

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2012.

First and Second Years

Paper XI — BUSINESS POLICY AND STRATEGIC MANAGEMENT

Time : Three hours

Maximum : 75 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Corporate policy
- (b) Lower-level management
- (c) Strategic management
- (d) Port-folio
- (e) Mergers
- (f) Turn around management.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Briefly explain the F-S framework of corporate strategy.
3. Explain the role and functions of Board of Directors in corporate management.
4. Write a brief note on competitive analysis.
5. Give a classification on costs which are used in strategic analysis.
6. Discuss the evaluation and control of strategy.
7. How the mergers and acquisitions used for organisational development?

SECTION C — (15 marks)

Compulsory.

8. Case study.

ASIAN PAINTS (INDIA) LIMITED

APIL is the leader in the entire industry, comprising both organised as well as unorganised players, with a market share of about 19 per cent. The Company is confident of the fact that its share of industry sales is twice as much as that of its nearest Competitor, Goodlass Nerolac. APIL also dwarfs the others in size, its net sales nearly twice that of Goodlass Nerolac, well over twice that of third-placed Berger Paints, and nearly four times that of fourth-placed Jenson and Nicholson.

It is only wary of the expanding unorganised sector which seems to be eating up the share of firms in the organised sector. Nevertheless, given the multiplicity of shades it is capable of, APIL reckons it can look forward to a compound growth in its market share.

Even though the company has no experience in the production and technology aspects of ceramic tiles manufacture it has opted for ceramics because the marketing will involve utilisation of its existing distribution network for paints. The rationale is that since paints and ceramics are both building materials, APL'S existing customer base (which can serve as a ready-made market) will be targeted for its ceramics products.

“With our extensive distribution network and stocking points, we can reach even the remote markets. So marketing ceramics is not likely to be a problem”, says Choksey. The plan is to penetrate the market as quickly as possible and grab a substantial chunk of industry sales. The company will initially start with ceramic tiles, but these is not plan to restrict itself to any specific market segment.

The new project is scheduled for completion by the end of 1996 and, it will in all probability be located in Gujarat. This is because any location in that state will have the advantage of proximity to the raw material supplying areas in Gujarat and Rajasthan. APIL is currently negotiating with foreign collaborators for the technology, which also will have to be imported. The technology will also have to be adapted to Indian conditions.

The company is intent on a continuous modernisation and upgradation of its technology and its assets so as to keep in tune with the changing requirements of the market place. In addition it is also working on plans to increase production capacity over the next few years. Besides the activity on the domestic front, APIL is increasing its overseas presence as well. One of the few Indian companies with overseas subsidiaries in the South-Pacific region, APIL is now setting up a new subsidiary in Australia. Its existing ventures abroad too have reported healthy results : Asian Paints (South Pacific) has registered a 12 per cent growth Asian Paints (Tonga) grew at rate of five per cent, Asian Paints (Solomon Islands) at over 10 per cent and Asian Paints (Nepal) at over 18 per cent.

When asked about the threats facing the company Choksey chuckles and says he prefers to call them challenges. We need to meet the demands of this growing organisation – of our workforce, our technology and our assets. A major point-to be tackled is to be able to meet the growing demand for our product and to create a greater awareness for our newer products,” he says. Over the first few months of the current financial year, sales volume has been growing at a rate of 14 per cent, well above the industry average. With the recession firmly behind it and government levies no longer inflating its prices, the paint industry seems to be on an uptrend. But the APIL management has its work cut out for it : it will not merely have to gear up to meet the burgeoning demand, but will also have to work hard at retaining and then increasing its market share.

Questions :

- (a) How Asian paints converted threats into challenges?
 - (b) Evaluate the new strategies of Asian Paints (India) Limited particularly its proposed foray into ceramics.
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First and Second Years

Paper XII – INTERNATIONAL BUSINESS

Time : Three hours

Maximum : 75 marks

SECTION A – (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) MNCs.
- (b) LDCs.
- (c) Regional Trade.
- (d) Human Resource Management.
- (e) International Business.
- (f) Negotiated agreements.

SECTION B – (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss about various International Trade Theories.
3. What are the steps involved in designing an appropriate structure of strategic management?
4. Write an essay on multinational corporate culture.
5. Explain various negotiations in International Business.
6. What is WTO? Explain its origin and functions.
7. Briefly examine the role of HRM in Multi National Corporations.

SECTION C – (15 marks)

(Compulsory)

8. Case Study :

Two Senior executives of world's largest firms with extensive holdings outside the home country speak.

Company A : “We are a multinational firm. We distribute our products in about 100 countries. We manufacture in over 17 countries and do research and development in three countries. We look at all new investment projects both domestic and overseas using exactly the same criteria”.

The execution from company A continues, “of course the most of the key posts in our subsidiaries are held by home country nationals. Whenever replacements for these men are sought, it is the practice, if not the policy, to look next to you at the lead office and pick some one (usually a home country national) you know and trust”.

Company B : “We are multinational firm. Our Product division executives have Worldwide profit responsibility. As our organisational chart shows, the united states is just one region on a par with Europe, Latin America, Africa etc, in each division”.

The executive from Company B goes on to explain, “the Worldwide Product division Concept is rather difficult to implement. The senior executives incharge of this divisions have little overseas experience. They have been promoted from domestic posts and tend to view foreign Consumers needs as really basically the same as ours. Also, product division executives tend to focus on domestic market because it generates more revenue than foreign market. The rewards are for global performance, but strategy is to focus on domestic Most of the senior executives simply do not understand what happens over seas and really do not trust foreign executives even those in key Portions?”

Question :

Which Company is truly Multinational? Why?

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First and Second Years

Paper XIII — MANAGEMENT INFORMATION SYSTEMS

Time : Three hours

Maximum : 75 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Information system
- (b) Software
- (c) RDBMS
- (d) Queries
- (e) Table
- (f) Database.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Briefly explain the foundations of Information systems.
3. Discuss the concept of system development life cycle.
4. Explain the various concepts of data communication.
5. What are the different types of DBMS?
6. Outline the recent trends taken place in information technology.
7. Discuss in detail about various network topologies.

SECTION C — (15 marks)

Compulsory.

8. Case study.

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

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2012.

First and Second Years

GROUP A – Marketing

Paper I – SALES AND ADVERTISING MANAGEMENT

Time : Three hours

Maximum : 75 marks

SECTION A – (3 × 5 = 15 marks)

Answer any THREE of the following.

1. (a) Sales force
- (b) interpersonal skills
- (c) Sales organisation
- (d) Marketing communication
- (e) Print media
- (f) Brand Ambassador.

SECTION B – (3 × 15 = 45 marks)

Answer any THREE of the following.

2. What are communication skills? Are they really required for salesmen?
3. Explain the various motivation and compensating concepts of sales forces.
4. Briefly explain the significance of cost behaviour in pricing decisions.
5. Explain the importance of media in promoting products and services in India.
6. How do you measure the effectiveness of advertising? Give examples.
7. Examine the significance of personal selling.

SECTION C – (15 marks)

Compulsory.

8. Case Study.

Teksons Co. (Pvt.) Ltd., a Hyderabad - based company, manufactures and sells industrial fastening equipment and supplies through fifty representatives and distributors throughout Andhra Pradesh. The Company which is 15 years old, has experienced its most dynamic growth in the past two years with the development of heavy - duty equipment which could cross into many areas: the construction industry, packaging and crafting, furniture manufacture, mill – work, mobile homes and many others. In and around Hyderabad area, the equipment was selling well to contractors and builders, but not to mills or furniture manufacturers. In other parts of Andhra Pradesh, 92% of the sales was confined to the packaging and furniture industries.

The sales force was doing a good job. Their competence was unquestioned, their sales were up substantially each year. But when the company developed the heavy – duty equipment that could expand their sphere of experience – they balked. The problem was that the sales representatives had grown comfortable selling to only one or two of these industries.

The problem facing Mr. P. N. Reddy, the sales manager, was how to shake long—time competent sales representatives out of their regular routine and get them out selling in new markets when new product development indicated a market expansion.

Questions:

- (a) Suggest suitable guidelines which could cause sales force to expand their efforts into new categories of customers. .
 - (b) Outline the advantages and disadvantages of expanding the sales force at this time.
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EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2012.

First and Second Years

GROUP A – Marketing

Paper II – SERVICES MARKETING & CRM

Time : Three hours

Maximum : 75 marks

SECTION A – (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Consumer Behaviour
- (b) Service encounter
- (c) Quality models
- (d) Financial services
- (e) Evolution of CRM
- (f) E-Commerce.

SECTION B – (3 × 15 = 45 marks)

Answer any THREE questions.

2. Explain the nature of services. Distinguish between goods and services.
3. Briefly explain various branding and packaging services.
4. Classify services. Explain the process of marketing of financial services.
5. Discuss the benefits and challenges of CRM.
6. Define CRM. Explain the features and implementation of e-CRM.
7. Explain various phases in CRM cycle.

SECTION C – (15 marks)
(Compulsory)

8. Case Study.

Once the babies had ‘graduated from the Grower Room, our last night in the hospital was spent ‘nesting’. Friends of ours joked that this must have involved searching for twigs, grass, and mud. The nesting rooms were located on the second floor of the hospital, in the same general location as the Grower room. Nesting allows the parents and the babies to spend a night or two together in the hospital before they go home. During the nesting period, parents are solely responsible for all medications, feedings, and general care of the infants. The nesting period allows the parents to ask any last-minute questions and to smooth the transition from, in Our Case, nine weeks of hospital care to multiple infant care at home.

The nesting room itself was a small patient room that consisted of one single bed and fold-out lounge chair. By now, the babies had been moved from their incubators to open, plastic bassinets that were wheeled into the room with us. Each baby remained attached to a monitor that measured heart and breathing rates. To say the least, space was limited, but for the first time in nine weeks, the four of us were alone as a family.

Throughout the 22 hours we nested, we were frequently visited by neonatologist, nurses who continued to take the babies’ vital signs, the babies’ eye doctor, social workers who were assigned to all premature baby cases, hospital insurance personnel, and a wonderful discharge nurse who was in charge of putting everything together so that we could get out the door. Nine weeks to the day after we had entered the hospital, we took our two 4-pound babies home.

Case Questions

- (a) Categorize the factors that influenced this service encounter.
 - (b) How do the concepts of inseparability, intangibility and heterogeneity apply to this case?
 - (c) Discuss corrective actions, that need to be taken to ensure that subsequent encounters run more smoothly.
 - (d) How would you measure customer satisfaction in this situation?
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First and Second Years

Group A – Marketing

Paper III – RURAL AND RETAIL MARKETING

Time : Three hours

Maximum : 75 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Rural environment.
- (b) Buyer behaviour.
- (c) Packaging.
- (d) Message design.
- (e) Physical distribution.
- (f) Product adoption.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Give an overview on rural markets in India.
3. Explain the recent trends in consumer behaviour.
4. Discuss the role of traditional media and current media in rural marketing.
5. State various types of intermediaries in rural distribution process.
6. Write in detail about product Augmentation for the rural market.
7. Briefly explain the process of new product development.

SECTION C — (15 marks)

Compulsory.

8. Case study :

Dr. Swamy who was residing in Los Angeles for the last 8 years completed Masters Degree in Food Technology and obtained Ph.D. in the same subject specialising in 'high protein products'. He joined a company, Hypro Inc as a Director of R & D and developed different types of high protein products which enjoyed good reputation in the market.

Recently, he started thinking seriously to return to India and settle down in his home town of Bangalore. He was also toying with the idea to setup a plant to produce high protein products in India. After talking to different people in India, he found that soyabeans are available in India in abundance. He had carried several experiments in his lab and has developed "Soyabean milk". He felt that for a poor country like India with majority of children being under nourished, this would be an ideal product.

Soyabean milk would have some percentage of normal milk, water and different other raw materials added to give it a high protein value. It will be pasteurised, so refrigeration would not be essential and would have almost same or even better life than average milk. Soyabean milk would cost about 15% more than regular milk, but that would be justified due to its high protein value.

As he was away from India, he first wanted to ascertain feasibility of this project. He had several questions. Some of there are ;

- (a) Whether tradition bounded Indian people accept a new concept like soyabean milk?
- (b) In which place should he set up plant? Of what capacity?
- (c) In which form should be introduce soyabean milk? As a substitute to normal milk or by adding different flavours, as a competitive profit to the already existing soft drinks market.
- (d) What sort of distribution arrangement should be made?

Technically, he was confident about production of soyabean milk. Marketing wise and commercially whether such a project will be viable or not-was his main doubt. His friends recently informed him that two companies have already introduced soyabean milk in India which was, however, very costly in the market. This did not worry him because he felt that his product would be superior and in a country like India, even a dozen competitors should do a reasonably good business.

Questions

- (i) Do you think the project would be viable in Indian rural market?
 - (ii) What marketing strategy would you recommend for marketing soyabean milk in India in Indian rural market?
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First and Second Years

Group A — Marketing

Paper IV — CONSUMER BEHAVIOUR AND MARKETING RESEARCH

Time : Three hours

Maximum : 75 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the following.

1. (a) Secondary data.
- (b) Motivation.
- (c) Family influence.
- (d) Attitude.
- (e) Reference groups.
- (f) Testing.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Explain the significance of consumer behaviour in Marketing environment.
3. Briefly explain the determinants of consumer behaviour.
4. What are the various models of consumer decision making?
5. Discuss the nature and scope of marketing research.
6. Discuss the various techniques to analyse data under Research analysis.
7. What are the various sources of primary and secondary data? Distinguish between primary data and secondary data.

SECTION C — (15 marks)
(Compulsory)

8. Case study :

One new cigarette claims it curbs the risk of cancer. Another uses 'Great taste, less toxins' as its advertising slogan. Snuff now comes in tea baglike pouches that can be sucked and tossed, not spit out as previously. Tobacco is now being sold in lozenge form, just like cough lollies.

Tobacco firms are well and truly on the defensive, reeling from lawsuit settlements, clean air campaigns and growing public mistrust in the truth of their advertising. For example, the industry is currently on trial in the United States for 50 years of fraud, with the plaintiffs asking for US \$280 billion in damages. The industry's answer is to pitch a range of 'reduced harm' offerings, promoting them as an alternative for those who can't, or don't want to, quit.

As can be imagined, such a move is not without controversy. Lawyers, in particular the Attorney General's office in the United States, question their marketing claims. Public health officials question whether there can be such a thing as a 'safer cigarette' or 'safer tobacco'. In the 1970s, the tobacco industry launched a range of 'low tar' and 'light' cigarettes claiming they were less harmful, claims initially agreed to by the health authorities. Subsequent research revealed that smokers of these 'less harmful' cigarettes compensated by puffing harder and inhaling deeply, resulting in cancers further down the lungs. Understandably, health authorities do not wish to repeat the 'low tar fiasco'.

So what is the industry offering? R.J. Reynolds introduced *Eclipse* in 2003, which looks like a cigarette but uses a special process to heat the tobacco, not burn it. The company claims its process reduces harmful chemicals, offering less risk of cancer, chronic bronchitis and emphysema. Another of its offerings, *Advance*, uses a carbon filter and a special curing process to reduce toxins in the tobacco. Star Scientific offers the *Ariva* lozenge containing compressed tobacco that dissolves in approximately 20 minutes. According to its spokesperson, this allows smokers to use it where they can't, or choose not to, smoke.

Despite the industry's US\$3 billion investment in these new products over the past five years, they have not managed to attract much market share. While only time will tell if these products are 'reduced harm', given the time it takes for tobacco-related illnesses to present, the industry stresses that they are trying to be responsible by offering safer products.

Talking it over and thinking.

- (a) Use the key properties of attitude to discuss a smoker's attitude towards smoking.
 - (b) Explain a smoker's or non-smoker's attitude towards smoking.
 - (c) How might marketers in the tobacco industry make use of attitude change strategies?
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First and Second Years

Group A — Marketing

Paper V — GLOBAL MARKETING

Time : Three hours

Maximum : 75 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) International market.
- (b) Economic environment.
- (c) EXIM policy.
- (d) Advertising.
- (e) Market segmentation.
- (f) FTZs.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Briefly examine the conceptual framework of International marketing.
3. Discuss the effects of legal and political environmental factors on International marketing.
4. Explain various documents involved in Export business.
5. Write in detail about Advertising and Promotional Management.
6. Briefly explain the coordination and control of International market.
7. Describe the significance of Marketing Research.

SECTION C — (15 marks)

(Compulsory)

8. Case study :

General Foods' Tang, the orange juice substitute that the astronauts took into space, is a major contributor to General Foods' foreign earnings. This was not always the case. Success came only after Tang was adapted to local market conditions. First attempts to market Tang involved packaging the orange-flavoured powdered product in a glass jar and promoting it as a convenient breakfast "drink of the astronauts".

The Germans didn't like the name and the British, didn't like the taste. In Latin America, few countries have the breakfast eating habit and Brazil is the world's largest fresh orange juice exporter.

Yet Success came and Tang swept through country after country, in most cases creating a market where none existed before. This was a result of renaming, reformulating, repackaging and repositioning the product for different markets.

In West Germany, the drink was renamed *Cfrisch*; in Britain, Tang was given a more tart flavour. The Tang sold in Latin America is not the same one sold in the United States. There Tang is sold specially sweetened, pre-mixed, and ready to drink in bright one-litre pouch in five different flavours : orange, passion fruit, peach, lemon and pineapple.

Tang's traditional breakfast-time positioning has been altered in most countries into a mealtime or throughout-the-day beverage because few Latin Americans sit down to cornflakes eggs and juice in the morning.

Tang's TV campaign typically focuses on happy families sitting around the table at mealtime enjoying Tang's good taste accompanied by a catchy jingle. In an Argentinian commercial, the neighbours drop by and bring their own Tang thereby making every one even happier.

In Brazil, Tang promotes flavour and fun. "Perhaps the only reasonable reason to buy Tang is that it's convenient, but God forbid we should try to sell it as being easier than squeezing your own oranges," commented a Brazilian product manager.

Tang, introduced in India on the assumption that its reputation would prevail, was brought in without, adequate research and proper positioning. The break fast juice concept simply didn't mesh with the habits and the life styles of the Indian consumers.

Questions :

- (a) Debate the issue of global *versus* adapted products for the international marketer.
 - (b) Give two examples where the multinational corporations have adopted the product to Indian conditions.
 - (c) Give two examples where the multinational corporations have introduced the standardized product in Indian market without making any modifications.
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