

**PGIVS 1778 A-16**  
**M.B.A. IVth Semester Degree Examination**  
**Management**  
**(Sales and Distribution Management)**  
**Paper : 4.4D**  
**(Old Scheme)**

Time : 2 Hours

Maximum Marks : 50

**Section - A**

1. Answer any **TEN** of the following. Each question carries **one** marks :

(10 × 1 = 10)

- a) What are personal selling objectives?
- b) Define push and pull strategies.
- c) Define sales audit.
- d) What is 80/20 principle?
- e) What is FMCG? Give two examples of FMCG companies.
- f) What is prospecting?
- g) Define primary and secondary sales?
- h) What are the purposes of sales quotas?
- i) What do you mean by sales budget?
- j) What is channel conflict?
- k) Distinguish between recruitment and selection?
- l) What do you mean by sales quotas?

**Section - B**

Answer any **Two** questions. Each question carries **five** marks

(2 × 5 = 10)

2. Explain the strategies involved in establishing successful distribution channel.
3. What are the challenges in sales training?
4. Explain how objections raised by customer are window of opportunity for closing the sales successfully?

**SECTION - C**

Answer any **two** questions. Each question carries **10** Marks

(2 × 10 = 20)

5. Explain various methods of sales force training.
6. Explain the different stages of prospecting.
7. Discuss the nature and components of physical distribution. Explain the rational of distribution costs and also how to streamline PDS.
8. How do you evaluate and motivate the channel members? What are the conflicts among the channel members and how they resolve them?

## SECTION - D

9. Analyze the following case and answer the questions given below. (1 × 10 = 10 Marks)

**Case:**

“Sir, I think, we need to have an incentive scheme for our field salespeople, so as to motivate them to put more than normal effort. This will help us to increase our market share and also make it possible for us to become number one player from number three position that we are currently at. We have declared in our last annual marketing conference that we would become the leader in the precision steel tube industry in three years. I believe we have to start working on that goal immediately. Do you agree with me, Sir,?” Asked anilkumar, the newly appointed head of sales and marketing, to the executive direct of Perfect tubes Ltd, Mr. Chinmay Gupta.

“I agree to the extent that we have to work on our long-term goal. That does not mean that we have to work without considering the long-term impact on the company’s profitability. So, far, in last 15 years of our Company’s Operations, sales and other functional employees have been paid a fixed salary, fringe benefits, and once in a year bonus (as per government regulations on bonus). Why should we pay incentive to only sales people? Why not people in production, which is also a line faction? What about other support functions like accounts, administration and human resource? We need extra efforts from all employees, not only sales people. If we try to motivate sales people by paying commission on achieving their sales quotas, other employees and particularly shop-floor workers and supervisors will demand extra money by some kind of incentive scheme. If we deny any incentive payment to other employees, they will not only get de-motivated, but may even go on a strike. Beside, the profit contribution per unit of our product sold is very low and any increase in cost due to incentive payments without substantial increase in sales volume will wipe out the thin profitability of our company. We have to consider the various factors before we take a decision on the incentive scheme for sales people. I hope you understand this” responded Mr. Chinmay Gupta.

“Yes, Sir, I suggest we discuss this subject later in our monthly budget review meeting, when other managers and also our chairman and managing director will be present. In the meantime, I will also apply my mind and prepare a specific proposal, which I will discuss with you before the budget review meeting” Anilkumar said and thereafter left for his office.

**Questions:**

- 1) Do you think this company needs an incentive scheme for motivating their salespeople?
  - 2) Suggest a suitable compensation plan for the sales people. Make assumptions, if needed.
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**PGIVS 1784 A-16**  
**M.B.A. IVth Semester Degree Examination**  
**MANAGEMENT**  
**(Retailing and Franchising)**  
**Paper : 4.4M**  
**(Old)**

Time : 2 Hours

Maximum Marks : 50

**Section - A**

1. Answer any **TEN** of the following. Each question carries 1 mark : (10 × 1 = 10)
- a) What do you mean by impulse buying?
  - b) What do you mean by retail strategy?
  - c) Define Category management.
  - d) What do you mean by creative display?
  - e) Distinguish Franchising from licensing.
  - f) What do you mean by Direct marketing.
  - g) Define Wheel of retailing.
  - h) List out retailing functions.
  - i) What do you mean by traffic flow?
  - j) Define supply chain management.
  - k) What do you mean by chain stores?
  - l) What do you Pop and Mom Store?

**Section - B**

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

- 2. What are the similarities and differences between chains and franchising?
- 3. What is meant by visual merchandizing?
- 4. Explain the role of IT in supply chain management.

### Section - C

Answer any two questions. Each question carries 10 Marks

(2 × 10 = 20)

5. Explain the emerging formats in Retailing in detail.
6. Discuss the role played by technology for retailers to gain competitive edge.
7. What are the factors that influence consumer purchase behaviour?

### Section - D

8. What are the best possible retail formats you propose for the following product categories on account of type of location and merchandise variety for a semi-urban township and a metro city?

Consumer durables, Books and Laptops and phones.

(1 × 10 = 10)

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**PGIVS - O 1776 A - 16**  
**M.B.A IVth Semester Degree Examination**  
**Management**  
**(Financial Derivatives)**  
**(Old)**

Time : 2 Hours

Maximum Marks : 50

**Instruction : Answer all sections**

**Section - A**

- 1. Answer any ten questions. Each question carries one mark (10×1=10)**
- a) Define Derivative.
  - b) What do you mean by American option?
  - c) Who is arbitrageur?
  - d) What is Call option?
  - e) What is Future Contract?
  - f) What do you mean by LEAPs?
  - g) Define strike price.
  - h) What do you mean by at-the Money Option?
  - i) What are customized contract?
  - j) Give the any two examples of underlying assets.
  - k) What is naked call?
  - l) What do you mean by warrants?

**Section - B**

- Answer any two Questions. Each question carries five marks. (2×5=10)**
- 2. Distinguish between Option and Future contract.
  - 3. Discuss the role and functions of Derivative market.
  - 4. What do you mean by SWAP? Discuss the types of SWAPs.

**Section - C**

- Answer any two Questions. Each question carries 10 marks. (2×10=20)**
- 5. Critically evaluate the growth process of Derivatives with examples.

6. Explain the products or instruments of Derivatives?
7. What are options factors? Explain the factors likely to influence the value of option.
8. Calculate forward price for the following data:

The current price of an asset=8000000.

Risk free rate of return=9.5% p.a(annual 360 days)

Time to Expiration=85days

#### Section - D

#### Case Study (Compulsory)

(1×10=10)

9. Analyse the case and answer the question given at the end

Using the Black and Scholes formula, calculate the value of a European call option using the following data.

Exercise price=Rs. 45, stock price =Rs. 50, time to expiration=3 months (0.25 years),  $\sigma=25\%$  (stock volatility) and  $r=6\%$ .

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Roll No. \_\_\_\_\_

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**PGIVS - O 1777 A - 16**  
**M.B.A IVth Semester Degree Examination**  
**Management**  
**(Portfolio Management)**  
**Paper : 4.4E**  
**(Old)**

Time : 2 Hours

Maximum Marks : 50

**Section - A**

**1. Answer any ten of the following sub-questions. Each question carries one mark**  
**(10×1=10)**

- a) What do you mean by portfolio?
- b) What is indifference curve?
- c) Define risk premium.
- d) What is a risk free asset?
- e) What is cut off rate?
- f) What is alpha?
- g) What is diversification?
- h) What do you mean by portfolio rebalancing?
- i) Expand NASDAQ.
- j) What is systematic risk
- k) What do you mean by beta co-efficient?
- l) What is reserve repo rate?

**Section - B**

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

2. Explain the different types of investment options available for investors.
3. Explain the Sharpe's Single Index Model.
4. The Roe and Toab corporations, denoted R and T, have the following risk and return statistics.

$$E(R_R)=20\% \quad E(E_T)=25\%$$

$$\sigma_R=30\% \quad \sigma_T=40\%$$

$$\rho_{RT}=-1$$

### Section - C

Answer any two of the following Questions. Each carries 10 marks. (2×10=20)

5. Give a detailed note on a portfolio performance evaluation and revision
6. What are the basic assumptions of CAPM? What are the merits of a dopting CAPM?
7. Stock A and B display the following return over the past three years.

Year	Return (A)	Return (B)
2013	14	12
2014	16	18
2015	20	15

- a) What is the expected return on portfolio made up of 60% of A and 40% of B
- b) What are the standard deviations of each stock?
- c) Determine the correlation co-efficient of stock A and B
- d) What is portfolio risk of a portfolio made up of 70% A and 30% of B.

### Section - D

#### Case Study Compulsory)

8. The following table provides information regarding the portfolio return and risk.

Portfolio	Expected Return E(R)	$\sigma$
01	10	4
02	12	7
03	13	5
04	16	12
05	20	14

- a) The risk free is 5%. Which portfolio is the best?
  - b) Would it be possible to earn 12% return with  $\sigma$  of 4%?
  - c) If  $\sigma$  is 12% what would be the expected return?
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**PGIVS - O 1775 A - 16**  
**M.B.A IVth Semester Degree Examination**  
**Management**  
**(Project Management)**  
**Paper : 4.3 B**  
**(Old)**

Time : 2 Hours

Maximum Marks : 50

**Section - A**

**1. Answer any ten of the following sub-questions. Each question carries one mark**  
**(10×1=10)**

- a) Define CPM
- b) What is project evaluation
- c) Define feasibility.
- d) Define appraisal
- e) What is project planning?
- f) What do you mean by BOOT?
- g) What are the importances of project review?
- h) What do you mean by market analysis?
- i) Define cost-benefit analysis.
- j) Define the term turn key projects.
- k) What is network analysis?
- l) Define VED analysis.

**Section - B**

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

- 2. Distinguish between project identification and formulation.**
- 3. What are the factors to be considered for marketing appraisal?**
- 4. What is financing of a project? Discuss various sources of financing a project.**

### Section - C

Answer any two of the following questions. Each carries ten marks. (2×10=20)

5. State and explain the sequential stages of project formulation.
6. As a project Manager how do you ensure project quality? Explain
7. Discuss the procedure for selection and appraisal of a project.
8. Explain how a project can be terminated and discuss the issues involved in project termination.

### Section - D

#### Compulsory

(1×10=10)

#### 9. Case Study

From the given information construct network diagram and find out critical path.

Activity:	1-2	2-3	2-4	2-5	3-5	4-5	5-6	6-7	6-8	7-8
Duration:	3	3	7	9	5	0	6	4	13	10

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**PGIVS - O 1774 A-16**  
**M.B.A IVth Semester Degree Examination**  
**MANAGEMENT**  
**(Total Quality Management)**  
**Paper : 4.3A**  
**(Old)**

Time : 2 Hours

Maximum Marks : 50

**Section - A**

**1. Answer any ten questions. Each question carries one mark (10×1=10)**

- a) Define Quality Control.
- b) Define double sampling.
- c) What do you mean by process capability?
- d) List different series of standards in ISO
- e) What is Quality Audit?
- f) Define Kaizen.
- g) What is socio economic approach of quality?
- h) What is Poka Yoke?
- i) What is Benchmarking?
- j) What is Decentralization?
- k) What is planning?
- l) What is employee empowerment?

**Section - B**

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

- 2. Explain the concept of Six-Sigma.**
- 3. What do you mean by quality circles? What are its objectives?**
- 4. Explain Japanese 5-S practice.**

### Section - C

Answer any 2 questions. Each question carries ten marks.

(2×10=20)

5. Explain single, double and multiple sampling.
6. Explain the principles of TQM.
7. Explain the elements of TQM loop.
8. Write a note on ISO standards.

### Section - D

#### Case Study

(1×10=10)

#### (Compulsory)

Santosh, Geeta & their children, along with another family traditionally attended New Year Party at a prestigious hotel. This year as in the past, Geeta called & made a reservation about two weeks prior to new year party. Because majority of party consisted of small children, they arrived 30 minutes prior to the 11:30 pm reservation to ensure being seated early. When they arrived however, the party hall supervisor said that they did not have a reservation. He explained that he would make available a table for them as early as possible. Santosh & Geeta were quite upset and insisted that they had made a reservation & expected to be seated promptly. The supervisor told them "I believe that you made the reservation, I can't seat you until all the people who have come earlier & are waiting for seat are accommodated. You are welcome to go to the lounge and have complementary coffee and relax while you wait".

When Santosh asked to see the manager, the supervisor replied "I am the manager" and turned to other duties. Santosh and his party members were eventually seated at 11.45pm but they were not at all happy with the experience.

The next day, Santosh wrote a letter to the hotel manager explaining the entire incident. Santosh was in the executive MBA program of a prestigious Business Schools and taking a course on Total Quality Management. In his class had just studied issues of customer focus and more and some of the approaches used at Paradise Hotel, a 2014 Excellent Quality Award winner. Santosh concluded his letter with the statement, "I doubt that we would have experienced this situation at a hotel that truly believes in quality".

About a week later, Santosh received the following reply:

"We enjoy hearing from our valued guests, but wish you had experienced the type of



services and accommodations that we aim to achieve here at our hotel. Our restaurant manager received your letter and asked me to respond as Total Quality Lead”.

Looking back at our records, we did not show a reservation on the books of your family. I have discussed your comments with the appropriate department head so that others will not have to experience the same inconvenience that you did.

Thank you once again for sharing your thoughts with us. We believe in a philosophy of “Continuous Improvement” and it is through feedback such as yours that we can continue to improve the service to our customers.

### **Questions.**

- 1) Were the party hall supervisor’s actions consistent with a customer focused quality philosophy? Comment. What might he have done differently?
  - 2) How would you have reacted to the letter Santosh received? Could the Total Quality Lead have responded differently?
  - 3) What does the fact that the hotel manager did not personally respond to the customer indicate to you?
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**PGIVS-O 1773 A-16**  
**MBA IVth Semester Degree Examination**  
**Management**  
**(Business Policy and Strategic Analysis - II)**  
**Paper : 4.2**  
**(Old)**

Time : 2 Hours

Maximum Marks : 50

**Instruction: Answer all Section.**

**Section - A**

1. Answer any **TEN** of the following. Each question carries **one** marks : (10 × 1 = 10)
- Name features of Hofer's Product-Market Evolution Matrix.
  - Define technological restructuring.
  - What is Economies of Localization?
  - Define Organizational restructuring.
  - Define Core Capability.
  - State the reasons for failure of joint ventures?
  - What is divestiture? Give an example of it.
  - Define Competitive Advantage.
  - What is the main purpose of divestment program?
  - What are the merits of Acquisition?
  - What is Turnaround Management?
  - Define learning curve effect.

**Section - B**

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

- Discuss the recent Acquisition happened in Corporate India.
- Join Ventures are slowly emerging as best tool for reaching the new markets. Discuss.
- Discuss the GE nine cell matrix with suitable example.

**Section - C**

Answer any **two** questions. Each question carries 10 Marks (2 × 10 = 20)

- Explain the mergers as business strategies. Give the guidelines for effective mergers. Explain the merits and demerits of mergers with an illustration.
- Compare and contract BCG matrix with GE nine cell matrix. State the circumstances under which each one of them are suitable. Which of these are more popular? Why?

7. Explain the diversification as strategy, state the merits and demerits.
8. What are the attributes associated with a successful acquisition strategy? Discuss the pros and cons of using acquisition strategies as means of achieving strategic competitiveness.

### Section - D

(1 × 10 = 10 Marks)

9. Analyse the case and answer the question given at the end

BB Ltd. is a business organized as three divisions and head office. The divisions are based on market groupings, which are retail, wholesale and Government. The divisions do not trade with each other.

The main method of control of the divisions has been the requirement to earn a return on investment (ROI) of 15% p.a. The definition of return and capital employed is provided by head office, at the criterion ROI rate of 15%.

The recent experience of BB Ltd. is that the group as a whole has been able to earn the 15% but there have been wide variations between the results obtained by different division. This infringes another group policy that forbids cross-subsidization, i.e. each and every division must earn the criterion ROI.

BB Ltd. Is now considering divestment strategies and this could include the closure of one or more of its divisions. The head office is aware that the Boston Product Market Portfolio Matrix (BPMPM) is widely used within the divisions in the formulation and review of marketing strategies. As it is so widely known within the group and is generally regarded by the divisions as being useful, the head office is considering employing this approach to assist in the divestment decision.

You are required to :

Evaluate the use by BB Ltd. of the concept of ROI and its policy that forbids cross subsidization.

Describe the extent to which the BPMPM could be applied by BB Ltd. In its divestment decision. Evaluate the appropriateness of the use of the BPMPM for this purpose.

Recommend, and justify, two other models that could be used in making a divestment decision. Demonstrate how BB Ltd. could utilize these models to make this decision.

**PGIVS 1784-B A-16**  
**M.B.A. IVth Semester Degree Examination**  
**Management**  
**(HR Specialization : Management of Training and Development)**  
**Paper : 3.4G**  
**(Old)**

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 **one** mark :**(10 × 1 = 10)**

- a) What is individual learning?
- b) Explain the meaning & concept of Education?
- c) What are the factors that motivate a trainer?
- d) What are the different types of workers education programme?
- e) Who is an entrepreneur?
- f) What do you mean by adult learning? Explain.
- g) Explain the sources of knowledge and Skills of a manager.
- h) What are the different types of on-line training?
- i) Explain Syndicate Discussion as a method of training?
- j) What are the objectives for Training for Trainers (TOT)?
- k) Who are the beneficiaries of Training? Explain.

**Section - B**Answer any **Two** questions. Each question carries **5** marks**(2 × 5 = 10)**

2. Explain the need and importance of training.

3. Explain in brief management development programme (MDP)?
4. Explain the essentials in designing a training programme.

### Section - C

Answer any **Two** questions. Each question carries **10 Marks** (2 × 10 = 20)

5. What are the factors influencing the choice of a training method?
6. Explain the importance of ascertaining the reactions of the participants in evaluating a training programme.
7. When do training needs arise? Explain the steps in determining the training needs.
8. Discuss various methods of training and their relative merits and demerits.

### Section - D

9. Case study (Carries ten marks). (1 × 10 = 10 Marks)

Mr. Rakesh Kumar has been working for six months in the accounts section of a large manufacturing company located in Kanpur. Mr. Rakesh kumar is a second class commerce graduate from meerut University and fond to be sincere and hard working. Mr. Sanjay Singh is the section officer and immediate superior of Mr. Rakesh. The HR department of the company requested Mr. Sanjay to evaluate the performance of employees in his section and find out the contribution of each employee and also to monitor carefully whether they are meeting the performance standards.

Upon completion of the performance appraisal recently Mr. Sanjay found that all other persons in the accounts section are up to the standard except Mr. Rakesh. Along with numerous errors, Rakesh's work is characterized by low performance as he does 20% less than his colleagues in the section. As Mr. Sanjay looked into Mr. Rakesh's performance appraisal details he began to wonder whether some sort of training is needed for employees like Mr. Rakesh.

#### Questions:

- 1) As Mr. Rakesh's section head, can you find out whether his poor performance is due to poor training or to some other reason?
- 2) If you find out that Mr. Rakesh is inadequately trained, how do you go about introducing remedial training programme?
- 3) Should you supervise him more closely? Can you do it without making it obvious to him and his co-workers?
- 4) Should you discuss the situation with Mr. Rakesh?

**PGIVS 1782 A-16**  
**M.B.A. IVth Semester Degree Examination**  
**Management**  
**(Counseling Skills for Managers)**  
**Paper : 3.4I**  
**(Old)**

Time : 2 Hours

Maximum Marks : 50

*Instruction to Candidates:* Answer **All** questions.

**Section - A**

1. Answer any **TEN** of the following sub questions. Each question carries **one** marks :

**(10 × 1 = 10)**

- a) What is Psychotherapy?
- b) What is behavioral counselling?
- c) How counseling improves relationship with others?
- d) What do you mean by rapport building?
- e) Who is a counselor?
- f) Explain career ceiling.
- g) What is stress?
- h) What is redeployment?
- i) What is career counseling?
- j) Counseling should be confidential. Why?
- k) Counsellor should be a good communicator. Why.

**Section - B**

Answer any **Two** questions. Each question carries five marks

**(2 × 5 = 10)**

- 2. Explain the 1<sup>st</sup> phase in evolution of counselling.
- 3. Explain the benefits of counseling.
- 4. Explain Drug, Alcohol and other dependency problems as cause of counselling.

## SECTION - C

Answer any **two** questions. Each question carries 10 Marks

(2 × 10 = 20)

5. What are the characteristics and attitude required by a counselor?
6. Explain the process of performance counselling.
7. Explain Person-Centered Approach of counseling.
8. Does counseling change the behavior of an individual Explain.

## SECTION - D

9. Case study (Carries Ten marks)

(1 × 10 = 10 Marks)

One of the employees who reports to you, Suman is over confident and seems to think she is destined for great things at the company where you work. The problem is that you don't agree with Suman's assessment of her potential. Nor does your boss. Suman has an outgoing personality and generally gets along well with people. However, she has a tendency to get on everyone's nervous in the department with her hour-long personal phone calls. She also has a tendency to blow events out of proportion. For example, she was quite upset with the comments you made during her last performance review. You reviewed a number of her short coming concerning missed deadlines and sub standard work, yet she had an excuse for every example offered. Since that discussion. She has avoided talking to you on matters that do not require your direct approval. Recently another staff member has informed you about what Suman has been speeding about you to others that you feel threatened by her and have reacted by giving her an unfair performance review. You are concerned about his news and feel that it is just another example of Suman's lack of readiness for promotion. Of particular concern is that of late her work has been slipping and she no longer is motivated to do her best.

### Questions:

- 1) If this situation were left unchecked, what category might this subordinate represent? Put a tick mark against the right options.
  - Talented but abrasive
  - Charming but unreliable
  - Plateaued but indifferent.
  - Ideal
- 2) How would you manage this situation?
- 3) What strategies would you use to coach and guide this subordinate's development?

**PGIVS - O 1780 A-16**  
**M.B.A IVth Semester Degree Examination**  
**Management**  
**(Management Development Programme)**  
**(Old)**

Time : 2 Hours

Maximum Marks : 50

**Instructions to Candidates :**Answer **all** sections.**Section - A**

1. **Answer any ten of the following . Each question carries one mark (10×1=10)**
- a) What Human Resource Development.
  - b) Why employees need motivation?
  - c) Define MDP.
  - d) What do you mean by learning?
  - e) Differentiate development and coaching.
  - f) State any objectives of Executive development Programme
  - g) Define ethics.
  - h) What is mentor?
  - i) What is benchmarking?
  - j) Define induction
  - k) What is knowledge

**Section - B**

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

- 2. Write a note on current management education system.
- 3. Managers or Executives are made and are not born.
- 4. Explain Management Development Methods.

**Section - C**

**Answer any 2 questions. Each carries ten marks. (2×10=20)**

- 5. Explain briefly the steps involved in conducting a training program.



6. Write a note on cross culture communication.
7. How will you determine the training needs of an origination?
8. What are the difference between creativity and innovation?

#### Section - D

9. **Case study: (Compulsory)** (1×10=10)  
You are training some one to use a new accounting software package in a media sized firm.  
What training methods you would design to be effective within a short term period?
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**PGIVS - N 1780 - A A-16**  
**M.B.A IVth Semester Degree Examination**  
**Management**  
**(Sales & Distribution Management)**  
**(New)**

Time : 3 Hours

Maximum Marks : 60

**Section - A**

**1. Answer any ten of the following . Each question carries one mark (10×1=10)**

- a) Define Sales.
- b) What is in-bound logistic?
- c) What is Vertical marketing system(VMS)?
- d) What is forestalling.
- e) Name any four channel objectives.
- f) What is channel conflict?
- g) What is sales mix?
- h) What is sales territory?
- i) What is product driven specialization?
- j) What is a prospecting?
- k) What is a telemarketing?

**Section - B**

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

- 2. Highlight the importance of 80/20 rule.
- 3. All people can't be successful in sales career. Justify.
- 4. Explain the role of sales management in marketing management.

### Section - C

Answer any 3 questions. Each question carries ten marks.

(3×10=30)

5. Explain any two theories of selling
6. Differentiate between marketing and selling concept with suitable diagram.
7. What are the basic concepts of sales organization? Explain in detail.
8. What is sales territory? Explain the procedure for setting up the territory.

### Section - D

9. Analyze the below case:

(1×10=10)

Starfish (channels of distribution)

The founder of Starfish Products is Pandora Truelove who started by making jewellery as a hobby at home. Eventually Pandora began to sell some of her jewellery at small craft fairs in the district where she lives. Her jewellery proved to be very popular, especially amongst the age group 14-18. It was low priced, but well made and very fashionable. Quite simply, Pandora discovered that not only was she good at making jewellery, but she had a feel for the market and jewellery fashions that would sell to younger customers. From this humble beginning, in just three years Pandora has expanded her business and sales to the point where she now works full-time and employs three people helping her make the jewellery in a small workshop. At the moment she is selling mainly through craft fairs, but now at much larger national events.

Pandora wants to expand the business; demand is still strong and she has retained her flair for judging the market. She has the option to move to large premises where she could take on more production staff. She has a small budget for promoting her products. Her main problem in relation to expanding the business she feels is distribution. To Expand quickly she must secure retail outlets on a national basis through which she can market. Alternatively, she has considered if franchising might be an answer, with sales direct to customers in their own homes rather like Tupperware or Ann Summers parties.

#### QUESTION

What distribution alternatives might be available to Pandora to expand her business, and what are their relative advantages and disadvantages?

**PGIVS - N 1779-A A-16**  
**M.B.A IVth Semester Degree Examination**  
**MANAGEMENT**  
**(Retailing And Franchising)**  
**(New)**

Time : 3 Hours

Maximum Marks : 60

**Instructions to Candidates :**

Answer all sections.

**Section - A**

1. Answer any ten questions. Each question carries one mark (10×1=10)
- a) Define Retailing.
  - b) What is a Convenience Store?
  - c) Who is called as Street Hawker?
  - d) Name any five retail players in India.
  - e) Define Franchising.
  - f) List out two characteristics of a retailer.
  - g) List out two functions of a retailer.
  - h) Define Shoplifting.
  - i) What is a Mannequin?
  - j) What is race track layout?
  - k) What is a Kiosk?
  - l) What is a signage?

**Section - B**

2. Answer any two questions. Each question carries five marks. (2×5=10)
- a) Write a note on wheel of retailing.
  - b) Explain the role of technology in retailing.
  - c) Write a note on nature of retail locations.

### Section - C

3. Answer any 3 questions. Each question carries ten marks. (3×10=30)

- a) Explain the challenges faced by E-retailers in India.
- b) Explain the different methods of tackling Shoplifting.
- c) Write an explanatory note on retailing marketing mix.
- d) What is Customer Relationship management? Explain its role in retailing.
- e) Explain the different types CRM.

### Section - D

4. Analyse the below case : (1×10=10)

When Nanz hit the market in 1993, it was considered a bold step into what was then a sunrise industry. The reason Nanz failed was because the stores were built on the line of the promoters ego and not with consumer needs in mind. The problem began right from the ground work.

With the backdrop, you are expected to draw a blueprint for establishing a retail super market chain in India in the current scenario.

Nanz, India's first super market chain promised an international shopping experience. Why did it fail?

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**PGIVS - N 1777A A - 16**  
**M.B.A IVth Semester Degree Examination**  
**MANAGEMENT**  
**(Management of Financial Derivatives)**  
**(New)**

Time : 3 Hours

Maximum Marks : 60

**Section - A**

- 1. Answer any ten questions. Each question carries one mark (10×1=10)**
- a) Define financial derivative
  - b) What is hedging?
  - c) What do you mean by forward contract?
  - d) What is exposure?
  - e) What are interest rate options?
  - f) What is short hedging?
  - g) Define a Futures Contract.
  - h) Define Regular Lot (RL) Orders?
  - i) Explain what is a Value at Risk margin?
  - j) What is Option Premium?
  - k) What is Currency Future?
  - l) What is Spread Agreement?

**Section - B**

- 2. Answer any two questions. Each carries five marks. (2×5=10)**
- a) Discuss differences between options and futures
  - b) Explain how the futures markets can be used for speculation.
  - c) Explain the growth and development of derivatives market in global and domestic level

### **Section - C**

**Answer any 3 questions. Each carries ten marks.**

**(3×10=30)**

3. Explain the black and scholes model with suitable examples
4. Briefly explain the Foreign Exchange Agreement
5. Gives the regulations governing forward and futures trading in India.
6. Explain the various hedging strategies
7. Explain the different Types of Derivative contract

### **Section - D**

#### **Compulsory**

**(1×10=10)**

8. How do I start trading in the derivatives market at NSE? Explain in brief.
-

**PGIVS-N 1778-A A - 16**  
**M.B.A IVth Semester Degree Examination**  
**MANAGEMENT**  
**(Portfolio Analysis and Management)**  
**(New)**

Time : 3 Hours

Maximum Marks : 60

**Section - A**

**1. Answer any ten questions. Each question carries 1 mark (10×1=10)**

- a) Define portfolio
- b) What do you mean by Optimal Portfolio?
- c) What do you mean by Portfolio execution
- d) What do you mean by Time Horizon
- e) Define stock
- f) What do you mean by Diversification
- g) What do you mean by Growth Investing
- h) What do you mean by Performance Index
- i) What do you mean by Marketability
- j) What do you mean by Capital Market Line
- k) What is market Timing
- l) What do you mean by Liquidity.



### Section - B

2. Answer any two Questions. Each carries 5 marks.

(2×5=10)

- a) Elucidate on inputs to portfolio analysis.
- b) What are the phases of Portfolio Management?
- c) Explain in brief the concept of Risk and Reward

### Section - C

Answer any Three Questions. Each carries 10 marks.

(3×10=30)

- 3. Explain in brief the Objectives of Portfolio Management
- 4. Briefly explain the Markowitz Diversification and Classification of Risk
- 5. Explain in brief the Benefits and Limitations of CAPM
- 6. Explain Sharpe's Single Index Market Model.
- 7. The expected rate of return and the possibility of their occurrence for Alpha company and beta company scrips are given below.

Probability of occurrence	Return on alpha's scrip	Return on beta's scrip
0.05	-2.0	-3.0
0.20	9.0	6.0
0.50	12.0	11.0
0.20	15.0	14.0
0.05	26.0	19.0

- a) Find out the expected rate of returns on Alpha scrip and Beta scrip
- b) If the investor invest equal proportion what would be the return.
- c) If the proportion is changed 30% and 70% and then to 40% and 60% what would be the expected rates of return.

## **Section - D**

### **(Compulsory)**

8. Before you make any investment, you should always determine the amount of time you have to keep your money invested. Why?

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**PGIVS-N 1776-A A-16**  
**MBA IVth Semester Degree Examination**  
**MANAGEMENT**  
**(Business Environment)**  
**Paper : 404**  
**(New)**

Time : 3 Hours

Maximum Marks : 60

**Instruction : Answer all sections****Section - A**

1. Answer any **TEN** sub questions. Each carries **One** mark : **(10 × 1 = 10)**
- a) What do you mean by Macro environment?
  - b) What do you mean by trade deficit?
  - c) What do you mean by carbon credit?
  - d) What do you mean by trade policy?
  - e) What is consumer protection act?
  - f) What is technological environment?
  - g) What is Dis-investment?
  - h) What do you mean by SEZ?
  - i) What do you mean by corporate governance?
  - j) What do you mean by FEMA?
  - k) List out important trading blocks
  - l) Define dumping.

**Section - B**

- Answer any **TWO** questions. Each carries **5** marks **(2 × 5 = 10)**
- 2. What do you understand by the concept of Business cycle?
  - 3. Write a note on Corporate Social responsibility.
  - 4. Explain in brief Components of Business Environment.

### SECTION - C

Answer any **Three** questions. Each carries **10 Marks**

**(3 × 10 = 30)**

5. Explain the salient features of Environment Protection Act.
6. Discuss the role of WTO in promoting world trade
7. What are the problems faced by organization in technology transfer?
8. Critically examine the significance of FDI to India.

### SECTION - D

**(Compulsory case study)**

**(1 × 10 = 10 Marks)**

10. Discuss in detail the recent developments in Indian Banking sector.
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**PGIVS-N 1775 - A A-16**  
**M.B.A IVth Semester Degree Examination**  
**Management**  
**(Management Control System)**  
**Paper : 404**  
**(New)**

Time : 3 Hours

Maximum Marks : 60

**Instructions to Candidates:**Answer **All** Sections.**Section - A**

1. Answer any **TEN** sub - questions. Each carries 1 mark : (10 × 1 = 10)
- Define Management Control System.
  - What is transfer pricing?
  - What do you mean by profit centre?
  - What is controllable cost?
  - What is ROI?
  - What is cycle time?
  - What is balanced scorecard?
  - What do you mean by CVP analysis?
  - What is cybernetic control system?
  - What is goal congruence?
  - What is benchmarking?
  - What is nonprofit organization?

**Section - B**Answer **any two** of the following. Each question carries 5 marks.

(2 × 5 = 10)

- Briefly explain the characteristics of Management Control System.
- Write a short note on the following
  - Du Pont analysis
  - Non financial performance measurement
- Write down the importance of CVP analysis.

### Section - C

Answer any **Three** of the following. **Each** question carries **10** marks. (3 × 10 = 30)

5. What is MCS? Explain the different types of MCS
6. What is PMS? Enumerate the importance of PMS in operating and service units.
7. What is Balanced Scorecard? What are the four perspectives of Balanced Scorecard explain them in detail with a neat diagram.
8. Discuss the importance of financial reporting.
9. What is budget? Discuss the steps involved in budget preparation.

### Section - D

**(Compulsory case study)**

**(1 × 10 = 10 Marks)**

#### 10. **Birch Paper Company**

"If I were to price these boxes any lower than \$480 a thousand," said James Brunner, manager of Birch Paper Company's Thompson Division, "I'd be countermanding my order of last month for our salesman to stop shaving their bids and to bid full-cost quotations. I've been trying for weeks to improve the quality of our business, and if I turn around now and accept this job at

\$430 or \$450 or something less than \$480, I'll be tearing down this program I've been working so hard to build up. The division can't very well show a profit by putting in bids that don't even cover a fair share of overhead costs, let alone give us a profit."

Birch Paper Company was a medium-sized, partly integrated paper company, producing white and kraft papers and paperboard. A portion of its paperboard output was converted into corrugated boxes by the Thompson Division, which also printed and colored the outside surface of the boxes. Including Thompson, the company had four producing divisions and a timberland division, which supplied part of the company's pulp requirements.

For several years, each division had been judged independently on the basis of its profit and return on investment. Top management had been working to gain effective results from a policy of decentralizing responsibility and authority for all decisions except those relating to overall company policy. The company's top officials believed that in the past few years the concept of decentralization had been applied successfully and that the company's profits and competitive position definitely had improved.

The Northern Division had designed a special display box for one of its papers in conjunction with the Thompson Division, which was equipped to make the box. Thompson's staff for package design and development spent several months perfecting the design, production methods, and materials to be used. Because of the unusual color and shape, these were far from standard. According to an agreement between the two divisions, the Thompson Division was reimbursed by the Northern Division for the cost of its design and development work.

When all the specifications were prepared, the Northern Division asked for bids on the box from the Thompson Division and from two outside companies. Each division manager was normally free to buy from whatever supplier he wished, and even on sales within the company, divisions were expected to meet the going market price if they wanted the business.

During this period, the profit margins of such converters as the Thompson Division were being squeezed. Thompson, as did many other similar converters, bought its paperboard, and its function was to print, cut, and shape it into boxes. Though it bought most of its materials from other Birch divisions, most of Thompson's sales were made to outside customers. If Thompson got the order from Northern, it probably would buy its linerboard and corrugating medium from the Southern Division of Birch. The walls of a corrugated box consist of outside and inside sheets of linerboard sandwiching the fluted corrugating medium. About 70 percent of Thompson's out-of-pocket cost of \$400 for the order represented the cost of linerboard and corrugating medium. Though Southern had been running below capacity and had excess inventory, it quoted the market price, which had not noticeably weakened as a result of the oversupply. Its out-of-pocket costs on both liner and corrugating medium were about 60 percent of the selling price.

The Northern Division received bids on the boxes of \$480 a thousand from the Thompson Division, \$430 a thousand from West Paper Company, and \$432 a thousand from Eire Papers, Ltd. Eire Papers offered to buy from Birch the outside linerboard with the special printing already on it, but would supply its own inside liner and corrugating medium. The outside liner would be supplied by the Southern Division at a price equivalent of \$90 thousand boxes, and it would be printed for \$30 a thousand by the Thompson Division. Of the \$30, about \$.25 would be out-of-pocket costs.

Since this situation appeared to be a little unusual, William Kenton, manager of the Northern Division, discussed the wide discrepancy of bids with Birch's commercial vice presidents. He told the vice president: "We sell in a very competitive market, where higher costs cannot be passed on. How can we be expected to show a decent profit and return on investment if we have to buy our supplies at more than 10 percent over the going market?"

Knowing that Mr. Brunner on occasion in the past few months had been unable to operate the Thompson Division at capacity, it seemed odd to the vice president that Mr. Brunner would add the full 20 percent overhead and profit charge to his out-of-pocket costs. When he was asked about this, Mr. Brunner's answer was the statement that appears at the beginning of the case. He went on to say that having done the developmental work on the box, and having received no profit on that, he felt entitled to a good markup on the production of the box itself.

The vice president explored further the cost structures of the various divisions. He remembered a comment that the controller had made at a meeting the week before to the effect that costs which were variable for one division could be largely fixed for the company as a whole. He knew that in the absence of specific orders from top management Mr. Kenton

would accept the lowest bid, which was that of the West Paper Company for \$430. However, it would be possible for top management to order the acceptance of another bid if the situation warranted such action. And though the volume represented by the transactions in question was less than 5 percent of the volume of any of the divisions involved, other transactions would conceivably raise similar problems later.

**Questions :**

1. Which bid should Northern Division accept that is in the best interests of Birch Paper Company?
  2. Should Mr. Kenton accept this bid? Why or why not?
  3. Should the vice president of Birch Paper Company take any action
  4. In the controversy described, how, if at all, is the transfer price system dysfunctional? Does this problem call for some change, or changes, in the transfer pricing policy of the overall firm? If so what specific changes do you suggest?
-



**PGIVS - N 1774-A A-16**  
**M.B.A IVth Semester Degree Examination**  
**Management**  
**(Supply Chain Management)**  
**Paper : 403**  
**(New)**

Time : 3 Hours

Maximum Marks : 60

*Instructions : Answer all Sections*

**Section - A**

- 1. Answer any ten Sub questions. Each question carries one mark (10×1=10)**
- a) Define supply chain.
  - b) What do you mean by competitive edge?
  - c) What is Six Sigma?
  - d) What do you mean by lead time?
  - e) What is inventory?
  - f) What is supply chain network?
  - g) What is ERP?
  - h) What do you mean by master file?
  - i) What is inventory turnover?
  - j) Seven managerial levers.
  - k) What is safety stock?
  - l) What is EDLP?

**Section - B**

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

- 2. Define supply chain management. Explain the importance of supply chain management.**
- 3. Explain the role of IT in supply chain.**
- 4. What are the benefits of inventory management?**

### Section - C

**Answer any Three questions. Each question carries ten marks. (3×10=30)**

5. What are the drivers of supply chain? Explain them in detail with a neat diagram.
6. Why it is so difficult to match the demand with the supply in supply chain? Enumerate
7. How managerial levers enable in achieving coordination in an organization?
8. Discuss the importance of logistics management in supply chain of a company.
9. Who is inventory analyst? What is his role in multi echelon inventory system?

### Section - D

10. **Case study (Carries ten marks). (1×10=10)**  
Indian companies complain that high logistics cost make their product less competitive in the International market. Identify the poor logistic infrastructure in Indian companies and how they can overcome this problem. Design a hypothetical supply chain network for a Multinational company which is engaged in producing consumer durables.
-

**PGIVS-N 1773-A A-16**  
**MBA IVth Semester Degree Examination**  
**Management**  
**(Total Quality Management)**  
**Paper : 402**  
**(New)**

Time : 3 Hours

Maximum Marks : 60

**Section - A**

1. Answer any **TEN** sub questions. Each carries 1 marks : (10 × 1 = 10)

- a) Define quality
- b) What is HOQ?
- c) What do you mean by reengineering?
- d) Define quality control
- e) What is continuous improvement?
- f) What are scatter diagrams?
- g) What is customer satisfaction?
- h) Define EMS.
- i) Define audit.
- j) What do you mean by QIT?
- k) What is an organizational structure?
- l) What is service quality?

**Section - B**

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

- 2. What are the key elements of total quality?
- 3. Discuss the benefits of continuous improvement.
- 4. Enumerate the role of quality in satisfying the customer.

### Section - C

Answer any **Three** questions. Each carries **10 Marks**

**(3 × 10 = 30)**

5. Explain how quality plays a vital role in retention of customer.
6. Discuss various types of control charts?
7. What is ISO registration? Explain the benefits of ISO?
8. List out the obstacle for successful benchmarking.
9. As a manager how do you bring perfection through continuous improvement? Explain

### Section - D

**Case study (Compulsory)**

**(1 × 10 = 10 Marks)**

10. ABC Company. LTD a cement manufacturing organization has approached you for implementation of TQM in their company. Draw a detailed plan for implementation of TQM.
-

**PGIVS-N 1772-A A-16**  
**M.B.A IVth Semester Degree Examination**  
**Management**  
**(Strategic Management)**  
**Paper : 401**  
**(New)**

Time : 3 Hours

Maximum Marks : 80

**Section - A**

1. Answer any **TEN** sub questions. Each Sub - question carries **TWO** marks : **(10 × 2 = 20)**
- a) Define Strategic Management
  - b) State the elements of Strategic Intent
  - c) Define Strategic Control
  - d) Mention the characteristics of Vision statement
  - e) What do you mean by Strategic leverage
  - f) What is External Analysis
  - g) What is Benchmarking
  - h) What are capabilities? What must firms do to create capabilities?
  - i) State the General Characteristics of Policies
  - j) Define Leadership
  - k) Define Competitive Advantage
  - l) Define Dogs

**Section - B**

2. Answer any **Three** questions. Each carries **5** marks **(3 × 5 = 15)**
- a) Write an explanatory note on environmental forecasting
  - b) Explain the characteristics of goals and objectives formulated for an organization
  - c) Bring out the steps involved in the Strategic Control
  - d) Discuss the objectives and characteristics of strategic management.
  - e) Discuss G.E 9cell Matrix in detail

### Section - C

Answer any **three** questions. Each carries 10 Marks

**(3 × 10 = 30)**

3. Explain different corporate level strategies with an suitable examples
4. Explain Porter's Five forces model driving industry competition
5. Discuss the how the core competencies and competitive advantages are crucial for the survival of any business
6. How BCG Matrix extends to today's organizations towards becoming high performing units? Discuss.
7. Discuss McKinsey's 7's frame work's hand fullness in strategy implementation.

### Section - D

**(Case Study Compulsory )**

**(1 × 15 = 15 Marks)**

8. Perform the SWOT analysis of Indian Telecom Industry.
-

**PGIVS - O 1772 A - 16**  
**M.B.A IVth Semester Degree Examination**  
**Management**  
**(International Business Environment and Management)**  
**Paper : 4.1**  
**(Old)**

Time : 3 Hours

Maximum Marks : 100

**Instructions to Candidates:**

All sections are **Compulsory**

**Section - A**

1. **Answer any ten questions each question carries 2 marks : (10×2=20)**
- a) Define International Business
  - b) Expand GATT
  - c) What do you mean by Repatriation?
  - d) Define Dumping
  - e) What is ethnocentric approach?
  - f) What is TRIPS?
  - g) Define MFN treatment.
  - h) What is Culture Shock?
  - i) Who are the members of SAARC?
  - j) Define Global Corporation.
  - k) Expand ASEAN And OPEC.
  - l) Define Turnkey project.

**Section - B**

2. **Write explanatory note on any four of the following. Each carries 5 marks (4×5=20)**
- a) Absolute Advantage Theory.
  - b) Fiscal Policy.
  - c) Franchising and Licensing.
  - d) NAFTA
  - e) Dumping

### Section - C

3. Answer any four questions. Each question carries 10 marks. (4×10=40)

- a) Write a note on EU.
- b) Explain different components of BOP statement.
- c) Explain the following mode of entering into International Business:  
Greenfield Investment, M&As, Joint Venture.
- d) Explain the role of IMF and World Bank in International Monetary System.
- e) Explain the Internationalisation of Services

### Section - D

4. Analyse the following case and answer the questions given below. (1×20=20)

You are the CEO of a Canadian Firm that is considering building a \$ 10 Mn factory in Russia to produce milk. The investment is expected to produce a net cash flow of \$ 3million each year for the next 10 years, after which the investment will have to close because of technological obsolescence. Scrap value will be zero. The cost of capital will be 6% if financing is arranged through the Eurobond Market. However, you an option to finance the project by borrowing at 12% from a Russian Bank. Analysts tell you that due to high inflation in Russia, the Russian Ruble is expected to depreciate against the Canadian Dollar. Analysts also rate probability of violent revolution occurring in Russia within next 10 years as high.

#### Questions :

- a) How would you incorporate these factors into your evaluation of the investment opportunity?
  - b) What would you recommend to the firm?
-



**PGIVS-N 1784-A A-16**  
**M.B.A IVth Semester Degree Examination**  
**Management**  
**(Cross Culture and International HRM)**  
**(New)**

Time : 3 Hours

Maximum Marks : 60

**Section - A**

1. Answer any **TEN** questions. Each question carries 1 marks : (10 × 1 = 10)
- a) What is culture?
  - b) Give expansion of HCN
  - c) What do you understand by power distance in cross culture?
  - d) What is repatriation?
  - e) What is a labor market?
  - f) Define international assignments
  - g) What do you mean by ethnocentric approach?
  - h) Mention two components of cultural environment?
  - i) Define polycentric approach.
  - j) What is cultural convergence?
  - k) What is decision making?
  - l) What is multinational staffing?

**Section - B**

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

- 2. Bring out the distinction between domestic and Multinational organizations.
- 3. Discuss the significance of cross culture.
- 4. What are advantages and disadvantages of PCNs in international HRM?

### Section - C

Answer any **Three** questions. Each carries 10 Marks

(3 × 10 = 30)

5. What is negotiation? Discuss role of sound negotiation in international organizations.
6. Discuss cross cultural leadership qualities in detail.
7. Distinguish between home country performance appraisals in contrast to host country performance appraisal.
8. Discuss the issues related to global training programmes.
9. Set out the selection criteria for international assignments.

### Section - D

(Compulsory case study)

(1 × 10 = 10 Marks)

10. You Mr. A of Alfa community, are a newly appointed manager of a workshop, which has been categorized as an essential service. This means that the workshop must function on all the days. Rules lay down that, at least, two individuals must be on duty irrespective of their seniority or specialization. The workshop is manned by an equal number of individuals of the two communities, Alfa and Beta. A good tradition has been built, i.e. when one community has a festival, the workers from the other community man the workshop and vice versa.

Recently, there were labor union election and Mr. Beta community has been elected as the leader. The new leader is reported to be very whimsical (Unusual), through very good at heart. Your day of trial dawned when it came to light that on Friday next, both the communities claim to be their religious day. Both the communities want the other community to perform the duty on that day. While Alfa community is banking on you ; the others are equally sure of their union leader from beta community winning the day for them. You realize that there have been a lot of discussions and more negotiations and discussions are making the situation worse. The attitudes of both the parties are hardening and the last discussions had ended as a war of words. You do not want to damage the good relations between the two communities built over the years but still have to solve the problem. What will you do?

#### Questions :

- a) Give all the possible solutions available for the case along with advantages and disadvantages for each solution.
- b) Compare the solutions and justify the best solution.
- c) Give suitable title for this case.

**PGIVS - N 1783-A A-16**  
**M.B.A IVth Semester Degree Examination**  
**MANAGEMENT**  
**(Emerging Trends in HR Practices)**  
**(New)**

Time : 3 Hours

Maximum Marks : 60

*Instructions : Answer all Sections.*

**Section - A**

**1. Answer any ten questions. Each question carries one mark (10×1=10)**

- a) What is international HR?
- b) What is collective learning?
- c) Define Re-engineering?
- d) What do you mean by BPR?
- e) Differentiate between recruitment and selection.
- f) State any two objectives of learning origination.
- g) What is talent management?
- h) What is HR audit?
- i) What is score card?
- j) What is score card?
- k) Define HRD?

**Section - B**

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

2. Differentiate between HR audit and HR accounting
3. What are the different characteristics that a good IHRD?
4. Explain the difference between training and development.

**Section - C**

**Answer any 3 questions. Each question carries ten marks. (3×10=30)**

5. Explain the role compensation management? How its effect on origination?

6. Explain the International HR Effects on Domestic HR explain.
7. How will you determine the different level of recruitment in international HR
8. What are the emerging trends in HR practices?

### Section - D

9. **Case study :** (1×10=10)

Since Nike developed Human Resources Management (HRM) training to strengthen contract manufacturers' HRM systems and support lean manufacturing implementation, two waves of factories have taken part: eight factories in Vietnam in November 2008 and eight factories in Southern China in March 2009.

Prior to participating in the workshop, each factory completed an employee satisfaction survey to better understand the top issues facing workers and to measure mutual trust and respect in the factory. Factories brought survey results along to the two-week training so they could apply their worker's insights to creation of action plans and HRM best practices. Each factory developed action plans to address core HRM areas, including supervisory skills, incentive structures, and employee turnover and employee satisfaction.

Following the training, factories have begun implementing their specific action plans with six-month deliverables.

One factory set specific goals for reducing the number of workers reporting dissatisfaction with the behavior and attitude of their direct supervisor from 15 percent to 5 percent. The factory identified targeted training for supervisors including management, trust and respect, leadership, company policies and grievance systems, tying training completion directly to key performance indicators tracked within the factory. Another has set plans to increase the technical skill level among workers on the shop floor. Rather than focus only on building workers' technical skills, the plan requires supervisors to understand the Importance of these skills among workers, which often had using findings to increase and improve training. For both factories - and all those participating in the training - each step in the process had clear goals, responsibilities, timelines and methods for tracking progress. Factories reported positive results. Statements from factories participating in the training include.

#### **Questions.**

- 1) How the company will develop the skills of all the employees?
- 2) Is it survey result effect within two weeks?
- 3) What is your opinion about the case study and conclude it?

**PGIVS - N 1781-A A-16**  
**M.B.A IVth Semester Degree Examination**  
**Management**  
**(HRD for Technological Change)**  
**(New)**

Time : 3 Hours

Maximum Marks : 60

*Instructions : Answer all questions*

**Section - A**

1. **Answer any ten questions. Each question carries one mark** **(10×1=10)**
- a) What is technological change?
  - b) What is organizational development?
  - c) Why man power management is different in 21st century?
  - d) What is organization mission?
  - e) What is applied research?
  - f) What is network organization structure?
  - g) Why organization require new business process?
  - h) What is the requirement of diverse workforce in today's organization?
  - i) What is technology transfer?
  - j) What is telecommuting?
  - k) What is reengineering?

**Section - B**

- Answer any two questions. Each question carries five marks.** **(2×5=10)**
- 2. Explain the environment of HRD in the 21st century
  - 3. What is the need for potential evaluation of employees & organizations in context to the new technology?
  - 4. Explain the impact of new technology on employees.

**Section - C**

- Answer any 3 questions. Each question carries ten marks.** **(3×10=30)**
- 5. Explain briefly the new trends in HRM
  - 6. What is the strategic role of HR in the present organisation?
  - 7. Is performance evaluation of HR in context of new technology required? Explain.
  - 8. What are the new issues in carrier development of employees in today's organization?

9. What are the benefits & drawbacks of technological change to employees?

### Section - D

10. Case study (Carries ten marks). (1×10=10)

#### INNOVATIVE CUSTOMER SERVICE AT EMCC CORP

In 1979, EMC was founded at Hopkinton, Massachusetts. Today, they are recognized as the world leader in customer service. Mike Ruetters after joining the EMC Group as Vice president of operations and customer services, found that the company's product performance failure was virtually leading the company to bankruptcy. Disk drive, one of core product lines is witnessing the biggest challenge as customers are up in arms about accepting this, although the company enjoyed visible market reputation in product quality and customer services. The company's business had witnessed a serious drop for product unreliability. As a part of comeback strategy, Mike decided to provide options to customers to receive a new EMC storage system, or take an IBM archival but pay at EMC rate (Price band of IBM is higher). IBM is their biggest competitor. With IBM traceability, EMC customers' understand they are buying an IBM product at EMC price.

At EMC's corporate level, this move of Mike was criticized, but Mike was convinced that this was the only way to restore customers's confidence. Mike's assumption was correct. EMC's customers recognized such an extraordinary move and they took it as EMC's commitment to customers. Customers decided to continue with the EMC. With Mike, could turnaround. Technology companies like CISCO Systems Sun Microsystems, Oracle and even others have reposed their confidence on EMC Data archival products.

The company is now filled with superb technologists who systematically phase out obsolete products and develop new ones to peg competition for others, and retain and expand their customer-base. This initiative of new product development further reinforced by the do-or-die sales culture, improving the company's top-line, recovering from a dead-lock situation. With 99% customer retention, EMC could set an example for others to emulate. This was highly acclaimed by the corporate world and researchers. EMC is convinced that developing world class problem-solvers do not require heroes but rather team players to pull together the collective wisdom and solve the problems on real-time basis. Customer service requires people to be in the field and understand their real-time needs. Face the irate Customers and dispel their apprehension, that is the mantra of EMC. To bundle all these activities under the direct control of the top management, Mike centralized the customer service and dispatch activities. To EMC customer service runs like any other business unit. It is implanted in the company's DNA; it is a continuous innovation.

#### Questions:

Read this case and suggest as an HR professional, What HR interventions can ease the problem of customer service in a competitive, technology intensive market?

**PGIVS - N 1782-A A-16**  
**M.B.A IVth Semester Degree Examination**  
**Management**  
**(Management Development Programme)**  
**(New)**

Time : 3 Hours

Maximum Marks : 60

**Instructions to Candidates :**

Answer all sections.

**Section - A**

- 1. Answer any ten questions. Each question carries one mark (10×1=10)**
- a) What do you mean by HR?
  - b) Define learning.
  - c) State any two objectives of HRD.
  - d) What do you mean by Management Audit?
  - e) What is team work?
  - f) Who is Trainee?
  - g) State any two functions of HRD?
  - h) Mention the type of training Inputs.
  - i) What is Reinforcement?
  - j) What do you mean by coaching?
  - k) Write the demerits of on the job training.

**Section - B**

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

- 2.** Define HRD. Write the importance of HRD.
- 3.** Write the Methods of training needs Assessments.
- 4.** Write the difference between training and development.

**Section - C**

**Answer any Three questions. Each question carries ten marks. (3×10=30)**

- 5.** What is Leadership? Explain the theories of Leadership.

6. Explain the top management evaluation.
7. Explain the essential needs for management development.
8. Define intervention. Explain targets of intervention.

#### Section - D

9. **Analysis the case and solve.** (1×10=10)

Punjab Bank Ltd. Has been facing problems relating to deposit mobilization and loan recovery. The bank appointed a number of commissions to go into the problems and out the root cause for these problems. All the commissions pointed out that the delay in decision-making and faulty decisions made by the executives at different levels are responsible for the state of affairs in the bank. Mr Khanna pande, the Chairman bank, on 3<sup>rd</sup> march, 1984. asked the Chief personnel Manager of the bank to develop various techniques and organize the executive development programmes in order to improve the decision-making skills of the bank executives from the level of branch manager to the general manager.

The Chairman of the bank attended an executives development programme during July, 1984 conducted by the Administrative Staff College of India for Chairmen of all the Banks. He was very much impressed by two techniques in the entire programme. They are role playing and sensitivity training. He thought that he should educate his personnel manager about these techniques and these techniques should be used in the proposed executive development programme of the bank. He called on the Chief Personnel Manager of the Bank and told him about his experience and ideas. But the Chief Personnel Manager responded negatively. Mr. Khanna tried his level best to convince the Chief Personnel Manager.

1. Do you find any justification in the argument of Mr.Khana.
  2. Why did Mr. Khanna form such an opinion?
  3. What do you feel about the suitability of techniques for the development programme in this case?
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