

July 2022

Roll No. 

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Total No. of Pages : 04

Total No. of Questions : 17

MBA (2018 Batch) (Sem.-4)

**CORPORATE STRATEGY**

Subject Code : MBA-401-18

M.Code : 77807

Date of Examination : 01-07-22

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have 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**

Write short notes on:

1. What is the significance of synergy for an organisation?
2. What do you mean by Matrix structure?
3. Give the meaning of corporate culture.
4. Differentiate between Strategy and Tactics.
5. Define Forward integration with the help of example.
6. Write a short note on GE nine cell frameworks.
7. What are the evaluation techniques for Strategic and Operational control?
8. Discuss resource allocation as a tool of strategy and strategic implementation.



25

## SECTION-B

### UNIT-I

9. What are the various levels of strategy? What is the role of a strategist?
10. Distinguish between SWOT and TOWS giving examples.

### UNIT-II

11. Describe Porter's five forces model in detail. What are the driving forces and key success factors of a business?
12. Explain in detail the leadership, differentiation and focused strategies. What are the advantage and disadvantages of each?

### UNIT-III

13. What do we mean by related and unrelated diversification? Explain the meaning of corporate restructuring.
14. Describe the harvesting and retrenchment combination strategies in detail.

### UNIT-IV

15. Describe strategy-structure fit of an organization. How is resource allocation done?
16. Describe the organizational system and techniques of strategic evaluation.

## SECTION-C

### 17. Case Study :

Sitting in the back of his chauffer driven car coming back from Ludhiana, Rohit was thinking what to do next. His road to success had not been easy and he had worked very hard. So, should he take it to the next level but then sometimes stagnancy in profits worried him and he thought otherwise.

He remembered that he had setup his first coffee shop in a high visibility location in a shopping hub in Chandigarh in 2004 with the help of his father and a venture capitalist who was a silent partner at a time. He after doing his graduation had followed in the footsteps of his father and decided to setup his business. He had taken help from his

father and setup a nice little coffee shop "Coffee Cabana". The shopping hub boasted of best brands in India and the customer profile consisted of majority of middle - upper middle class from Chandigarh, Mohali and Panchkula. The high visibility of the shop ensured a good footfall not only of regular customers but also of walk-in customers.

Rohit was a Graduate in arts and he worked hard to increase his knowledge of coffee bean and blends and processes related to preparing them. Today because of that knowledge, he is able to offer his customers customization like no other shop in the area. He offer the coffee lovers opportunity to choose their coffee and grind them before handing them in for a fresh and unique coffee experiences. His shops "wall of frames" and his website was full of praises by the satisfied customers. This has also promoted him to delve his feet into selling unique coffee blends rather than only coffee. He offered concentrated blends like elaichi coffee, spice coffee and even some lightly mixed alcohol based coffees. Many international customers often came into his shop to order customize blends to take back home and often requested refills online. Though, the side business was a good revenue earner, Rohithas never fully explored the potential of selling customized coffee blends. He was able to offer his superior service only because of his relationship with his suppliers who offered him best quality coffee and beans at a competitive price. His relationship with the suppliers ensured superior services. He has had such a strong relationship with his suppliers that he has never ever felt the need to enter into formal contract with his suppliers. He also had concentrated on other element of his services that was good courteous employee. Though he had high attrition rate in service personnel yet good work environment ensured that employees were motivated and knew that customer was to be valued. His customization strategy could not work without a good quality customer contact employees. Over the years, Rohit has been able to develop some unique and patented blends of coffee and tea which has increased the popularity of his shop. The Chandigarh outlets, in its third year of operation had become very popular with universities and college going student and was hang out specially on weekends. On weekdays it was a meeting place for the office people. The diversity of customer base ensures a steady stream of demand throughout the week. Rohit had been able to reach breakeven in the first three years of his operations and had in 2010 brought out his partner and converted the business to sole proprietorship.

Motivated by the success, he had opened up an outlet in Amritsar, Ludhiana and Jalandhar. Rohit had ensured that the blue print of the outlets in these three towns was same as that of one in Chandigarh so that the customer could associate the brand. This had given his brand a regional recognition "Coffee-Cabana". On demand of his customer, he had converted pure coffee shop into a snack and coffee outlet. Rarely he offered his customer a bare basic assortment of coffee compliments. This change concept of his coffee shop had led to him competing not only with other big coffee shops like Barista and CCD but also with other restaurants. In comparison to these big outlets, his product though customized was considered expensive as a result he was alienating the younger college and university students. This category considered the place as a special occasion place rather than a hangout place which was the case when coffee cabana was in

Chandigarh. His economies of scale were no match for these big restaurants of coffee chain.

Since the inception and start of the business in 2004 Rohit had taken every decision himself. He had been a true entrepreneur and believed in what his father had taught him i.e. "if you want something done right, do it yourself". But increased scale of business taught him that he could not be everywhere and therefore though reluctantly he hired some MBAs to take care of other three outlets. However, he was still facing problems in integrating function of the four outlets.

Rohit had understood these challenges and was aware of them even when his operation was limited to only in Chandigarh. He considered these to be a part and parcel of the business. His is still in green i.e. making profits and therefore he thinks he had need not worry but today he wanted more.

He had run into venture capitalist who had initially finance his business. His old partner had offered to help Rohit take his business international. Rohit had never thought of expanding further but the offer was certainly tempting and on his way back to Chandigarh, he was contemplating what to do.

#### Discussion Questions :

- (a) What should he do? Expand or not?
- (b) What means would be best suited?
- (c) Conduct a SWOT and TOWS analysis for Rohit.

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Total No. of Questions : 17

Total No. of Pages : 02

**MBA (Sem.-4)**  
**WORKSHOP ON INDIAN ETHOS**

Subject Code : MBA-403-18

M.Code : 77821

Date of Examination : 16-07-22

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have 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 students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

**SECTION-A**

1. Explain various learnings from Kautilya's Arthashastra.
2. Give the distinction between Ethics and Ethos.
3. What are Secular and Spiritual Values?
4. What do you mean by Value Based Management?
5. What is Brain storming?
6. What is the role of Meditation in managing stress?
7. What do you mean by Law of Creation?
8. What do you mean by Law of Humility?

**SECTION-B**

**UNIT-I**

9. What is the role of Ethos in business? Also, describe a few important management lessons from Vedas and Mahabharata.
10. What do you mean by Indian Ethos? Discuss in detail the salient features and points of difference between Indian and Western style of management.

## UNIT-II

11. Explain various features and dimensions of Work Ethos.
12. Describe the relevance of Value System in Work Culture. Also, discuss the impact of values on various stakeholders.

## UNIT-III

13. Explain in brief about the various causes and consequences of stress at work.
14. What are the contemporary approaches to Leadership? Discuss in detail.

## UNIT-IV

15. What is the role of Karma to Managers? Also, describe various Laws of Karma.
16. Explain in detail the concept and methodologies of Corporate Karma in detail.

## SECTION-C

### 17. Case Study:

Read the following case study and answer the questions given at the end of the case:

Mr. Mohan was running a small business in which around 100 unskilled workers were working. Most of the workers were very poor and illiterate. They had not any other option to survive other than working in the business owned by Mr. Mohan. Mr. Mohan was the main task master for them, and he was very nice in his behaviour towards the workers working in his business. He was basically following participative style of leadership.

Mr. Mohan's son, Mr. Sohan has just completed his MBA from a reputed institution, and he joined the business of his father. He had studied Indian Ethos, Organisational Behaviour, and various Human Resource subjects during his MBA. His style of working was totally different from his father. He believed in autocratic style of working, and was very rude towards the workers.

Mr. Mohan was not satisfied with the style adopted by his son. He called Sohan and said to him, "I have been observing your style of working for the last few days. I know you have studied Indian Ethos, Human Resources and Organisational Behaviour during your studies, but you are not using these in real life."

### Questions:

- a. Comment on the leadership style of Mr. Mohan and Mr. Sohan?
- b. Do you agree with Mr. Mohan? Give reasons.
- c. What leadership qualities are needed to manage such small business where majority of workers are unskilled?

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Total No. of Pages : 03

Total No. of Questions : 17

**MBA (Sem.-4)**  
**MERGERS, ACQUISITIONS AND CORPORATE**  
**RESTRUCTURING**

Subject Code : MBA-914-18

M.Code : 77813

Date of Examination : 08-07-22

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have 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 students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY consists of ONE Question carrying TWELVE marks.

**SECTION-A**

Write short notes on :

1. Define merger.
2. What is synergy?
3. What is share repurchase?
4. Explain horizontal merger.
5. What is Demerger?
6. What is takeover bid?
7. What is value creation?
8. What do you mean by share exchange ratio?

## SECTION-B

### UNIT-I

9. Explain the term corporate restructuring. Discuss different forms of corporate restructuring.
10. What is Takeover? Discuss various takeover defense strategies.

### UNIT-II

11. Write Short notes on following:
  - a. Revere Merger
  - b. Strategic Alliance
12. Explain the concept of Leveraged Buy-Out (LBO). Also, discuss its characteristics and structure.

### UNIT-III

13. Write short notes on following:
  - a. Accounting aspects of mergers and acquisitions.
  - b. Impact of payment option on EPS.
14. Discuss various financing options available to acquiring company.

### UNIT-IV

15. Explain the motives behind International mergers and acquisitions. Discuss reasons for failure of international mergers and acquisitions.
16. Write short notes on following:
  - a. Taxation aspects of mergers and acquisitions.
  - b. Due diligence in mergers and acquisitions.



## SECTION-C

### 17. Case Study:

Tata acquired Corus on the 2nd of April 2007 for a price of \$12 billion making the Indian company the world's fifth largest steel producer. Tata has reportedly financed only \$4 billion of the Corus purchase from internal company resources, meaning that more than two-thirds of the deal has had to be financed through loans from major banks. Tata's new debt amounting to \$8 billion due to the acquisition, financed with Corus' cash flows, is expected to generate up to \$640 million in annual interest charges (The day after the acquisition was officially announced, Tata Steel's share fell by 10.7 percent on the Bombay stock market.)

The acquisition by Tata amounted to a total of 608 pence per ordinary share of £6.2 billion (US \$12 billion) which was paid in cash. First of all, the general assumption is that the acquisition was not cheap for Tata. The price that they paid represents a very high 49% premium over the closing mid market share price of Corus on 4 October' 2006 and a premium of over 68% over the average closing market share price over the twelve-month period. Moreover, since the deal was paid for in cash automatically makes it more expensive, implying a cash outflow from Tata Steel in the amount of £1.84 billion.

The debate whether Tata Steel has overpaid for acquiring Corus is most likely to be certain, since just based on the numbers alone it turns out that at the end of the bidding conflict with CSN, Tata ended up paying approximately 68% above the average price of Corus shares.

#### Answer the following questions:

- a) Identify the merger strategy used in Tata-Corus deal. Explain its features.
- b) Explain the financial structure of the Tata-Corus deal.
- c) As per your understanding, why did Corus went for this deal?

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Total No. of Questions : 17

Total No. of Pages : 03

MBA(Sem.-4)  
**INTERNATIONAL FINANCE & FINANCIAL DERIVATIVES**

Subject Code : MBA-915-18

M.Code : 77814

Date of Examination : 17-07-22

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have 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 students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

**SECTION-A**

Write short notes on the following :

1. Discuss challenges of International Financial Management.
2. BOP
3. Direct Quote
4. PPP
5. ADR'S
6. Options
7. Derivatives
8. Transaction Exposure

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## SECTION-B

### UNIT-I

9. Discuss nature and scope of International Finance? Elaborate recent changes in the subject of International Finance?
10. Write a note on :
  - a. Gold Standard
  - b. Economics and Monetary Union

### UNIT-II

11. Explain PPP Theory in detail. Critically evaluate this theory.
12. Write a Note on:
  - a. EXIM Bank
  - b. World Bank

### UNIT-III

13. What do you mean by Derivatives? Explain different types of derivatives and their importance.
14. Explain Option Contracts. Explain different option trading strategies.

### UNIT-IV

15. What do you mean by swaps? Explain importance and Pricing Strategies of Swaps.
16. What is economic exposure? Explain measurement and management of economic exposure.

17.

**SECTION-C**

When the euro was introduced in January 1999, the United Kingdom was conspicuously absent from the list of European Countries adopting the common currency. Although the previous Labour Government led by Prime Minister Tony Blair appeared to be in favour of joining the euro club, the current Tory Government was not in favour of adopting the euro and thus giving up monetary sovereignty of the country. Public opinion was also divided on the issue.

Whether the United Kingdom will eventually join the euro club is a matter of considerable importance for the European Union as well as that of the United Kingdom. If the United Kingdom, with its sophisticated finance industry, joins, it will most certainly propel the euro into global currency status rivalling the U.S.Dollar. The United Kingdom for its part will firmly join the process of economic and political unionization of Europe, abandoning its traditional balancing role.

- a. Explain the problem discussed in the case study above.
- b. Explain the political and economic condition of United Kingdom at that time.
- c. Elaborate potential benefits and cost of adopting the Euro.
- d. Elaborate in your own words the Potential impact of British adoption of the Euro on the International Financial System.

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Total No. of Questions : 17

Total No. of Pages : 02

MBA (Sem.-4)  
**TAXATION & PERSONAL FINANCIAL PLANNING**

Subject Code : MBA-916-16

M.Code : 77815

Date of Examination : 01-08-22

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have 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 students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Question carrying TWELVE marks.

**SECTION-A**

**Write short notes on the following :**

1. Explain the meaning of Tax Evasion.
2. What is the scope of Tax Planning?
3. What do you mean by Exempted Incomes?
4. What is the concept of clubbing of income?
5. What do you mean by Environmental Analysis?
6. What is Future Value of Money?
7. Describe in brief the concept of Public Provident Fund.
8. Describe in brief any two types of Mutual Fund Schemes.

## SECTION-B

### UNIT-I

9. What is the need of Tax Management? Also describe its scope.
10. What do you mean by Tax Planning? Discuss various methods of tax planning.

### UNIT-II

11. What are the different categories into which the assessee are divided regarding residence and how is the residence of assessee determined for income-tax purposes?
12. What do you mean by Capital assets? Discuss the provisions of the Income-tax Act relating to 'Long-term Capital Gain' and 'Short-term Capital Gain'.

### UNIT-III

13. What do you mean by Personal Financial Planning? What are the main features of personal financial planning?
14. Explain the concept of Time Value of Money. How the concept of Time Value of Money affects the personal financial statements of an investor?

### UNIT-IV

15. What do you mean by Investment Planning? What are its objectives?
16. Explain in detail various Money market instruments available to an investor.

## SECTION-C

### 17. Case Study:

Mr. Bankesh has furnished you the following data :

Income from house property(negative) (Rs.1,30,000)

Salaries (Net) Rs. 80,000

Income from other sources (negative)(Rs. 90,000)

Income from lotteries Rs. 3,50,000

Mr. Bankesh is seeking advice relating to set off and carry-forward for the current Assessment Year.

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MBA June-2022

Roll No.

Total No. of Questions : 17

Total No. of Pages : 03

MBA (2018 Batch) (Sem.-4)  
**INTEGRATED MARKETING COMMUNICATION AND SALES  
MANAGEMENT**

Subject Code : MBA-923-18

M.Code : 77808

Date of Examination : 02-07-22

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have 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 students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

**SECTION-A**

Write short notes on :

1. Define advertising agencies.
2. Define advertising Budgeting.
3. What is pre-testing in advertising?
4. Mention two objectives of sales management.
5. Mention one advantage and one disadvantage of direct marketing.
6. Define sales control.
7. Briefly explain the role of promotion in marketing communication.
8. What do you understand by sales territories?

**SECTION-B**

**UNIT-I**

9. Explain the marketing communication process in detail. How do we measure its effectiveness?

(S32)-86

10. Describe the different kinds of advertising agencies. What are the advantages and disadvantages of each?

#### UNIT-II

11. Explain the meaning, components, advantages and disadvantages of Internet Advertising.
12. How do you measure advertising? Explain the pre and post testing.

#### UNIT-III

13. Explain the various methods of sales forecasting.
14. What is the purpose of a sales organization? How do we set up a sales organization?

#### UNIT-IV

15. What is a sales meeting? Describe the rules for conducting a sales meeting.
16. What are sales contest? Why are they needed? Give examples of popular sales contests.

#### SECTION-C

17. **Case Study :**

How do you turn what was originally a medicinal product (intended to cure hangovers) and then a mixer with whisky into a soft drink without changing anything about the product or its packaging?

If you said "magic" you'd be correct. But it's not the kind of magic you might think. This is branding magic. It's called positioning. And it created magical results for 7-Up in 1967, when the company repositioned the brand as the Uncola.

Preceding 1967, during the first 37 years, the 7-Up was marketed, consumers didn't think of 7-Up as a soft drink, just as we don't think of club soda and tonic water as soft drinks. In 1967, a soft drink was a cola, and a cola was a soft drink.

Four people were in the room when the term "un-cola" was first uttered. Three of them are deceased- Orville Roesch, 7-Up's ad manager; Bill Ross, creative director at JWT; and Bob Taylor, senior-art director at JWT. Charlie Martell was the fourth person and just a young writer at JWT at the time of the meeting.

"I remember the meeting to this day", recalls Martell. "We realized that we had to be a lot more specific if we hoped to change people's minds about 7-Up. We had to find a way to pick up that green bottle (7-Up), pick it up mentally in consumers' minds, and move it over to here, where Coke and Pepsi were. And until we did that, anything we did that smacked of soft-drink advertising was going to be rejected by consumers."

The objective was clear, yet getting there proved to be completely perplexing. "They had to find a way to attach the word cola to 7-Up. Nobody had ever done that before. This



was before the word positioning was even used in advertising and marketing,” says John Furr, management supervisor at JWT at the time.

Martell remembers that the strategy meeting started as it always started for 7-Up. “We got to talking about how to get somebody to move this green bottle from here to there. And I think Orville said something like we had to associate ourselves with the colas. And Bill Ross started talking about, ‘Well, how about, maybe, we call ourselves the non-cola.’ And Orville nodded. Thought that sounded good. And I chimed in with ‘Maybe we could call it the un-cola’. And everyone nodded and said that was an interesting thought. Didn’t blow anybody away at that point. They filed it away in their collective consciousness. Few days later, came back and said, ‘Maybe we just got something here.’ Uncola, it did everything we had been wanting to do. In one word, it did it all. It positioned 7-Up as a cola, yet not a cola. We said, ‘Hey... let’s make some advertising.’

Today, the 7-Up Uncola campaign is regarded as perhaps the classic example of brand repositioning- and a classic example of how the right brand positioning can lead to marketing magic.

**Questions:**

- a) Do you think the positioning was well implemented? Why or why not, Give reasons.
- b) Will it be easier for companies today to adopt to such positioning strategies?
- c) Can you suggest any other positioning strategy that the company could have adopted?

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MBA(2018 Batch) (Sem.-4)  
**INTERNATIONAL AND SOCIAL MEDIA MARKETING**

Subject Code : MBA-925-18

M.Code : 77810

Date of Examination : 05-07-22

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
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3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

**SECTION-A**

Write short notes on :

1. What is international marketing?
2. Write a short note on NAFTA.
3. Differentiate between WTO and GATT.
4. Explain the benefits of social media in today's scenario.
5. Elaborate the EXIM policy of India.
6. What is International promotional mix?
7. What are Reaction checks?
8. What do you mean by Ethnocentrism?

**SECTION-B**

**UNIT-I**

9. What is 'international business environment'? How does social and economic environment affect on business at international level?
10. Explain the reasons and objectives for the firms going global?

## UNIT-II

11. What is the role of internet in the international distribution? Elaborate with examples.
12. What are the various international distribution channels and how are they executed?

## UNIT-III

13. Define social media marketing? Also, explain the emergence of social media marketing as a popular tool used nowadays with the help of real life examples.
14. What are the different types of social media channels / platforms used to promote the business in digital world? Explain its advantages and disadvantages.

## UNIT-IV

15. How does mobile marketing strategy differ between device types and town-class? Explain with examples.
16. Why is social media so important in Search Engine Optimization?

## SECTION-C

17. A new advertising campaign that McDonald's India introduced in the Indian market is new Mcspicy range of products in 2011. McDonald's introduced a new product range in the Indian market called the Mcspicy range. It launched a new advertising campaign range called 'How spicy is Mcspicy' to promote its new product. The aim of the campaign was to project McDonald's as a youthful brand that met the tastes and preferences of the youth. The prelaunch campaign involving a viral called 'The Great spicy speculation' proved to be a success and reached 256000 people, unlike its previous campaign. McDonald's used social media like social networking sites and messenger services extensively for the new campaign.

The main campaign was later launched in a variety of media channels like in store, television, radio, outdoor, and online promotions. Apart from the use of social media for its new campaign, McDonald's also used several technologies innovation to reach the targeted customer base. Kiosks, LED hoardings, and virals on internet were extensively used to reach the target base. There was mixed response to the new campaign from customers. While some customer said that the campaign met the tastes and preferences of the customers, others said that there was a disconnect between the new Mcspicy menu and the core message of the campaign.

### Questions :

- a. Explain the importance of selecting the right target segment for an advertising campaign.
- b. What is your opinion about selecting multiple channels for an advertising campaign?
- c. Explain the growing importance of social media in the advertising mix of products targeted at the youth.

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## SECTION-B

### UNIT-I

9. Explain the various variables that moderate differences between domestic and international HRM.
10. Discuss the factors affecting recruitment and selection of international managers.

### UNIT-II

11. Explain the concept of Repatriate in the context of International Human Resource Management.
12. What are some of the challenges faced in Training Expatriate Managers?

### UNIT-III

13. Discuss the major factors associated with appraisal of expatriate managerial performance.
14. What are the main points multinational firms must consider when deciding how to provide benefits?

### UNIT-IV

15. What is the major hindrance to effective knowledge creation and transfer in the company?
16. Discuss the key issues in International Industrial Relations.

## SECTION-C

### 17. Case Study :

Hi-Tech Electronics Limited was established in 2006 in Kuala Lumpur, Malaysia. It produces and markets all types of electronics goods in most of the Asian and Pacific countries. It has been one among the top five companies as for the level of technology and one among the top three companies regarding marketing of the products in Malaysia. The company's policy and practices concerning human resource management are top in the country. The company's salary administration policies and practices were taken as guidelines not only by the other companies but also by various wage boards and pay commissions in the country. But this company has been struggling a lot because of a minor problem relating to administration of salary and benefits. The problem is stated hereunder.

The company employed nearly 400 national young graduate and post graduate engineers and 20 expatriate engineers. This employee forms the cream of the company's present human resource. The expatriate employees occupied higher position in all the departments including Human Resource Department. The company's salary policy and benefit policy were formulated mainly on the basis of the expatriate employee's desire. The base salary of the company is same for both the expatriate and national employees. But expatriate receive additional allowances like international market allowance, educational allowance, settling-in allowance, car allowance, housing allowance and entertainment allowance. Thus, expatriate receives nearly 250% more salary than the nationals doing the same job.

The national employees demanded the management to pay equally with that of expatriates immediately. According to them, the pocket frustrates them severely.

**Questions :**

- a) What is the crucial issue in this case?
- b) If you were the HR manager of the company, whom do you satisfy?

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June-2022

Roll No.

Total No. of Pages : 03

Total No. of Questions : 17

MBA (Sem.-4)

**STRATEGIC HUMAN RESOURCE MANAGEMENT**

Subject Code : MBA-934-18

M.Code : 77817

Date of Examination : 19-07-22

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. SECTIONS-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. What is competitive advantage?
2. What is performance appraisal?
3. What is recruitment?
4. Explain the term HR strategies.
5. What is best practice approach?
6. What is meant by global HRM?
7. What is Polycentric approach?
8. What is Talent management?

**SECTION-B**

**UNIT-I**

9. Explain the concept of strategic Human Resource management. Differentiate between traditional and strategic HRM.
10. Explain the role of national context, sectoral context and organizational context in HR strategy and practices.

## UNIT-II

11. Write short notes on:
  - a. Downsizing strategies.
  - b. Demographic changes and HR strategies.
12. Discuss the concept of human resource environment in the context of strategic HRM.

## UNIT-III

13. Discuss various talent management and retention strategies used by firms.
14. Write short notes on following:
  - a. HR strategy in workforce diversity.
  - b. IT in HR strategy.

## UNIT-IV

15. Explain various global staffing approaches.
16. Discuss various training and development imperatives for global workforce.

## SECTION-C

### 17. Case Study :

Of course, talent and human capital were becoming increasingly vital to competitive success in all organizations, but they offered an even greater strategic pivot-point for IBM. IBM competed mostly on its ability to deliver unique know-how and practical solutions to clients, rather than a particular hardware or software product. The knowledge, motivation skill and deployment of IBM's workforce was even more vital than for many of its competitors.

IBM employees were highly qualified and motivated, but the existing workforce could simply not provide the global flexibility that would be needed to serve the needs of IBM's evolving clients. The customer was saying, "know my business and provide value propositions that are unique to me." Yet, IBM's workforce systems and decisions tended to be focused on accurately projecting demand and creating sufficient supply of talent against a multinational model that often operated separately within countries or regions.



IBM sales and service experts were highly skilled in IBM products and solutions, but it was their unique knowledge about the client's industry and global implications that increasingly would become key differentiators.

The key would be to make the most effective tradeoffs between terms and conditions of employment across regions and be able to move talent quickly between them, whether physically or virtually. IBM needed to be able to quickly and accurately find the capabilities of its workforce, wherever those capabilities exist, and deploy them against clients' problems faster and at a lower cost point than the competition.

Randy and his colleagues realized that this would mean a significant change in how IBM defined its workforce, the information systems that employees and leaders used to understand and make decisions about workforce capability, and the way the capabilities of IBM's employees, teams and units connected to client needs and IBM strategy. Some consulting firms had begun to implement systems that used the language of competencies, capabilities or skills to depict the "inventory" of workforce capability and then matched that inventory to the pattern of their clients' needs. Such organizations generally had fewer than 100,000 employees, with fairly focused professional service domains. IBM was considerably larger, operated in multiple product and service sectors and would increasingly need to tap human resources throughout the world. In addition, a realistic idea about the true availability of capabilities would potentially require integrating information on hundreds of thousands of IBM job applicants in many countries and more than 90,000 contractors.

**Answer the following questions:**

- a) Which HR strategy has been mainly focused by IBM? As per your understanding what could be the reasons behind it?
- b) What strategies are being used by IBM to retain and attract talented workforce?
- c) Write a short note on other Talent Management strategies being used by software industries.

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Roll No.

Total No. of Pages : 03

Total No. of Questions : 17

MBA (Sem.-4)  
**STRATEGIC MANAGEMENT OF IT**

Subject Code : MBA-946-18

M.Code : 78028

Date of Examination : 03-08-22

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have 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 students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

**SECTION-A**

Write short notes on :

1. Outline reasons why IT strategy is required.
2. What is an ESS?
3. What is an organization chart approach to strategic planning?
4. What is a bottom up approach?
5. What is competitive advantage?
6. Differentiate between value chain and value system.
7. What are Inter organizational systems?
8. What is a strategic grid?

## SECTION-B

### UNIT-I

9. Discuss the Strategic Management Process. How can a company achieve strategic and IT alignment? Give examples.
10. What does planning for IT support entail? Discuss the process in detail while outlining the factors which influence the process.

### UNIT-II

11. Write short notes on the following :
  - a. Linkages in value chain
  - b. Interrelationships in value chain.
12. What is a cost centre and value centre in a value chain? How does IT strategy help in leveraging value chain analysis to competitive advantage level?

### UNIT-III

13. Is IT strategy a competitive necessity or a competitive advantage or both? Explain by giving examples of some of the new age business segments such as telecom or retail.
14. Strategic grid concept illustrates the relationship between key components of a business. What are these components? Discuss.

### UNIT-IV

15. Discuss in detail any two models for understanding industry dynamics of strategic management and IT. .
16. What are various diversification strategies? Give examples.

## SECTION-C

### 17. Case Study :

BWC is a global producer and seller of batteries for consumer electronics products (radios, flashlights, toys, etc.), and competes primarily with its larger rivals by providing battery products equal in performance at a lower price.

The worldwide battery industry suffers from issues of overcapacity and commoditization, brand segmentation and proliferation, the growing strength of global retailers, and the low-cost threat of new entrants from Asia. Thus, the ability to provide dependable batteries at a very low cost is essential to survival in this industry. BWC has grown quickly into one of the leading players in the battery industry primary through horizontal acquisitions financed by a recent successful IPO, and is now counted among the top four companies in North and Latin America. Its presence in Europe and Latin America is negligible.

While its market presence and brand is generally strong and market share is growing, BWC has entered into an alliance to obtain the core technologies of its batteries—that is, BWC does not actually own the technology that makes its batteries work. This approach has provided BWC a cost advantage since it has not had to invest in basic R&D and has very little R&D infrastructure. This technology is licensed from Mats (which has 200 engineers dedicated to moving the technology forward), one of Japan's largest technology-based holding companies (like Sharp or Canon). Mats also sells batteries under the Pandemonium brand and commands over 50% of the market share of Asian countries—Mats' market share in other global markets is negligible and its efforts at growing its branded battery share in the North America, Latin America, and Europe has been severely frustrated in recent years. While Mats is very large compared to BWC, the battery technology and battery business are relatively tiny relative Mats other technology-based businesses. BWC's decade-long licensing agreement with Mats for the essential battery technology expires in one year, there are no obvious substitute providers of this technology.

**Questions :**

- a. Discuss the industry dynamics of the BWCs industry.
- b. What type of business-level strategy is primarily exemplified by BWC's IT strategy?
- c. What should BWC's strategy be with regard to the lapsing technology contract?

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Total No. of Pages : 03

Total No. of Questions : 17

MBA (Sem.-4)

**DATA VISUALIZATION FOR MANAGERS**

Subject Code : MBA-963-18

M.Code : 78031

Date of Examination : 09-07-22

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. 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 consists of ONE Case Study carrying TWELVE marks.

**SECTION-A**

1. What is data?
2. What is the utility of a scatter plot?
3. What is a Dashboard?
4. What is ETL?
5. What are KPI's?
6. What is Data Modeling?
7. What is info-graphics?
8. What do you mean by storytelling?

**SECTION-B**

**UNIT-I**

9. Explain in detail the evolution of data visualization in the field of management.
10. Explain the different visualization techniques used to explore and analyse the data in detail.

## UNIT-II

11. Discuss in detail the interactive visualization features of Tableau. Give suitable examples.
12. What are the different features of data warehouses? Discuss in detail by giving suitable examples from the viewpoint of managers.

## UNIT-III

13. Explain in detail the Shaffer 4C's of Data Visualization. Give suitable examples to support the concepts.
14. Discuss the need for KPI's in Data Visualization. Give examples of different KPI's used in marketing-centric organizations.

## UNIT-IV

15. "The art of storytelling is highly relevant in the visualizations". Justify this statement by giving relevant examples.
16. What do you mean by Storyboards? Explain in detail how the sales department in an organization can use the storyboards in a business organization.

## SECTION-C

### 17. Case Study :

A leading consulting firm, was helping one of its clients improve its overall sales performance. The end client has a global presence, with its sales function divided across geographic territories and product categories. As part of this exercise, the consulting firm wanted to analyze and present the performance of its client's sales teams at the territory and product category level, along with benchmarking/comparing their performance against the overall organization and top-performing territories/product categories. The usage of traditional tools, including Power Point and Excel, to analyze and visualize/present data at the desired level of granularity was not suitable for the following reasons :

- Presenting the desired analysis would have resulted in hundreds of PowerPoint slides while Excel was not a suitable option for visually compelling presentations.
- The consulting firm had to present the findings to different departments and had to customize their presentations as per the requirements of each department :  
Phronesis Partners leveraged its data analytics and visualization capabilities to come up with the optimum solution :
- Phronesis took sales data from different client systems and cleansed and structured it to enable further analysis.

- Once the data was transformed into the desired format/structure, Tableau was used to visualize the complete data set and to present the required insights.
- Tableau allowed users to select all the required filters, such as territories, product categories, designation, time period and other required cuts, and view the resultant output in a visually appealing manner on a single tab.
- Users now have the option to compare different territories/product categories side by side through simple drag and drop functionality.  
Additionally, all the customized views are downloadable in PowerPoint or PDF, allowing user to share customized results with the click of a button.  
Therefore, the client teams no longer need to create hundreds of customized decks consisting of different slides to show various data points. Tableau dashboard allows the client to make real-time changes by editing/appending additional backend data. The client can now generate data and insights using different cuts/filters on a real-time basis without scanning through multiple decks.
  - a. What are the problems faced by the company while improving sales performance?
  - b. How did Tableau visualizations help the company to achieve its objective?  
According to you, what should be the qualities of a good dashboard for the sales department?

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Total No. of Questions : 17

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MBA (Sem.-4)  
**BUSINESS FORECASTING**

Subject Code : MBA-964-18

M.Code : 78032

Date of Examination : 15-07-22

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have 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 students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

**SECTION-A**

Write short notes on :

1. What is demand analysis?
2. What is the purpose of forecasting?
3. What are consumer clinics?
4. What is time series regression?
5. What are mixed autoregressive models?
6. What is a forecasting error?
7. What are barometric techniques?
8. What is lagging?



## SECTION-B

### UNIT-I

9. Why do managers need to have the knowledge of business forecasting? Explain by citing examples.
10. Write notes on :
  - a. Significance of demand analysis
  - b. Significance of elasticity of demand.

### UNIT-II

11. Discuss the need and relevance of forecasting with regressive models. Explain by citing examples.
12. Write notes on :
  - a. Forecasting with serially correlated errors
  - b. Time-series data collection.

### UNIT-III

13. Write notes on :
  - a. Applications of ARMAX models
  - b. Applications of ARCH process.
14. Discuss the need and specification of ARIMA models.

### UNIT-IV

15. Write notes on :
  - a. Need for accuracy in forecasting
  - b. Barometric techniques.
16. What are the advantages and limitations of the Exponential Smoothing technique?

## SECTION-C

### 17. Case Study :

A top-tier telecom provider in Germany was looking to centralize procurement for all mobile devices it plans to sell in the future in global markets. In order to accurately manage product lines for each country, negotiate the best prices from handset vendors, and align promotions and subsidies with customer upgrade cycles, it needed to forecast demand six months in advance for handset devices at the Stock Keeping Unit (SKU) level. The forecasts will enable the telecom provider to better allocate inventory of handset models, reduce inventory costs, and increase re-contract rates to maximize sales productivity and Average Revenue Per User (ARPU). The project was complex because it required predicting future trends for every device model at the SKU level. Lynx Analytics had to factor in the influence of manufacturer discounts and product bundles on customer demand. The forecast needed historical data for sales and inventories for each SKU and distribution channel, but the carrier did not have a consistent method of identifying devices across systems. Lynx Analytics needed to find a way to cull appropriate data from relevant data sets. It also needed to predict demand for new handset models that do not have any history in the market.

#### Question :

- a. *“As a student of business forecasting, according to you, which forecasting technique is best suited for the scenario discussed above and how the company can apply that technique”*. Discuss in detail.

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