

Total No. of Questions : 10

Total No. of Pages : 03

MBA (IB) (Sem.-1)

FOUNDATIONS OF MANAGEMENT

Subject Code : MBA/101/18

M.Code : 75402

Date of Examination : 11-06-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write short notes on the following :
 - a. “*Is Management Art or Science*”? Comment.
 - b. What is MBO? Discuss its benefits.
 - c. McKinsey's 7-S approach.
 - d. List various bases of departmentalization.
 - e. Importance of staffing.
 - f. Business process re-engineering.
 - g. Knowledge management.
 - h. Causes for Line and Staff Conflict.

SECTION-B

UNIT-I

2. Define Management. Discuss in detail the scope and functions of Management with illustrations.
3. What is scientific management? Discuss the principles of scientific management given by F. W. Taylor. Critically analyze the implications of these principles for the service industry.

UNIT-II

4. Define Planning. Elaborate on the steps of effective planning with suitable examples.
5. Define decision making. Explain the different conditions of decision-making with examples. How do managers deal with making decisions under conditions of uncertainty?

UNIT-III

6. What do you mean by organizational structure? Explain different types of organizational structures with their advantages and limitations.
7. What do you understand by the term delegation? What are various factors affecting delegation?

UNIT-IV

8. Define control. Discuss its importance. Briefly elaborate on the process of control.
9.
 - a. Compare and contrast the management practices of Japanese management and Chinese style management.
 - b. Write a note on essential elements of E-Business management.

SECTION-C

10. Case study :

As the global leader in satellite navigation equipment, Garmin Ltd. recently hit a milestone number. It has sold more than 100 million of its products to customers from motorists to runners to geocachers and more—who depend on the company's equipment

to "help show them the way." Despite this milestone, the company's core business is in decline due to changing circumstances. In response, managers at Garmin, the biggest maker of personal navigation devices, are shifting direction. Many of you probably have a dashboard-mounted navigation device in your car, and chances are it might be a Garmin. However, several cars now have "dashboard command centers which combine smartphone docking stations with navigation systems." Sales of Garmin devices have declined as consumers increasingly use their smartphones for directions and maps. However, have you ever tried to use your smartphone navigation system while holding a phone to look at its display? It's dangerous to hold a phone and steer. Also, GPS apps can "crash" if multiple apps are running. That's why Olathe, the Kansas-based company, is taking explicitly aggressive actions to team up with automakers to embed its GPS systems in car dashboards. Right now its biggest in-dash contract is with Chrysler, and its Uconnect dashboard system is found in several models of Jeep, Dodge, and Chrysler vehicles. Garmin is also working with Honda and Toyota for dashboard systems in the Asian market.

Despite these new market shifts, customers have gotten used to GPS devices, and they've become an essential part of their lives. That's why Garmin's executive team still believes there's a market for dedicated navigation systems. It's trying to breathe some life into the product with new features, better designs, and more value for the consumer's money. For instance, some of the new features include faster searching for addresses or points of interest, voice-activated navigation, and highlighting exit services such as gas stations and restaurants.

Questions :

- a. What role 'organizational goals' would play in planning the change in Garmin? List some goals you think might be important.
- b. What types of plans would be needed in an industry such as this one? (For instance, long-term plans or short-term plans or both?) Explain why you think these plans would be important?
- c. What contingency factors might affect the planning of Garmin executives?

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Roll No.

Total No. of Pages : 02

Total No. of Questions : 10

MBA(IB) (Sem.-1)
MANAGERIAL ECONOMICS

Subject Code : MBA/102/18

M.Code : 75403

Date of Examination : 13-06-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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3. **SECTION-C** is **COMPULSORY** and consist of **ONE** Case Study carrying **TWELVE** marks.

SECTION-A

1. Answer briefly :
- a) PPC
 - b) Cross Demand
 - c) Marginal Rate of Substitution
 - d) Producer Equilibrium
 - e) Average Revenue
 - f) Supply Curve
 - g) Propensity to Consume
 - h) Demand Pull Inflation.

SECTION-B

UNIT-I

2. What do you mean by Managerial Economics? Explain role of Managerial Economics in decision making.

3. Explain the Concept of Demand Forecasting. Why Demand Forecasting is required? Explain different methods of Forecasting Demand.

UNIT-II

4. Elaborate Shorty Run and Long Run Cost Theory.
5. Explain relationship between Elasticity of Demand and Revenue Curves. Why is it important to study this relationship?

UNIT-III

6. What is Monopoly? How Price and Output is determined under Monopoly in short run and long run?
7. What is Rent? Explain different theories of determination of Rent.

UNIT-IV

8. Explain Keynes Psychological Law of Consumption and its Importance.
9. What is Trade Cycle? Explain different theories of Trade Cycle.

SECTION-C

10. **Case Study:**

The demand function for beer in a city $Q_d = 400 - 4P$

Where Q_d = the quantity demanded of beer (in '000 bottles per week)

P = the price of beer per bottle

Questions :

- a) Construct a demand curve assuming price Rs. 10, 12, 15, 20 and 25 per bottle.
- b) At what price would demand be zero?
- c) If the producer want to sell 3,80,000 bottles per week, what price should it charge?

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MBA (IB) (Sem.-1)
QUANTITATIVE TECHNIQUES

Subject Code : MBA-103-18

M.Code : 75404

Date of Examination : 15-06-2024

Time : 3 Hrs.

Max. Marks : 60

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3. SECTION-C is COMPULSORY carrying TWELVE marks.

SECTION-A

1. Answer briefly :
- a) Statistics in Singular Sense
 - b) Percentile
 - c) Rank Correlation
 - d) Conditional Probability
 - e) Poission Distribution
 - f) Rule of Dominance
 - g) CPM
 - h) Least Cost Method.

SECTION-B

UNIT-I

2. Explain features of Statistics. Elaborate scope and limitations of Statistics.
3. The following is the distribution of weights (in lbs.) of 60 students of a class:

Weights:	93-97	98-102	103-107	108-11	113-117	118-122	123-127	128-132	Total
No. of Students:	2	5	12	?	14	?	3	1	60

If the mean weight of the students is 110.917, find the missing frequencies.

UNIT-II

4. Obtain the regression lines of Y on X and X on Y from the following data and estimate the blood pressure when the age is 50. Also find the value of coefficient of correlation:

Age (x)	56	42	72	36	63	47	55	49	38	42	63	60
Blood pressure(y)	147	125	160	118	149	128	150	145	115	140	152	155

5. What do you mean by Probability? Explain various approaches to the; calculation of Probability.

UNIT-III

6. A biscuit manufacturing company plans to produce two types of biscuits, one with a round shape and another with a square shape. The following resources are used in manufacturing the biscuits,

- i) Raw material, of which daily availability is 150 kg.
- ii) Machinery, of which daily availability is 25 machine hours.
- iii) Labour, of which daily availability is 40 man-hours.

The resources used are shown in-Table 1. If the unit profit of round and square biscuits is Rs 3.00 and Rs 2.00 respectively, how many round and square biscuits should be produced to maximize total profit?

Resources	Requirement/Unit		Daily availability
	Round	Square	
Raw Material	100	115	1500 grains
Machine	10	12	720 minutes
Manpower	3	2	240 minutes

7. Explain the assumptions made in the game theory. Explain two criteria of Minimax & Maximin of Optimality,

UNIT-IV

8. Obtain the Optimal Solution of Transportation problem using the MODI Method:

		Destination				
		D ₁	D ₂	D ₃	D ₄	Supply
Source	S ₁	19	30	50	10	7
	S ₂	70	30	40	60	9
	S ₃	40	8	70	20	18
	Demand	5	8	7	14	

9. Explain the Steps involved in solving the Assignment Problem. What is meant by an Unbalanced Assignment Problem? :

SECTION-C

10. Case Study

An Assembly having the following sequence of activities given along with their predecessor in the table below. Draw a network diagram for the assembly :

Activity	Description	Predecessor
A	Pick bolt & washer	-
B	Insert washer in screw	A
C	Fix the bolt in flange	A
D	Screw the nut with bolt	B, C
E	Pick the spanner	D
F	Tighten the nut	E
G	Place the assembly apart	F

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Total No. of Pages : 04

Total No. of Questions : 10

MBA / MBA (IB) (Sem.-1)

ACCOUNTING FOR MANAGEMENT AND REPORTING

Subject Code : MBA-104-18

M.Code : 75405

Date of Examination : 19-06-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTION TO CANDIDATES :

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3. **SECTION-C** is **COMPULSORY** and carries **TWELVE** marks.

SECTION-A

- 1. Write short notes on the following :**

- (a) Capital
- (b) Accounting Equation
- (c) Contribution
- (d) Rolling Budget
- (e) Inventory Turnover Ratio
- (f) Common Size Statement
- (g) Transfer Pricing
- (h) IFRS.

SECTION-B

UNIT-I

2. Differentiate between financial, cost and management accounting. Briefly describe the various concepts and conventions used in financial accounting.

3. What do you mean by insurance company accounts? Describe the major differences in the preparing insurance company accounts and accounts of a manufacturing company. Also describe the format of balance sheet of a banking company as prescribed by the IRDA.

UNIT-II

4. What is break even analysis? Discuss in detail the assumptions and process for conducting break even analysis. Also briefly describe the practical application of break even analysis in managerial decision making.
5. X Co. Ltd. uses a standard cost system and manufactures product Z. Standard cost per 1000 kg. of output is as under :

Material	Quantity (in Kg.)	Price (in Rs.)
A	1800	2.50
B	1200	4.00
C	1200	1.00

In March, 2021, the company produced 2,00,000 kg of output. Actual consumption was :
Material A - 1,57,000 kg @ Rs. 2.40

Material B - 3 8,000 kg @ Rs. 4.20

Material C - 36,000 kg @ Rs. 1.10

You are required to calculate (a) Material Cost Variance (b) Material Price Variance (c) Material Usage Variance (d) Material Mix Variance and (e) Material Yield Variance.

UNIT-III

6. What do you mean by cash flow statement? Describe the difference between cash and fund flow statements. Discuss various methods of preparing cash flow statement.
7. Discuss in detail the meaning and applications of the following :

(a) Price Level Accounting

(b) Target Costing.

UNIT-IV

8. Following is the Balance Sheet of Hero MotoCorp Co. Limited for the Financial Years 2022-23 and 2021-22. You are required to prepare the comparative balance sheet of the company and analyse the change in the financial position of the company.

Capital and Liabilities	2022-23 (Rs. in Crores)	2021-22 (Rs. in Crores)
Equity Share Capital	39.97	39.96
Reserves and Surplus	16,629.49	15,718.51
Employees Stock Options	35.63	24.45
Deferred Tax Liabilities [Net]	405.37	383.29
Other Long Term Liabilities	330.58	297.36
Long Term Provisions	198.12	178.07
Trade Payables	4,704.46	4,260.34
Other Current Liabilities	743.83	651.62
Short Term Provisions	175.69	160.42
Total Capital and Liabilities	23,263.14	21,714.02
Assets		
Tangible Assets	5,261.23	5,507.98
Intangible Assets	500.19	298.5
Capital Work-in-Progress	128.55	87.32
Intangible Assets Under Development	335.24	370.88
Non-Current Investments	7,372.48	4,814.66
Long Term Loans and Advances	19.87	59.03
Other Non-Current Assets	608.79	460.69
Current Investments	3,637.88	5,837.66
Inventories	1,434.09	1,122.65
Trade Receivables	2,798.21	2,304.27
Cash and Cash Equivalents	345.5	175.12
Short Term Loans and Advances	23.71	22.81
Other Current Assets	797.4	652.45
Total Assets	23,263.14	21,714.02

9. What do you mean by accounting standards? Describe the role of accounting standards in bringing consistency, transparency, comparability and uniformity in the accounting practice by various companies. Also, describe the various challenges in implementing the accounting standards in India.

SECTION-C

10. Case Study :

Following are the financial ratios of Maruti Suzuki Co. Ltd. for the financial years 2018-2019 to 22-23:

Financial Ratios	2022-23	2021-22	2020-21	2019-20	2018-19
Investment Valuation Ratios					
Face Value	5	5	5	5	5
Dividend Per Share	—	—	—	—	—
Operating Profit Per Share (Rs. in Crores)	364.73	188.9	177.16	242.07	364.25

Net Operating Profit Per Share (Rs. in Crores)	3,892.06	2,924.05	2,329.58	2,504.63	2,849.20
Earnings Per Share	266.46	124.68	140.02	187.06	248.3
Book Value	1998.87	1790.45	1700.44	1603.45	1527.46
Profitability Ratios					
Operating Profit Margin (%)	9.37	6.46	7.6	9.66	12.78
Gross Profit Margin (%)	6.96	3.3	3.29	5	9.27
Cash Profit Margin (%)	9.07	7.22	9.89	11.5	11.86
Net Profit Margin (%)	6.98	4.39	6.23	7.5	8.88
Return On Capital Employed (%)	16.39	8.36	9.91	14.37	22.31
Return On Net Worth (%)	13.28	7.01	8.36	11.48	16.24
Return on Long Term Funds (%)	16.72	8.42	10	14.4	22.38
Liquidity and Solvency Ratios					
Current Ratio	0.61	0.81	0.62	0.63	0.55
Quick Ratio	0.47	0.65	0.48	0.41	0.37
Debt Coverage Ratios					
Interest Cover	55.26	36.82	51.61	53.04	138.92
Total Debt to Owners Fund	0.02	0.01	0.01	0	0
Management Efficiency Ratios					
Inventory Turnover Ratio	27.45	25.01	23.08	23.54	25.9
Debtors Turnover Ratio	44.07	53.3	43.2	35.27	45.56
Investments Turnover Ratio	1.87	1.59	1.33	1.53	1.82
Fixed Assets Turnover Ratio	3.15	2.82	2.31	2.62	3.38
Total Assets Turnover Ratio	1.88	1.6	1.33	1.54	1.84
Asset Turnover Ratio t^{\wedge}	1.98	1.63	1.37	1.56	1.91
Cash Flow Indicator Ratios					
Dividend Payout Ratio Net Profit	22.07	35.04	41.29	51.32	38.08
Dividend Payout Ratio Cash Profit	16.42	20.38	24.41	31.65	27.3
Earning Retention Ratio	77.44	63.44	57.06	47.6	61.13
Cash Earning Retention Ratio	83.31	79.11	75.02	67.95	72.3

Using the above financial ratios; you are required to comment on the financial position as well as performance of Maruti Suzuki Co. Ltd.

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Total No. of Questions : 10

BUSINESS ENVIRONMENT AND INDIAN ECONOMY

M.Code : 75406

Time : 3 Hrs.

Max. Marks : 60

1. **SECTION-A** contains **EIGHT** questions carrying **TWO** marks each and students has to attempt **ALL** questions.
2. **SECTION-B** consists of **FOUR** Subsections : Units-I, II, III & IV. Each Subsection contains **TWO** questions each carrying **EIGHT** marks each and student has to attempt any **ONE** question from each Subsection.
3. **SECTION-C** is **COMPULSORY** and consist of **ONE** Case Study carrying **TWELVE** marks.

- a. *"Economic conditions affect business"*. Do you agree?
- b. Fundamental Rights.
- c. Any two objectives of EXIM Policy.
- d. Consumerism.
- e. Intellectual Property Rights.
- f. Indicators of Economic Growth and Development.
- g. Aatmanirbhar Bharat Rojgar Yojana (ABRY).
- h. Agricultural Pricing.

SECTION-B

UNIT-I

2. What do you mean by Business Environment? Describe the importance of Business Environment for the business firm.
3. What do you mean by Monetary Policy? Discuss its objectives and its instruments.

UNIT-II

4. What parameters are applied by the Competition Commission of India to determine if the proposed combination is likely to have appreciable adverse effect on competition in relevant market in India?
5. Discuss in detail the role of public sector enterprises in the economic development of India. Examine briefly various problems faced by Indian Public Sector Enterprises in the recent past.

UNIT-III

6. What are the various types of MNC (Multi National Corporation)? Discuss in detail the benefits of MNCs to the host country.
7. What do you mean by technological environment? Discuss various problems related to technology transfer. What according to you should be done to remove these problems?

UNIT-IV

8. Explain in detail various schemes framed by Government to reduce unemployment in our country.
9. Write detailed note on :
 - a. Social Infrastructure.
 - b. Social Inclusion.

SECTION-C

10. Solve the following case:

Reliance Consultancy Services (RCF) is in the information technology sector. It is currently facing a shortage of skilled man power and is fuelling a hike in employee salaries, which have been posting a 20%-40% growth during the last couple of years. While there is an abundance of trainable human resources, a dearth in skilled manpower is being felt across the industry and this has resulted in a hike in salaries.

Typically, salary jumps happen not only in the conventional manner of being promoted but also because of professionals changing jobs more frequently. The increase in salaries varies from job to job and ranks highest in the IT sector where employees get a hike of over 40% when they join a new establishment. There is no dearth in entry-level human resources as there is a large supply, but a severe shortage is felt in the middle-level positions.

According to Mr. Jugnu, CEO of Reliance Consultancy Services (RCF), many new captive and third party off-shore facilities being set up in the country have led to a competition for skilled human resources that are already scarce. This is also leading to an ever-widening demand-supply gap and raise in the average salary level for all positions, apart from pushing up attrition in existing facilities, he said.

There is new trend of employees moving to multinational companies abroad for higher salaries and global experience. The salary package and working environment is far better than India in countries like USA. Then returning to India with global experience makes for a higher pay and position. This is also one reason for the shortage of skilled man power and hike in employee salaries in the IT sector.

Question:

- a. What problems is Reliance Consultancy Services (RCF) is facing? Suggest some remedies for its problems.
- b. Do you support Globalization?

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Total No. of Questions : 10

BUSINESS ETHICS AND CSR

M.Code : 75407

Time : 3 Hrs.

Max. Marks : 60

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3. **SECTION-C** is **COMPULSORY** and consists of **ONE** Case Study carrying **TWELVE** marks.

1. Write briefly :

- Discuss any two myths about Business Ethics.
- Any three emerging issues in Business Ethics.
- Discuss in brief the concept of Ethical Reasoning.
- What do you mean by Environmental Ethics?
- What do you mean by CSR through Triple Bottom Line (TBL)?
- Give any two arguments in favour of Corporate Social Responsibility.
- What are the permissible CSR Activities as per the Companies Act, 2013 in India?
- What is the relationship between Strategic Planning and Corporate Social Responsibility?

SECTION-B

UNIT-I

2. Discuss in detail Kohlberg's six stages of moral development. Support your answer with suitable illustrations.
3. Discuss in brief the ethical and social responsibilities of a company towards its competitors, dealers and suppliers.

UNIT-II

4. Discuss in brief the features of ethical dilemmas. What is the process of resolving ethical dilemmas?
5. Discuss in brief the ethical considerations in marketing.

UNIT-III

6. What is the concept of Corporate Social Responsibility? Discuss in detail the various benefits of Corporate Social Responsibility to the company.
7. Discuss in detail various National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.

UNIT-IV

8. Discuss in brief various provisions of the Companies Act, 2013 relating to Corporate Social Responsibility.
9. What is the purpose of Corporate Governance model? Discuss any three Corporate Governance models.

SECTION-C

10. Case Study :

Wal-Mart is the world's largest retail company. It has become very powerful in the modern era. It has aggressively pursued its low-price mantra, bringing better value to consumers and forcing suppliers to innovate. Being so powerful, it can do virtually anything it wants in some areas. Obviously this kind of power has enormous ethical and social implications. Some suppliers suggest that Wal-Mart is able to dictate every aspect of its operations, from product design to pricing, in its efforts to maximize savings for customers. Some suppliers claim they have been forced to reduce staff numbers and even

locate to lower-cost regions, in order to meet the biggest retailer's margin demands. Their fear is that if they hesitate to comply, they risk losing their most lucrative outlet and will find their products quickly replaced by a competitor's on Wal-Mart's shelves. For the customer, seeking keen prices and great choice, there are obvious benefits to Wal-Mart's approach, but perhaps there is also a cost.

Questions :

- a) What are some of the ethical and social implications of the power Wal-Mart and other huge retailers are able to exert?
- b) What action can a company like Wal-Mart take to manage these issues?

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Total No. of Questions : 17

MBA / MBA (IB) (Sem.-1)

BUSINESS COMMUNICATION FOR MANAGERIAL EFFECTIVENESS

Subject Code : MBA-107-18

M.Code : 75408

Date of Examination : 27-06-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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 3. **SECTION-C** is **COMPULSORY** and consist of **ONE** Case Study carrying **TWELVE** marks.

SECTION-A

Write briefly :

1. What do you understand about business etiquette? Give examples.
2. Importance of Listening
3. Ways to Overcome Glossophobia.
4. Cross-Cultural Communication
5. Semantic Barriers
6. Online Presentation
7. Role Play and Simulation games
8. State the mechanics of Report writing.

SECTION-B

UNIT-I

9. State the essential characteristics of effective communication. Discuss in detail 7C's Model of Communication.
10. Discuss cross-cultural communication. Also, explain the use of social networking technologies in Business communication.

UNIT-II

11. Describe ways for developing effective writing skills. Discuss the importance of analyzing the situation and the audience before a written Business Communication.
12. What is a Report? Explain the major components of report writing.

UNIT-III

13. How does group discussion contribute to successful business communication? Explain the Do's and Don'ts of the process of group discussion.
14. What is a Just-A-Minute presentation? Discuss the strategy for team/group presentations.

UNIT-IV

15. What are good interview-taking techniques? What communication techniques you would use to make correct recruitment?
16. What is the importance of a good resume? Discuss the important elements and layout of a good resume.

SECTION-C

17. **Read the case study about communication and briefly answer the questions at the end:** Mr. John Hauser president of A&E Education in Germany visited a management institute in Chennai. After an informal meeting with the principal director, they moved to a large seminar hall equipped with a multimedia projection system. Jon proposed to give a presentation on his learning Management System Model. He spoke for about 40 minutes, covering the worldwide processes of educational administration and e - management. His presentation used power point and visually supported by graphic data - charts, graphs and diagrams. At places, he was difficult to follow because of the unusual accent in which English is spoken by German. However, the elaborate visual aids helped him put his point across successfully. The power point slides were in the form of bullet

points outlining the structure of the presentation. During the discussion of at the end of John's presentation, the principal director opined that the international model discussed would need to be customized with specific local content, and went on to share his own software model of learning management system. John appreciated the new insight and they agreed to collaborate and integrate the models for marketing the software to educational institutions across India.

Questions :

- a. Does the size of venue affect the quality of presentation?
- b. Discuss the benefits of using PowerPoint and visual aids when giving a presentation to a foreign audience.
- c. What were John's presentation objectives? Was he successful in achieving them.

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