

May/June 2018

Roll No.

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Total No. of Pages: 02

Total No. of Questions: 15

MBA (2012 & Onwards) (Sem. – 4)
ENTREPRENEURSHIP & MANAGING SMALL MEDIUM BUSINESS

M Code: 71379

Subject Code: MBA-402

Paper ID: [A2525]

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.
2. Attempt ONE question each from SECTION B, SECTION C, SECTION D and SECTION E. Each question carry EIGHT marks.
3. SECTION-F is COMPULSORY carrying EIGHT marks.

SECTION A

Explain the following:

1. Distinguish between intrapreneurship and entrepreneurship.
2. Need of tax considerations to small scale units.
3. Recent trends of women entrepreneurship.
4. World famous leaders.
5. Suggestions for making EDP effective.
6. Explain the term product.

SECTION B

7. What do you understand by the term entrepreneurship? Give the main characteristics of entrepreneurship.
8. Explain the role of an entrepreneurship in economic development.

SECTION C

9. Explain various steps taken by the Indian government to develop women entrepreneurship.
10. "Entrepreneurship are made not born". Comment and give reason for your views.



SECTION D

11. Explain major problems of small scale entrepreneurship.
12. Explain the various steps for setting up an enterprise.

SECTION E

13. Explain various exemptions given under different acts to SSSIs. How do exemptions help them?
14. Explain various financial services offered by various financial institutions.

SECTION F

15.

The Jones Company operates a centrally located storeroom in their manufacturing complex. Every afternoon each craft foreman (Tin Shop, Electric Shop, Iron Workers, etc.) writes a requisition for common use items that will be required for the next day's work. These common use items include nuts, bolts, screws, washers, flashlight batteries and gloves. All specialty items are ordered separately. During the night shift, storeroom personnel fill the orders of items requested by the craft foreman. Each morning, one or two workers from each department go to the storeroom with a four-wheel platform truck to pick up the filled order.

Question:

- a) Although studies have never been performed to determine the amount of time craftsmen spend waiting for supplies, it is the thought of the management that idle craft manpower is a problem resulting from this procedure.
- b) How can time spent travelling to and from the described storeroom be reduced thus eliminating or decreasing crafts personnel travel time?

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**MBA (2012 & Onwards) (Sem. - 4)
SERVICES MARKETING**

M Code: 71380

Subject Code: MBA-906

Paper ID: [A2526]

Time : 3 Hrs.

Max. Marks: 60

INSTRUCTION TO CANDIDATES:

- SECTION-A contains SIX questions carrying FIVE marks each and students have to attempt any FOUR questions.
- SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
- SECTION-C is COMPULSORY consisting of Case Study carrying EIGHT marks.

SECTION A

- Why is service sector gaining importance? Elaborate.
- Outline important service recovery strategies.
- Suggest ways for developing customer loyalty towards services.
- Highlight concept of service blueprint.
- Outline concept of Customer Citizenship Behaviour.
- Explain components of service marketing communication strategy.

SECTION B

UNIT I

- Write a note on classification of services.
- Outline important characteristics of services, with examples.
- Why is it important to measure customer expectation of a service? Explain.
- Describe various elements of service marketing mix, with examples.

UNIT II

- What are the challenges encountered in service design? Outline the stages involved in new service development process.
- Outline the importance of physical evidence and the servicescape in service marketing, with examples.
- Highlight importance of managing customer relationship.

UNIT III

- Critically examine the role and importance of employees and customers in delivering and performing quality services, with examples.
- Recommend suitable waiting line strategies, with illustrations.
- Suggest ways for managing demand and capacity for services.

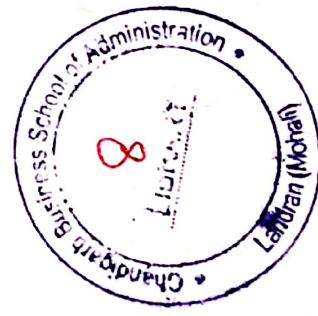
UNIT IV

- What factors should be kept in mind while deciding about the price of a service. Suggest alternative pricing strategies, with examples.
- Identify various gaps that can exist in the Service quality. Suggest suitable prescription to reduce such gaps.

SECTION C

- Please read the case and answer questions based on it: (8)

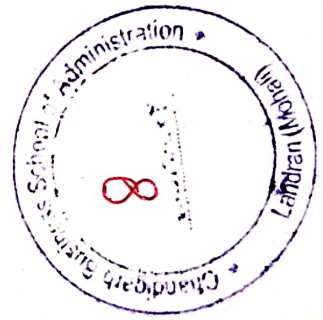
Premier Courier Ltd.



Premier Courier Ltd. (PCL) is an innovative overnight delivery company that helped change the way companies do business. It was the first company to offer an overnight delivery system, but the company markets more than just a delivery service. What PCL really sells is on-time reliability. The company markets risk reduction and provides the confidence that people shipping packages will be "Absolutely, positively, certain their packages will be there by 10.30 in the morning". In fact, PCL sells even more than reliable delivery. It designs tracking and inventory management systems for many large companies. In other words, its customers buy more than just delivery service they buy a solution to their distribution problems. For example, a warehouse designed and operated by PCL is part of the distribution centre for a very large computer firm. In other organisations, customers can place an order for inventory as late as midnight, and the marketer, because of PCL's help, can guarantee delivery by the next morning. PCL has positioned itself as a company with a service that solves its customers problems.

Questions:

- a) What is PCL's product? What are the tangible and intangible elements of this service product? (4)
- b) What are the elements of service quality for a delivery service like PCL? (2)
- c) In what way does technology influence PCL's service quality? (2)



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MBA (2012 & Onwards) (Sem. – 4)
INTERNATIONAL MARKETING

M Code: 71381

Subject Code: MBA-907

Paper ID: [A2527]

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

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

SECTION A

1. Highlight various benefits to a company for undertaking International Marketing.
2. What are various bases of segmenting international markets.
3. Outline salient features of non tariff barriers.
4. Outline functioning of Export Promotion Councils.
5. Highlight alternative international pricing strategies.
6. Explain components of international promotion mix.

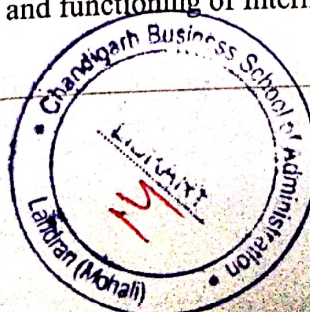
SECTION B

UNIT I

7. Highlight salient features of Hecksher-Ohlin theory of International trade, with examples.
8. Critically examine relative advantages and disadvantages of alternative forms of international market entry strategies, with examples.

UNIT II

9. What are various components of international marketing environment, which a manager must continuously monitor? Elaborate.
10. Write a detailed note on objectives and functioning of International Monetary Fund.



UNIT III

11. Critically examine the direction and composition of exports from India in last decade, with examples.
12. Explain various incentives available to Indian exporters, with illustrations.

UNIT IV

13. Outline the various steps involved in new product development and launch for international markets, with examples.
14. What factors influence selection of international distribution channel selection? Highlight the functions performed by various international distribution intermediaries.

SECTION C

15. Please read the case and answer questions based on it:

A marketer of Cotton Shirts in India is planning to go international. He has hired your services as a consultant.

- a) What environmental analysis he has to undertake to understand the overseas markets? (4)
- b) List the principal export documents he has to prepare to export the consignment (4)



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MBA (2012 & Onward) (Sem. - 4)

INTERNATIONAL FINANCE

M Code: 71385

Subject Code: MBA-926

Paper ID: [A2531]

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

- SECTION-A contains SIX questions carrying FIVE marks each and students have to attempt any FOUR questions.
- SECTIONS-B consists of FOUR Subsections : UNITS-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
- SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks and answer the given questions.

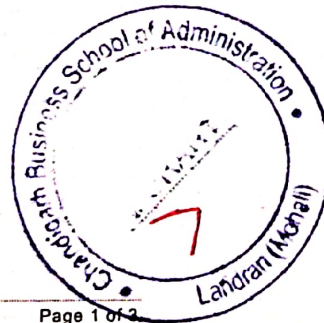
SECTION A

- Discuss the challenges of international financial management.
- Discuss the factors that affect international trade flows.
- What are the factors that affect foreign exchange rates?
- Discuss the Fisher effect in international finance.
- What is country risk analysis in international financial management?
- Discuss the role of EXIM Bank of India.

SECTION B

UNIT I

- Discuss the nature and scope of international finance.
- Write notes on:
 - Gold standard
 - Economic and Monetary union.



UNIT II

- Discuss in detail the functions and structure of Forex markets.
- Write notes on:
 - The international Fisher effect.
 - Foreign Exchange quotations.

UNIT III

- What are derivative markets? Discuss the role of derivative markets in international finance.
- Write notes on:
 - Transaction Exposure
 - Swap

UNIT IV

- Discuss the various sources of long term finance in international management.
- Write short notes on
 - GDR's
 - Discounting.

SECTION C

15.

Functional currency is a concept that was introduced into IAS 21, the effects of changes in Foreign Exchange Rates, when it was revised in 2003. The previous version of IAS 21 used a concept of reporting currency. In revising IAS 21 in 2004, the IASB's main aim was to provide additional guidance on the translation method and determining the functional and presentation currencies. The functional currency should be determined by looking at several factors. This currency should be the one in which the entity normally generates and spends cash, and that in which transactions are normally denominated. All transactions in currencies other than the functional currency are treated as transactions in foreign currencies. The entity's functional currency reflects the transactions, events and conditions under which the entity conducts its business. One decided on, the functional currency does not change unless there is change in the underlying nature of the transactions and relevant conditions and events.

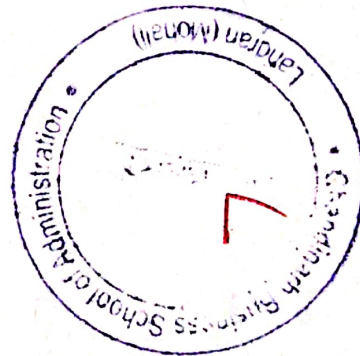
Foreign currency transactions should initially be recorded at the spot rate of exchange at the date of the transaction. An approximate rate can be used. Subsequently, at each closing rate. Non-monetary items measured at historical cost should be reported using the exchange rate at the date of the transaction. Non-monetary items carried at fair value, however, should be reported at the rate that existed when the fair values were determined.

An entity, with the dollar as its functional currency, purchases plant from a foreign entity for €18m on 31 May 2008 when the exchange rate was €2 to \$1. The entity also sells goods to a foreign customer for €10.5 m on 30 September 2008, when the exchange rate was €1.75 to \$1. At the entity's year end of 31 December 2008, both amounts are still outstanding and have not been paid. The closing exchange rate was €1.5 to \$1. The accounting for the items for the period ending 31 December 2008 would be as follows:

The entity records the plant and liability at \$9m at 31 May 2008. At the year end, the amount has not been paid. Thus using the closing rate of exchange, the amount payable would be retranslated at \$12m, which would give an exchange loss of \$3m in profit or loss. The asset remains at \$9m before depreciation. The entity will record a sale and trade receivable of \$1m that would be reported in profit or loss. IAS 21 does not specify where exchange gains and losses should be shown in the statement of comprehensive income.

Questions:

1. What is the importance of functional currency?
2. How functional currency affects the foreign exchange rate?



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**MBA (2012 & Onwards) (Sem. - 4)
BANKING AND INSURANCE OPERATIONS**

M Code: 71386

Subject Code: MBA-927

Paper ID: [A2532]

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

- SECTION-A contains SIX questions carrying FIVE marks each and students have to attempt any FOUR questions.
- SECTION-B consists of FOUR Subsections : UNITS-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
- SECTION-C is COMPULSORY carrying Case Study of EIGHT marks. Analyse the facts given in case study and answer the questions asked.

SECTION A

Write short note of the following:

- Explain the 'Right of lien'.
- What are debit cards and how are they different from credit cards?
- What are the characteristics of Reinsurance?
- Discuss the role of IRDA.
- Explain the role of money laundering.
- What are the Prudential norms for the asset classification?

SECTION B

UNIT-I

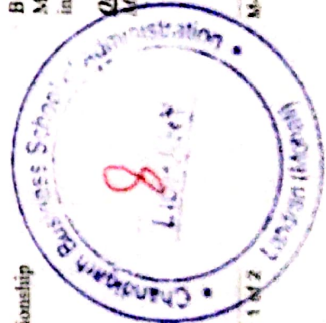
7. Explain the various provisions of Banking Regulation Act and Reserve Bank of India Act.

8. What are the different banker's obligations towards customers? Also discuss the relationship between Banker and customers.

UNIT-II

9. What are the different kinds of deposits that can be made in a bank by a customer?

10. Write a short note on ECCG policies and guarantees.



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UNIT III

11. Describe the BASEL principles of Asset-Liability Management.

12. What is NPA? Explain the effect of NPA on banks and Foreign Investments. What are the reasons for assets becoming NPAs?

UNIT-IV

13. Discuss the Insurance Act 1938. Explain in detail insurance Ombudsman and its powers.

14. Write a short note on Functional Aspect of Banc Assurance.

SECTION C

15. CASE STUDY: Read the case and answer the following question:

Mr and Mrs A both worked in a local factory, earning modest wages. They were using the overdraft facility on their current account to its full extent. They also had a personal loan from their bank and had borrowed from various credit card companies.

In March 2004, realising they were in financial difficulty but unsure what to do about it, they visited their bank. They explained their situation to the lending officer, who told them the bank could give them a consolidation loan to cover all their existing debts.

Mr and Mrs A were pleased with this suggestion and they took out the loan, which paid off all their existing debts and returned their current account into credit. But the bank left the couple's overdraft facility in place on their current account, and within a couple of months Mr and Mrs A had begun to go overdrawn again.

In June, having found they were unable to keep within the overdraft limit, Mr and Mrs A visited the bank to discuss the position. The bank's lending officer arranged another consolidation loan for them, to cover the overdraft debt.

Again, the bank left the couple's overdraft facility in place, and within a few months Mr and Mrs A were again in financial difficulties. When they visited the bank in November they were given a third loan. This covered the debts that the couple had acquired since taking out the consolidation loan in June. It also covered an additional £500. The bank agreed to lend them this because they had said they were worried about how they would pay for all the "extras" they would need over the Christmas period.

By early 2005, realising that they were unable to meet their repayment commitments, Mr. and Mrs. A complained to the bank. They said they had asked for help in managing their debts but instead - it had made their situation worse.

Question: What are the reasons and factors do you think due to which the financial position of Mrs and Mr. A worsen? Suggest some measures for the same.

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MBA (2012 & Onward) (Sem. - 4)
ORGANISATION DEVELOPMENT

M Code: 71395

Subject Code: MBA-966

Paper ID: [A2541]

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

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

SECTION A

1. Briefly discuss the steps involved in Organization Development process.
2. What are the limitations of Organization Development?
3. Write a detailed note on the nature of OD interventions.
4. Discuss the various forces responsible for change in the organization?
5. Discuss the various contemporary issues in Organization Development
6. Write a short note on third party peace making interventions.

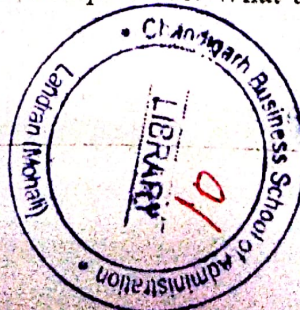
SECTION B

Unit I

7. What do you understand by Organization Development? Discuss the assumptions underlying Organization Development.
8. Bring out the need of Empowerment. Also discuss the costs associated with employee empowerment.

Unit II

9. Define the concept of organizational change. Discuss its importance. What are the various types of changes?



10. Discuss in detail the six - box model. Also explains it implementation.

Unit III

11. "OD is more than just reaching into a kit-bag and pulling out an intervention or two". Discuss the statement.
12. Write a note on "How to make Change Efforts Successful in a Political Environment?"

Unit IV

13. Defining the client system. Also explain the implication of OD for the client.
14. Explains the nature of the consultant's expertise. Discuss the consultant as a model.

SECTION C

15. CASE STUDY

The personnel office of Prasant Chemicals limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop team work and to build inter group relationships throughout the Company. The information also contained the approach to be adopted by the consultants and explained the five-step process of team building: problem sensing, examining differences, giving and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organisational effectiveness. On receiving the circular, middle managers, felt tensed as they though team building as an exercise involving a lot of hocus-pocus as they experienced in sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those dislike. Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented, 'now that as we understand what is involved in team building, we can go ahead and conduct session ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent! consultant. After all, you really do not need high priced consultants to do team building stuff. You just have a good feel for human factor'. The other managers generally agreed. However, the corporate personal director turned down their suggestion and proceeded with his original programme of hiring consultants.

Questions

1. Why did middle managers show resistance to team building approach of organisation development?
2. Do you think the managers had accurate view of team building concept and role of external consultant in that?

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MBA (2012 & Onwards) (Sem. - 4)
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

M Code: 71396

Subject Code: MBA-967

Paper ID: [A2542]

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

- SECTION-A contains SIX questions carrying FIVE marks each and students have to attempt any FOUR questions.
- SECTION-B consists of FOUR Subsections: UNITS-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
- SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.

SECTION A

- How culture is significant for international management?
- What is the role of communication in cross cultural management?
- What is geocentric staffing?
- Define ethical relativity.
- Who are expatriates?
- Define cultural shock.

SECTION B

UNIT I

- Briefly explain the role of culture in strategic decision making.
- Critically examine the assumptions and findings of Hofstede's Cross Cultural Study.

UNIT II

- Explain various economic factors affecting shifts in culture.
- Discuss the role of effective communication on international and cross-cultural management.

UNIT III

- Discuss the factors affecting recruitment and selection of international managers.
- Discuss the motivational practices of culturally diverse organisations.

UNIT IV

- Discuss the ethical values and ethical dilemmas across cultures.
- Give an overview of culture and management in India and China.

SECTION C

15. Case Study:

Central Steel Door Corporation has been in business for about 20 years, successfully selling a line of steel industrial-grade doors, as well as the hardware and fittings required for them. Focusing mostly in the United States and Canada, the company had gradually increased its presence from the New York City area, first into New England and then down the Atlantic Coast, then through the Midwest and West, and finally into Canada. The company's basic expansion strategy was always the same: Choose an area, open a distribution center, hire a regional sales manager, then let that regional sales manager help staff the distribution center and hire local sales reps.

Unfortunately, the company's traditional success in finding sales help has not extended to its overseas operations. With the introduction of the new European currency in 2002, Mel Fisher, president of Central Steel Door, decided to expand his company abroad, into Europe. However, the expansion has not gone smoothly at all. He tried for three weeks to find a sales manager by advertising in the *International Herald Tribune*, which is read by business people in Europe and by American expatriates living and working in Europe. Although the ads placed in the *Tribune* also run for about a month on the *Tribune's* Web site, Mr. Fisher so far has received only five applications. One came from a possibly viable candidate, whereas four came from candidates whom Mr. Fisher refers to as "lost souls" - people who seem to have spent most of their time traveling aimlessly from country to country sipping espresso in sidewalk cafés. When asked what he had done for the last three years, one told Mr. Fisher he'd been on a "walkabout".

Other aspects of his international HR activities have been equally problematic. Fisher alienated two of his U.S. sales managers by sending them to Europe to temporarily run the European operations, but neglecting to work out a compensation package that would cover their relatively high living expenses in Germany and Belgium. One ended up staying the better part of the year, and Mr. Fisher was rudely surprised to be informed by the Belgian

