

(DEMB11)

Total No. of Questions : 8]

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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First and Second Years)

BUSINESS POLICY & STRATEGIC MANAGEMENT

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 x 5 = 15)

Answer any three of the following

- Q1)** a) Board of directors.
b) Competitive analysis.
c) Diversification.
d) Portfolio analysis.
e) Turn-around management.
f) Display Matrices.

SECTION – B

(3 x 15 = 45)

Answer any three of the following

- Q2)** Explain the evaluation and control of strategy.
- Q3)** Discuss in brief about Corporate Policy and Planning in India.
- Q4)** Explain the role and skills of Top Management.
- Q5)** Differentiate between operating and financial analysis.
- Q6)** Write a short note on:
a) Environmental analysis.
b) Internal corporate analysis.

Q7) Explain the steps involved in Turn – around management.

SECTION – C

(10)

Q8) Case Study:

In the 2000s, telecommunications (telecom) company Bharti Airtel Limited (BAL) was the market leader in the Indian telecom market. It had established itself as the leader in the market by differentiating itself with its focus on building a strong brand through innovation in sales, marketing and customer service and an innovative cost effective business model. Analysts also credited BAL with negotiating the regulatory hurdles in this emerging market and competition very effectively. This enabled it to become profitable despite the Indian telecom market having the lowest tariffs in the world.

Some analysts opined that BAL's unique business model had become the benchmark for emerging markets. Mobile telephony in India was experiencing the fastest growth in the world and India was already one of the leading markets in terms of mobile subscriber base. Despite Average Revenue per User (ARPU) figures in the country being quite low compared to many other markets, it was viewed as an attractive market as mobile penetration of the market, particularly in the huge rural areas in India, was still low. With the developing market in the West reaching high levels of saturation (70% in US and 100% in some European markets), many global telecom operators were looking at emerging markets for their growth and this made India a prime target market for these firms. The market in India was also expected to witness many changes with the introduction of new technologies and mobile number portability.

Since 2007, BAL had been facing serious threats to its leadership position. On the one hand, there was the onslaught from global players such as Vodafone and Virgin Mobile and on the other, the threat from established Indian companies such as Reliance Communications Ltd., Tata Teleservices Ltd., and the state-owned Bharat Sanchar Nigam Ltd., (BSNL). Moreover, the market was expected to witness the entry of some more Indian and foreign companies. BAL had responded to investing heavily in expanding its network, technology and marketing. It was trying to cover all segments of the population-from the tech-savvy youth population who coveted the latest Value-Added Services (VAS) to the Bottom of the Pyramid (BoP) segment who would be satisfied with a low-cost offering.

In early 2008, BAL, which still dominated the Indian telecom market and was the worlds tenth largest telecom company, was also readying itself to replicate its success story in some other emerging markets.

Questions:

- a) How Bharti Airtel Ltd., tapped the opportunities in the Indian telecom sector and established itself as the market leader.
- b) Analyze the booming telecom sector in India that was experiencing high growth rates, with special emphasis on the competitive landscape in the sector.
- c) What are the opportunities that emerging markets such as India offer to global business enterprises.



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Total No. of Questions : 8]

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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

Second Year

INTERNATIONAL BUSINESS

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 x 5 = 15)

Answer any THREE of the following

- Q1)** a) Globalisation.
b) Intellectual property rights.
c) Theory of comparative advantage.
d) GATT.
e) Transnational strategy.
f) MNC's.

SECTION – B

(3 x 15 = 45)

Answer any THREE of the following

- Q2)** What is international business? Enumerate the modes of operations in international business.
- Q3)** Briefly explain about Free trade theories.
- Q4)** What are the various types of strategies in international business?
- Q5)** Explain the origin and objectives of IMF.
- Q6)** What is HRM? What are the factors influencing HRM in international business?

Q7) Distinguish between centralization and decentralization in organizational design.

SECTION – C

(10)

Q8) Case Study:

Mid-West Manufacturing Company manufactured electronic sensing -equipment and had revenues of about \$20 million. The president of Mid-West had founded the company five years ago and had been fairly successful in developing sales and acquiring capital to run the corporation. Two years ago a major oil company acquired 35% of Mid-West's shares and provided funds for expansion of plant and capital equipment. Continued rapid growth of the company, however, was causing continual cash-flow problems. The cash-flow problems were compounded by extensive price cutting by competitors which reduced MidWest profit margins considerably.

Mid-West's President was never a believer of corporate planning. But the executives of oil company through their representation on the board began insisting on a 3-year business plan. Mid-West never had even an annual plan for the corporation. Since the President was against planning the oil company executives approached the executive Vice President and key managers and requested that a plan be developed.

Marketing Manager told the executive Vice President that it would be difficult for him to contribute to the plan without specific delineation of corporate, goals from the President. If the goal was to increase market share and corporate revenues, Mid-West would have to sell their products slightly below the competition. This strategy in the near-term would certainly cause red ink in the bottom line. If the goal was to be profitable, he would go after only high profit margin market niches and be big in small markets. This would mean lower revenues and less prominent position in the industry. Marketing Manager said bluntly that unless he had specific direction (strategic objectives) from the top, he would not participate in the planning process.

Director of Engineering was convinced that if minor improvements were made to the production process they would yield immediate reduction in manufacturing costs. But the president was against making these changes. The current production process, even though a little expensive gave a distinguished look to Mid-West's products. He contended that if the changes were made, their product would look like every body else's.

Director of R & D had specific - projects that needed approval from the President. The success in these projects would result in 10 to 30% cost reduction in key products. The President was reluctant to approve these projects, because it would mean drastic changes to the original process developed by the President himself. President believed that his process was still the best and could-not be improved upon.

The executive Vice President summarized the position of Mid-West to the oil company executives as follows. Mid-West needs to resolve specific issues both on technical and marketing side. All these require major decisions from the president. Some issues involve specific philosophy and beliefs. Unless we-get resolution and clarification, the planning would be worthless. The key issue was the absence of top management support for formulation of mission, objectives and strategies, i.e. conceptual planning.

Analyse the case and Discuss

Questions:

- a) What Steps are necessary to begin a planning function at Mid-West'.
- b) What would be the consequences of not developing corporate plan on company's Future?
- c) Why was Mid-West so successful without corporate planning up to now? What has changed that requires planning in future.



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Total No. of Questions : 8]

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First and Second Years)

MANAGEMENT INFORMATION SYSTEMS

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 x 5 = 15)

Answer any THREE of the following

- Q1)** a) Operating elements of information systems.
b) Conceptual design of a system.
c) Real time systems.
d) Types of transmission.
e) Data base design.
f) Relational operations.

SECTION – B

(3 x 15 = 45)

Answer any THREE of the following

- Q2)** Explain the process of decision making. Discuss the evaluation of MIS. Describe information resource assessment process.
- Q3)** Describe the phases in the system analysis and design. Describe on-line system analysis and design.
- Q4)** Describe modes of transmission. Describe OSI reference model. Describe the various applications of networks.
- Q5)** What are the limitations of file systems? Describe Codd's rules.
- Q6)** Explain query processing with suitable examples. Describe database in a distributed processing environment.

Q7) Discuss computer applications with reference to a textile company.

SECTION – C
(Compulsory)

(10)

Q8) Case Study:

- a) Discuss the development of a marketing information system and the data requirements of each of its subsystems.
- b) Shenzhen University in China has approximately 6000 students and 600 faculty members, whose primary mission is to serve the scientific, technical, economic and managerial needs of the Shenzhen special economic zone.

A few years ago the university had developed information systems for many applications, such as information retrieval, faculty management, student registration and financial management. However these systems could not share data or messages. This resulted in inflexibility and data redundancy.

The following goals were set for developing a system that would address some of these issues and cover all aspects of university management:

- 1) The system should meet the growing needs of users.
- 2) The system should be dynamic and adaptable to advances in hardware and software technologies.
- 3) All applications on the system should be fully integrated.

Discuss the development of a new system for the university and its information requirements.



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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First and Second Years)

A-MARKETING

Sales & Advertising Management

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 x 5 = 15)

Answer any THREE of the following

- Q1)** a) Sales management.
b) Sales force structure.
c) Sales planning.
d) E-Commerce.
e) Promotion.
f) Performance appraisal.

SECTION – B

(3 x 15 = 45)

Answer any THREE of the following

- Q2)** Discuss about personal selling and sales process.
- Q3)** Write about recruitment and selection process of salesmen.
- Q4)** Explain the importance of performance appraisal.
- Q5)** What is the process involved in controlling salesforce?
- Q6)** Distinguish between advertising and promotion.
- Q7)** Write about client and agency relations in advertising plan.

SECTION – C
(Compulsory)

(10)

Q8) Case Study:

Last year sales of Kannan Sales Corporation were Rs. 45 Lakhs, on which 8 lakh profits before taxes were realized. Mr. Kannan, president of the corporation, decide to take measures to improve both sales and profits. After talking with several close business friends, at the Best Country Club and with his corporation counsel, for whom he had considerable respect, Kannan formulated his plans to put the corporation in better financial condition. He called for a special sales strategy meeting for all 40 sales people.

In several sessions at this meeting, Kannan made these announcements.

- a) The company needs more sales and more aggressive efforts by the sales people are imperative.
- b) To assist in sales growth, the company has established a market research department headed by Murugan, an experienced researcher in the sales areas in which the corporation operates.
- c) The present schedule of costs of products to sales-people will be adjusted. This is necessary because certain charges now being made for products of the company do not cover their costs. However, in other cases, some reductions in charges by the company may be put into effect.
- d) The present sales contract under which sales person works will remain intact. The company will continue to recognize each sales person as an independent business person, not as employee. Sales people will continue to negotiate the price paid by the customer. Whether the margin received by the sales person will remain within the present range of 23 to 25 percent of the selling price to the customer will depend on what prices the sales person gets for the product?

- e) A new line of products will be added to those now handled by the company. This new line may be considered by some sales people as too sophisticated for them to handle. It will require new product knowledge and good, hard selling. This new product line will represent entry by the company into a market which is huge and unit sales which are much larger than any of the company's present products.

The last two hours of the meeting were given to answering questions by the sales staff. After that the meeting adjourned.

Six months later the records showed that both sales and profits seriously declined. The situation is especially critical as the company is operating at higher overhead costs due primarily to the expenditures for market research and promotional efforts for the new product line. Recently Kannan spoke with several key sales people about making a pro-rata charge on each sales order to cover the expenses for the market research, which is the final analysis conducted to assist the sales people make more sales. The sales people voiced vigorous opposition to such an arrangement. Also two months ago in order to compile a manual, the company requested each sales person to describe in writing an experience showing how a new customer was gained, a sales objection overcome or an old customer reinstated. To date only one reply has been received by the company.

Murugan expressed the opinion that the sales people do not seem interested in improving their compensation and was at a loss to know what to do. Kannan indicated that if improvements were not soon shown, he would be forced to make some drastic changes.

Questions:

- a) What is the problem faced by Kannan Sales Corporation?
- b) What are your reactions to Kannan? Discuss.
- c) Relate your recommendation to the company managers.



(DEMBA2)

Total No. of Questions : 8]

[Total No. of Pages : 03

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First and Second Years)

A-MARKETING

Services Marketing & CRM

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 x 5 = 15)

Answer any three of the following

- Q1)** a) Branding.
b) Packaging.
c) Recovery Management.
d) E-Commerce.
e) E-CRM.
f) Types of CRM

SECTION – B

(3 x 15 = 45)

Answer any three of the following

- Q2)** Explain the marketing framework for service business.
- Q3)** Explain the Indian Scenario of Marketing of financial services.
- Q4)** Briefly explain the essentials of CRM.
- Q5)** Explain the emerging impact of e-commerce on CRM.
- Q6)** Differentiate between e-CRM and CRM.
- Q7)** Explain about the implementation of e-CRM and CRM in India.

SECTION – C

(10)

Q8) Case Study:

Marketing of Educational Services

Sharada Educational Institute is one of the few management institutes started early in the 1960s in India. The institute was regarded by many as one of the premier management institutes in the country. The old students of the institute occupied very important positions in the government and private enterprises within as well as outside the country. The strengths of the institute are: qualified teaching staff and infrastructure. The established image of the institution draws crowds for admission into the course. Mr. Parasuraman the newly appointed director of the institute, was not happy with the running of the institute. Demand management was not the problem. In spite of the mushrooming of a number of institutes at university and private levels, the number of candidates seeking admission was several times more than the seats available. Mr. Parasuraman, however, recognised that the number of applications was falling at a slow rate for the last five years.

When he pointed this out to some of the senior faculty they discounted the factor as an effect of increased competition. Besides the demand issue, there are many more things that cause concern to the director.

- a) Class work is not properly conducted.
- b) Absenteeism among students is very high.
- c) Teachers give more importance to research guidance, consultancy and extension services
- d) Placement cell is dormant.
- e) Enthusiastic participation is absent, both from faculty and students.
- f) Teacher-student relationships are neither positive nor negative.
- g) The facilities offered by the institute are not used by the faculty and students to the optimum level.

Mr. Parasuraman certainly was not happy with these identifications. He wanted to rebuild the institute. He did not want to hang on to an image of the institute of yesteryears. He sensed that if something constructive was not done by him, the institute is certainly going to face some very serious problems in the future.

Mr. Parasuraman initiated the efforts. He talked to teachers who expressed their wholehearted cooperation in his efforts. He got the same promise of cooperation from the students. Mr. Parasuraman offered all supporting facilities liberally.

The director reasonably expected that there would be some improvement. He reviewed the condition after a month. There was no improvement at all. He talked informally again with both the students and the faculty. The teachers informally complained that students are not there though they are ready to take up the classes. On the other hand, students complained that the teachers are not coming to the classes. Both the parties are not willing to give a formal complaint to the director on the issue.

Mr. Parasuraman realised that a serious attempt is required for the purpose, As a first step he started understanding the developments in the institute over a period of time. After a thorough analysis he found that the following factors are important:

- i) Increase in the number of teaching faculty. Workload per teacher has reduced from 12 hours a week to 6 hours a week.
- ii) Increase in research, consultancy and extension services of the faculty.
- iii) Change in the qualification of the students -the percentage of engineering graduates getting admission has increased each year.
- iv) Promotion to a higher position at young age.

However, the director could not find anything about placement as there was no record available in this respect. Having gone through all these details, the director decided to refer this case to a marketing professional. This director thought that external consequences needed to be emphasised more to take corrective actions. Marketing orientation is required to strengthen and develop the institution.

Suppose the case were referred to you, how would you help Mr.Parasuraman?



(DEMBA3)

Total No. of Questions : 8]

[Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First and Second Years)

A-MARKETING

Rural & Retail Marketing

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 x 5 = 15)

Answer any THREE questions

- Q1)** a) Rural market.
b) Buyer behaviour.
c) Product development.
d) Promotion mix.
e) Retail market.
f) Supply chain management.

SECTION – B

(3 x 15 = 45)

Answer any THREE of the following

- Q2)** Explain the role of rural markets in rural development.
- Q3)** Write about the process of product modification decision.
- Q4)** Discuss about diversity of rural promotion event.
- Q5)** Briefly explain about physical distribution process.
- Q6)** State the theories of retail marketing in brief.
- Q7)** What are the steps involved in developing a retail strategy?

SECTION – C

(10)

(Compulsory)

Q8) Case Study:

Read the case given below and answer the questions given at the end of the case.

In a study conducted by ICICI it was found that :

- Only 40 per cent of shops in small towns have electricity, while in feeder villages this figure was 11 per cent.
- Shops in towns were located on rented premises, while in interior villages in 88 per cent of the cases the shops were located on owned premises and lacked electricity
- In feeder villages, four fifths of the shops have one person working full time, while in interior villages 70 per cent have two or three persons working on a part-time basis.
- Over two-fifths of the retail outlets stocked eight to nine standard product categories.
- It was found that three -fourths of the outlets that stocked eight to nine product categories kept four items or less in each category, while one-fourth had five to six items in each category.
- The total number of items stocked in retail outlets was about 50 in interior villages and 115 in feeder villages.
- The stock turnover ratio in the study is the number of times the stock is sold in a month. This is obtained by dividing the stock level by monthly off-take. The ratio for toiletries in interior villages was close to unity, while in the feeder villages two thirds had a ratio in the range of two to three. The ratio of one indicates that on average interior village shops had stocks for one month, while shops in feeder villages maintained stocks for two or three months. The value of the stock turnover ratio in towns had a wider spread and higher values in the range of three or even, five because of the wide variety of products stocked.

Questions:

- h) Critically evaluate the above rural retail scenario for the marketer of consumer products.
- b) What implications does the above scenario have for the long - term distribution system design of a multi product necessity Goods Company wanting to make a foray into the rural markets?



(DEMBA4)

Total No. of Questions : 8]

[Total No. of Pages : 03

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First and Second Years)

A-MARKETING

Consumer Behaviour and Marketing Research

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 x 5 = 15)

Answer any three of the following

- Q1)** a) Consumer behavior.
b) Motivation.
c) Decision making process.
d) Research process.
e) Research objectives.
f) DATA SOURCES.

SECTION – B

(3 x 15 = 45)

Answer any three questions

- Q2)** Write about various consumer models.
- Q3)** What are the determinants of consumer behavior?
- Q4)** State the sources of consumer dissatisfaction.
- Q5)** What are the steps involved in marketing research process?
- Q6)** Explain the various techniques for analyzing data.
- Q7)** What is the best type of marketing research? Substantiate your answer.

SECTION – C

(10)

(Compulsory)

Q8) 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 teabag-like 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?



(DEMBA5)

Total No. of Questions : 8]

[Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First and Second Years)

A-MARKETING

Global Marketing

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 x 5 = 15)

Answer any three of the following

- Q1)** a) Monetary policy.
b) FTZs.
c) Product Elimination.
d) Standardization versus localization.
e) Promotional management.
f) International Market.

SECTION – B

(3 x 15 = 45)

Answer any three of the following

- Q2)** Explain the nature and significance of International Marketing.
- Q3)** Discuss the conceptual framework of international marketing.
- Q4)** What is Sovereignty? Why is it an important consideration in the political environment of global marketing?
- Q5)** What are methods of receiving payments under export procedure?
- Q6)** Explain the concept of Marketing Mix in the context of Global scenario.
- Q7)** Define planning, coordination and control of international market planning.

SECTION – C
(Compulsory)

(10)

Q8) Case Study:

Two senior executives of the World's larger firm 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 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 head office and pick someone (usually a home country national) you know and trust”.

Company B: “We are a multinational firm. Only 1 percent of the personnel in our affiliate companies are non-national. Most of these are US executives in temporary assignments. In all major markets, the affiliates managing director is of the local nationality”.

He continues, “of course there are very few non-Americans in the key posts at headquarters. The few we have are so Americanized that we usually do not notice their nationality. Unfortunately, you cannot find good foreigners who are willing to live in the United States, were our headquarters is located. American executives are more mobile. In Addition, Americans have the drive and initiative we like. In fact, the European nationals would prefer to report to an American rather than to some other European”.

Questions:

- a) Which company is truly multinational?
- b) What are the attributes of a truly multinational company?

