucial decreases about percent per week. These savings allow Dell to sell their computers at 10 to 15 percent less than their rivals.

Dell's direct sales method has translated to success in the computer industry on and off-line.

Questions :

1) How has the Dell leveraged knowledge and the new economic order to succeed ?

2) What must the management of Dell do to continue its success ?

3) How will their management of knowledge assets come into play ?

PGIIIS 1835 B-14
MBA IIIrd Semester Degree Examination
Management
(Services Marketing)
Paper : 3.4D

Time : 2 Hours   Maximum Marks :50

Section - A

1.   Answer any **Ten** of the following Sub-questions. Each Sub-question carries 1 marks:

                                                                        (10×1=10)

   a)   Define Service

   b)   What are augmented products ?

   c)   Define moment of truth in services

   d)   Define Knowledge gap.

   e)   Define people in terms of 7P's of service Marketing

   f)   What is Heterogeneity ?

   g)   Define process in service marketing

   h)   Define service quality gap

   i)   State the difference between products and services

   j)   Define Zone of Tolerance

   k)   Define Framhising

   l)   What are the products of Hospitality business?

Section - B

Answer any **TWO** questions. Each question carries 5 marks.   (2×5=10)

2.   What are the five dimensions of services quality ?

3.   Explain the role of people and process in delivery of services

4.   Explain the characteristics of services.

Section - C

Answer any **TWO** of the following. Each question carries 10 marks.   (2×10=20)

5.   What are the main approaches adopted while pricing services ? Explain each of them.

6.   Critically evaluate the reasons for growth of service sector in India.

7. Explain the basic service package of a Tourism product.

8. Explain the role of people and their technical and interactive skill in delivering the services in Banking and financial institutions.

Section - D

9. Analyse the below given case study and answer the questions given at the end

Marketing of Health Services   (1×10=10)

Anilkumar was simply amazed. He had seen all forms of hostility and marketing welfare in the consumer goods industry, but to see similar warfare in the health industry fascinated him.Clearly, he told himself,doctors had found consumers in their patients. At least, that's what the concept note sent by Dr. Ajit Varman, country manager of Recovery Clinics & Hospitals,seemed to indicate .Varman and seven other senior doctors had left Karuna Nursing Home and Hospital to set up Recovery, which as the note said."... Would be entirely devoted and dedicated to customer responsiveness."

Anilkumar was a management consultant and was recommended to Recovery by the marketing director of Regrow Pharma, a large pharmaceuticals company in Mumbai. In fact , the suggestion to set up Recovery came from a non-resident patient, Dinesh shah, who was undergoing treatment at Karuna's large speciality hospital in Central India. It was in the course of his interaction with the the doctors that Shah sensed their unhappiness with the system. This prompted him to suggest the idea of Recovery. Varman had joined Karuna 10 years ago, assured of a challenging career in a hospital that was promising to be different . But over time, disillusionment set in as Karuna's image and response to the environment diluted its equity.

"Now that we have decided to do this, we do not want to repeat old mistakes," Varman had told Anilkumar during their first meeting. "Having worked at Karuna, we can see its weakness and why it's losing saliency. Ten years ago, when it was established, we believed it was going to add value to our careers; We became a part of it because we were told that we are specialists who would bring exclusivity to the hospital. But soon, the focus shifted to fetching business and revenues. The management started hiring specialists and private practitioners, offering them cabins and consultancy arrangement at Karuna. The strategy was that these doctors would bring in their patients and use the infrastructure so that the hospital would start earning money."

The Karuna management wanted to derive short-term benefits, then gradually build up clientele. But the strategy, it appeard, did not pay off. As Varman said: "Because there were many doctors and the business was not large enough in the first few months. Consequently, competition for business became cut-throat between doctors."

Despite modern amenities, state-of-art systems and numerous doctors, the image of the hospital was that of being too commercial - a fallout of the stigma of being a private hospital. It was common among doctors to slot every hospital under either category- a place where you get neglected to death or a place where you get cross-researched to death, for doctors at Karuna earned a new label- a place where you got cross-referred to death, for doctors at Karuna slowly took to enhancing each other's earnings as they sent patients back and forth to doctors and specialists. At the end of his diagnoses, the patient ended up paying a huge amount of money for this treatment.

According to Varman, the high-cost, high-expectation syndrome hit the hospital. The initial promise of exclusivity and quality was lost. Karuna had the best doctors, but after-care was abysmal. With a view to keeping costs low, nurses, house-keeping staff and even the front office staff were hired cheap, training was virtually absent, and no attention was paid to end-user needs.

Anilkumar could see Recovery trying to be all that Karuna was not and desiring not to be all that Karuna was. If Anilkumar thought Varman was hiring him for routine systems design and a patient management manual, he was mistaken.For Varman said : "We want to get Recovery's positioning platform right and work on a sound marketing plan. What we wan t you to do is to help us build this brand,help ordinary doctors like us understand what brand-building entails and how it is managed in a service industry."

Questions :

1) Suggest a positioning strategy for Recovery Clinics and Hospitals.

2) Explain why it would be necessary for doctors as well as nursing staff to be marketing oriented.

3) Identify and discuss the service quality dimensions which Recovery Clinics and Hospitals can use for measuring its service quality.