

10921

**III Semester M.B.A. Degree Examination, May/June 2023
(CBCS Scheme)
MANAGEMENT**

Paper – 3.1 : Strategic Management and Corporate Governance

Time : 3 Hours

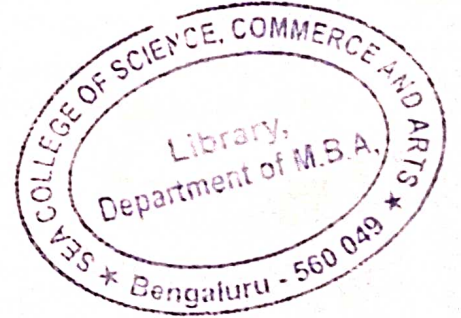
Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks :

(5×5=25)

1. Explain SM model.
2. What is GAP analysis ?
3. Discuss the importance of SWOT analysis.
4. What is Blue Ocean Strategy ?
5. What are the benefits of corporate governance ?
6. What is PESTEL analysis in strategic management ?
7. How does strategic planning help during economic crisis ?



SECTION – B

Answer **any three** questions, **each** carries **10** marks :

(10×3=30)

8. Discuss the role of corporate governance in strategic management.
9. Discuss the various steps of SWOT analysis in strategic management.
10. What are the strategic issues involved managing technology and innovation ?
11. Discuss the organizations accountability to its Board of Directors and role and responsibilities of board.

P.T.O.

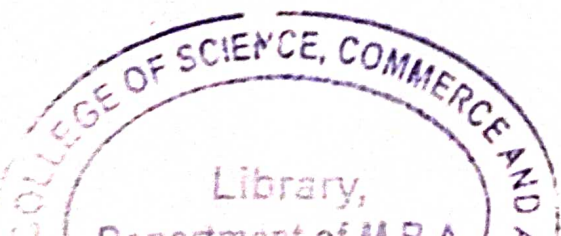
Compulsory Question :

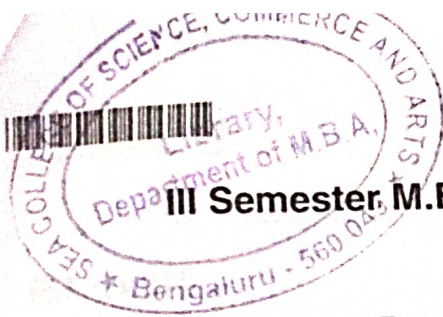
12. CASE STUDY :

Sweet Drinks Ltd. is a drinks company whose core business is manufacturing and selling soft drinks to 80,000 outlets throughout India. The business of the company is good with annual turnover exceeding three billion of rupees. Profits are good and shareholders are often rewarded with lucrative dividends and bonuses. Four years back the company has diversified into the alcoholic drinks industry and has taken-over two small breweries located in western India. The company has also diversified into hotels with purchase of twenty-five hotels of three/four star category across the country. To its advantage the company has been able to obtain a monopoly for the sale of its soft drinks in its hotels and is beginning to establish itself as a brand name in the brewery industry. Part of the strategy of the company is to continue to purchase hotels, particular by targeting National Capital Region of Delhi where tourism is likely to pick up with the forthcoming commonwealth games. The company also intends to construct a five star hotel in Gurgoan to take tax advantage announced recently by the finance ministers. Everything was going on well until recently, when a public interest litigation from NGO accused the company of indulging in surrogate advertising of its brewery products. In fact the company has similar brand names for its soft drinks and brewery products. This triggered a lot of protests and demonstrations against the company. Newspapers were flooded with the articles against the company. There were also some demonstrations and some small incidents of stone pelting in a few of its hotels.

Answer the following questions :

- a) Discuss the factors related to SWOT analysis for the company.
- b) Explain how Sweet Drinks Ltd. is achieving synergy.
- c) Explain the nature of diversification adopted by the company.





**III Semester M.B.A. Degree Examination, May/June 2023
(CBCS Scheme)
MANAGEMENT**

3.2 : Projects and Operations Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

(5×5=25)

Answer **any five** questions, **each** carries 5 marks.

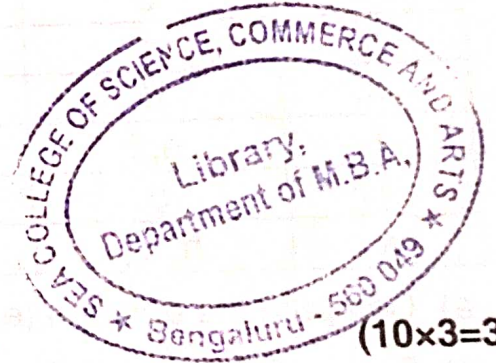
1. Explain the concept of project.
2. Give a brief introduction about scope management.
3. Define plant layout. What are the objectives of plant layout ?
4. What tasks must the project team perform before the project progresses ?
5. Give a brief account of WBS.
6. What factors affect the site location decision ?
7. Briefly explain FSN analysis.

SECTION – B

Answer **any three** questions, **each** carries 10 marks.

(10×3=30)

8. Describe any two types of layouts for manufacturing operations.
9. Discuss the seven underlying principles of TQM.
10. If the annual demand for a product is 350,000 units, then the annual carrying cost rate is 25 percent of the cost of the unit, the product costs Rs. 14.75 per unit to purchase and each time the product is ordered the related ordering cost is Rs. 53/-.
 - i) What is EOQ ?
 - ii) What is the TSC at the EOQ ?
 - iii) How much would the TSC increase if the order quantity must be 2,500 units because of a standard shipping-container size ?
11. Discuss the ten subsystems of project management.





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SECTION – C

(15×1=15)

Compulsory question.

12. Case study :

A project has the following activities, precedence relationships, and time estimates in days :

Activity	Immediate Predecessor Activities	Optimistic Time (t_o)	Most Likely Time (t_m)	Pessimistic Time (t_p)
a	—	6	7	8
b	a	4	4	4
c	a	5	6	8
d	b	8	10	10
e	b	7	10	15
f	c	9	9	13
g	c	7	7	7
h	d	4	6	8
i	e, f	6	9	11
j	g	8	9	10
k	h, i, j	3	5	6

- a) Compute the duration (expected time) and variances for each activity.
- b) Draw a PERT network.
- c) Compute the EF, LF and slack for each activity. Write the values on the PERT network.
- d) Compute the ES and LS for all activities. Display the ES, EF, LF and slack values in a table.
- e) What is the critical path ?
- f) What is the probability that the project will take longer than 38 days ?



III Semester M.B.A. Degree Examination, May/June 2023
(CBCS Scheme)
MANAGEMENT
Learning and Development

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five questions, each carries 5 marks.

(5×5=25)

1. Discuss any 4 elements of changing workplace in 21st Century Corp.
2. Apply the learning outcomes in a typical organisation.
3. Analyze the concept of Induction Training Programme.
4. How do you align training to Strategic Business Plan ?
5. Describe in brief the Linking Task to KSA.
6. Outline the importance of Outward Bound Learning (OBL).
7. Differentiate between Andragogy and Pedagogy.

SECTION – B

Answer any three questions, each carries 10 marks.

(10×3=30)

8. Summarise the methods of selection of trainees with examples.
9. Develop an ROI Framework to Evaluate Training Impact.
10. What are the Contemporary Trends in Learning and Development ?
11. Write short notes on the following :
 - a) Kirkpatrick's four level model
 - b) Kaufman's five level model

P.T.O.



SECTION - C

(15x1=15)

Compulsory question.

12. Case study.

REMEDYING POOR PERFORMANCE

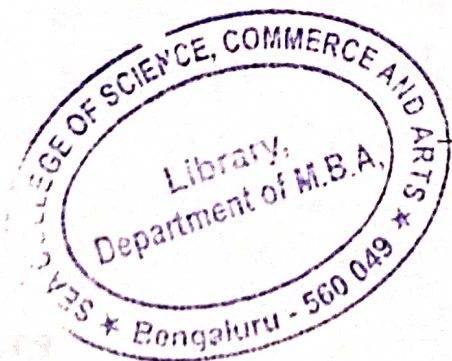
Mr. Rakesh Kumar has been working for six months in the account section of a large manufacturing company located in Kanpur. Mr. Rakesh Kumar is a second class commerce graduate from Meerut University and found to be sincere and hard working. Mr. Sanjay Singh is the section officer and immediate superior of Mr. Rakesh.

The HR department of the company requested Mr. Sanjay to evaluate the performance of employees in his section and find out the contribution of each employee and also to monitor carefully whether they are meeting the performance standards.

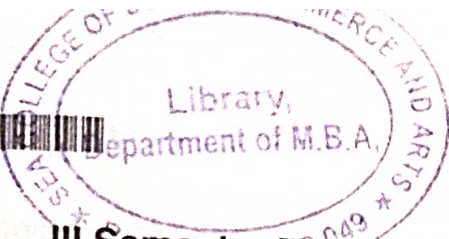
Upon completion of the performance appraisal recently Mr. Sanjay found that all other persons in the accounts section are up to the standards except Mr. Rakesh. Along with numerous errors, Rakesh's work is characterised by low performance as he does 20% less than his colleagues in the section. As Mr. Sanjay looked into Mr. Rakesh's performance appraisal details he begins to wonder whether some sort of training is needed for employees like Mr. Rakesh.

Questions for Case Analysis :

- 1) As Mr. Rakesh's section head, can you find out whether his poor performance is due to poor training or to some other reason ?
- 2) If you find that Mr. Rakesh is inadequately trained, how do you go about introducing remedial training progress ?
- 3) Should you supervise him more closely ? Can you do it without making it obvious to him and his co-workers ?



MBA



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**III Semester M.B.A. Degree Examination, May/June 2023
(CBCS Scheme) (2018 – 19 Onwards)**

**MANAGEMENT
Industrial and Employee Relations**

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries 5 marks.

(5×5=25)

1. What is the significance of employee relations ?
2. Discuss the functions of ID Act, 1947. What are the dispute settlement mechanisms ?
3. Explain the role of trade unions in collective bargaining.
4. What are the various social security legislation in India ? Discuss in brief each legislation.
5. What are the salient features of ESI Act, 1948 ? What are the benefits covered during the course of accident and disablement ?
6. State the benefits under Maternity Benefits Act, 1961.
7. What is gratuity ? What are the provisions under the Payment of Gratuity Act, 1972 ?

SECTION – B

Answer **any three** questions, **each** carries 10 marks.

(10×3=30)

8. Elaborate the evolution of IR policies in India.
9. Discuss about the health, safety and welfare provisions under the Indian Factories Act, 1948. How relevant is it in today's Organizational setting ?

P.T.O.

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10. What are the labor legislation pertaining to female employees working on night shift ?
11. Write short notes on :
 - a) Collective Bargaining.
 - b) Lay off and retrenchment.

SECTION – C

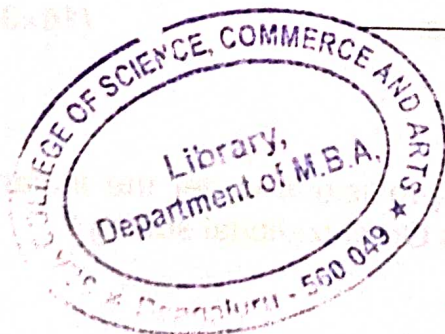
Compulsory Question :

(15×1=15)

12. Case Study

Ramesh was just promoted as a shift officer. The promotion became effective when his immediate superior Mr. Sharma was out of town for a few days. Due to illness of Ramesh's subordinate the work schedule was not being met. He decided to pitch in and help spending about four hours daily in production. When Mr. Sharma returned to his work, Ramesh is not available, as he is not working on the shop floor. He is upset and tells him that it is the function of the supervisor to accomplish work with and through other people and not do it himself.

- 1) What was the initial problem in this case ?
- 2) Select the alternative you would select to solve future problems when workers are not available and justify the same :
 - a) Let the scheduled work be late and catch up when the worker returns.
 - b) Lend a hand as Ramesh did in this case.
 - c) Prepare back up for emergency.
 - d) Workout an acceptable compromise with the superior.
- 3) Evaluate each of the alternatives in terms of their advantages and disadvantages to the company, to the workers and to Ramesh.



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III Semester M.B.A. Examination, May/June 2023

(CBCS)

MANAGEMENT

Performance Management System

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five questions, each carries 5 marks. (5×5=25)

1. Discuss the legal issues associated with Performance Appraisal.
2. Compare and contrast between Performance Appraisal System and Performance Management System.
3. Analyze the importance of Performance Management Prism.
4. What are the pre-requisites of Remote Working ?
5. Enumerate on the skills required for managing high performance.
6. How are the methodologies of Six Sigma applied in organizations for increasing the overall productiveness ?
7. Explain the types of Performance Feedback Mechanisms.

SECTION – B

Answer any three questions, each carries 10 marks. (10×3=30)

8. Define Expatriate. What are the challenges associated with the process of conducting Expatriate Appraisal ?
9. Explain the different traditional and modern methods of Performance Appraisals.
10. What are the strategies involved in building and leading High Performance Teams ?
11. Give an insight to the emerging trends and practices of Performance Management System.

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SECTION – C

(1×15=15)

Compulsory question.

12. Case study.

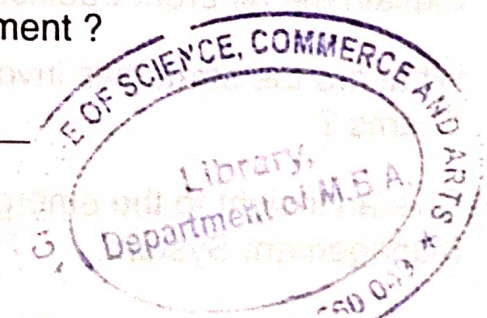
Adobe was the forerunner of change when they abandoned annual performance appraisals back in 2012. They felt that while they were forging ahead and evolving as a company, their performance management system was archaic and ineffective. It was a waste of time and had, ultimately become a box-ticking exercise. Adobe estimated annual appraisals consumed 80,000 management hours each year. This was the equivalent of nearly forty full-time employees working year-round. Clearly, a change was needed.

Adobe replaced annual appraisals with regular one-on-one check-ins, supported by frequent feedback – both positive and constructive. There are no performance ratings or rankings and they allow different parts of the organisation to determine how frequently they should hold check-in conversations, based on their work cycles. Now that forced ranking has been abolished, employees at Adobe are assessed based on how well they meet their goals. Managers are also trained on the nuances of giving and receiving feedback.

The result has been a marked increase in employee engagement, with voluntary turnover decreasing by 30% since check-ins were introduced.

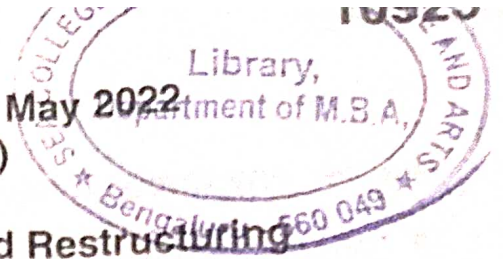
Questions :

- 1) Analyse the success journey of Adobe Performance Appraisal System.
- 2) Compare the traditional and modern components of Performance Management in the above case.
- 3) What factors lead to poor performance management ?





III Semester M.B.A. Examination, May 2022
(CBCS 2014-15 Scheme)
MANAGEMENT



Paper – 3.3.3 : Corporate Valuation and Restructuring

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five questions, each carries 5 marks. (5×5=25)

1. ABC Ltd. currently pays a dividend of Rs. 8.00 per share and this dividend is expected to grow at 15% for the first three years and 5% after that forever. What is the value of equity share if the required rate of return is 11% ?
2. Briefly discuss the valuation process for corporate valuation.
3. Explain the strengths and weaknesses of various methods of business valuation.
4. Mr. Raj is considering purchasing a Bond with a face value of Rs. 2,500. The coupon rate carries an 8.5%, and matures after 5 years. He wishes to earn a minimum of 14%. The bond is sold currently for Rs. 2,250.
 - i) What is the intrinsic value of the bond ?
 - ii) What is the yield to maturity of the bond ?
 - iii) Should he buy the bond ?
5. What is a hostile takeover ? And explain the concept of Bear Hug and Street Sweep.

6. From the following details, compute EVA :

Equity Share Capital	Rs. 5,00,000
13% Preference Share Capital	Rs. 2,00,000
Reserves and Surplus	Rs. 6,00,000
Non-trade investments (Face value 1,00,000) Rate of Interest	10%
20% Debentures	Rs. 3,00,000
Profits before tax	Rs. 2,00,000
Tax Rate	40%
WACC	13%

7. Write a short note on :

- a) Equity carve-out and
- b) Spin off.

P.T.O.

Answer any three questions, each carries 10 marks.

(10×3=30)

8. Write a short note on :
- Tobin's Q Model
 - Human Resources Accounting and
 - Balance Score card
9. M Corporation plans to acquire S Corporation. The following information is available :

	M Corporation	S Corporation
Total Current earnings	Rs. 50 million	Rs. 20 million
Number of outstanding shares	20 million	10 million
Market price per share	Rs. 30	Rs. 20

Use Conn and Nielson Model and find out :

What is the maximum Exchange Ratio (ER1) acceptable to the shareholders of M Corporation if the P/E ratio of the combined entity is 12 and there is no synergy gain ? What is the minimum Exchange Ratio (ER2) acceptable to the shareholder of S Corporation if the P/E ratio of the combined entity is 11 and there is no synergy gain ?

Assuming there is no synergy gain, at what level of P/E multiple will the lines ER1 and ER2 intersect ?

10. Firm A is planning to acquire firm B. The relevant financial details of the two firms prior to the merger announcement are as follows :

	Firm A	Firm B
Share Price	Rs. 75	Rs. 30
Number of Shares	10,00,000	5,00,000
Market Value of the Firm	Rs. 7,50,00,000	Rs. 1,50,00,000

The merger is expected to bring gains with a present value of Rs. 1,50,00,000. Firm A offers 2,50,000 shares in exchange for 5 lakh shares to the shareholders of firm B. You are required to determine :

- Total value of firm AB (PVAB) after merger.
- Gains to the shareholders of firm A and
- True cost of acquiring firm B and NPV of the merger to firm B.



11. J Ltd., is a company engaged in the business of manufacturing textiles. The management wants you to value the business and find the value of equity of J Ltd., using the DCF approach, from the following information.

(Rs. in crores)

	2015	2016	2017	2018
NOPAT	7.0	8.5	9.0	10.0
Add : Depreciation	3.5	3.0	2.5	2.0
Less :	10.5	11.5	11.5	12.0
Capital Expenditure	0	0.5	1.5	2.0
Increase in Working Capital	0	1.0	2.0	1.0
	10.5	10.0	8.0	9.0

The cost of capital of the firm is 12%.
 The growth rate is 10% per annum (forever).
 The company has a debt outstanding of Rs. 50 crores.

SECTION – C

Compulsory question :

(15x1=15)

12. Case Study.

Nexa Corporation is expected to grow at a higher rate for five years; the growth rate will fall and stabilize at a lower level. The following information is available :

Base Year (Year 0) Information

- Revenues = Rs. 4,000 million
- EBIT (1/8 of revenues) = Rs. 500 million
- Capital Expenditure = Rs. 300 million
- Depreciation = Rs. 200 million
- Working capital as a percentage of revenues = 30%
- Corporate Tax Rate (for all time) = 30%
- Paid up Equity Capital (Rs. 10 par) = Rs. 300 million
- Market Value of Debt = Rs. 1,250 million

Input for the High Growth Period

Length of the high growth phase	= 5 years
Growth rate revenue, depreciation, EBIT and Capital Expenditure	= 10%
Working capital as a percentage of revenues	= 30%
Cost of debt	= 15% (pre tax)
Debt-equity ratio	= 1 : 1
Risk-free rate	= 13%
Market risk premium	= 6%
Equity Beta	= 1.333

Input for the Stable Growth Period

Expected growth rate in revenues and EBIT	= 6%
Capital expenditure is offset by depreciation	= nil
Working capital as a percentage of revenues	= 30%
Cost of debt	= 15% (pre tax)
Debt-equity ratio	= 2 : 3
Risk-free rate	= 12%
Market risk premium	= 7%
Equity Beta	= 1

Calculate the value of the firm from the above information.

III Semester M.B.A. Examination, May 2022
(CBCS 2014-15 Scheme)
MANAGEMENT
Paper – 3.4.1 : Retailing Management and Services

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, and **each** carries 5 marks.

(5×5=25)

1. Explain the importance of services marketing in recent years.
2. Discuss services marketing triangle.
3. What does service recovery mean ?
4. Write a note on the service blueprint.
5. What are the functions performed by a retailer ?
6. What factors must a retailer take into account while choosing a location for a retail store ?
7. Explain the concept of private labels with suitable examples.

SECTION – B

Answer **any three** questions, and **each** carries 10 marks.

(10×3=30)

8. Describe the Gaps model. Apply it to any one service industry of your choice and explain how it could be used to fill the possible gaps in service quality.
9. What are the different media used by a) telecom services providers b) Airlines ? Discuss the possible reasons why these are the preferred media in each case.
10. Explain the components of the retail marketing mix.
11. Discuss the opportunities and challenges of retailing in India.



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SECTION - C

(15x1=15)

Compulsory question.

12. Case study.

Kerala is well known as "God's own country" that redefined itself as one of the most preferred destinations for foreigners in the tourism space. Kerala started to advertise its Boat race in Alleppey and the Elephant ritual at "Thrissur Pooram" through its tourism promotional campaign to gain more attention from foreign and domestic tourists. Kerala also promoted destinations like Munnar, Wayanad, Thekkadi, Bekal etc., which has given a good mileage for its tourism campaign. With proper infrastructural connectivity and a great tourism promotional campaign, Kerala gained recognition in India and Abroad.

Questions :

- A) Develop a campaign for your own state/any other state in India, to attract foreign tourists.
- B) Develop a similar campaign for domestic tourists.

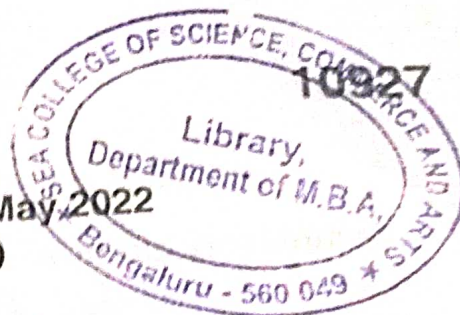
SECTION - B

- 1. Discuss the components of the retail marketing mix.
- 2. Explain the cooperation and challenge of retailing in India.
- 3. Discuss the possible reasons why there are the related marketing cases.
- 4. What are the different media used by a telecom services provider of Airtel?
- 5. and explain how it could be used to fill the possible gaps in service quality.
- 6. Describe the Gaps model. Apply it to any one service industry of your choice.
- 7. Analyse any three questions and each carries 10 marks.

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III Semester M.B.A. Examination, May 2022
(CBCS – 2014-15 Scheme)
MANAGEMENT
Paper – 3.4.2 : Consumer Behaviour

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries 5 marks :

(5×5=25)

1. Discuss the individual determinants of consumer behaviour.
2. What is consumerism ? Explain the effects of consumerism with examples.
3. Explain how cultural factors influence consumer behaviour in the Indian context.
4. Explain in brief the family consumption related roles with examples.
5. What are consumer needs ? Explain the different types of consumer needs with examples.
6. Explain the Desires Congruency Model.
7. Explain the steps involved in Organizational Buying Decision Process.

SECTION – B

Answer **any three** questions, **each** carries 10 marks :

(10×3=30)

8. What is consumer complaint behaviour ? As a marketer what strategies would you adopt to deal with consumer complaint behaviour ? State and explain with examples.
9. Explain the Howard Sheth model of decision making. Discuss its implication to consumer behaviour.
10. Explain the buy grid model of organizational buying.
11. Explain the steps involved in family decision making process and its impact on individuals buying behaviour.

SECTION - C

Compulsory question :

(15x1=15)


12. Case Study :

Ramesh Sikand and his family lived in a comfortable 2-bedroom flat in a respectable locality in a large city. He was employed with a general insurance company in a supervisory capacity. His wife, Sumita was a teacher in an English medium public school. Both their children, Rachit aged 10 and Sarita aged 8 years, were studying in the same school where Sumita was employed.

Just before Diwali in 2002, one Friday evening the family went shopping. Besides clothes for children and few other things, they bought a twenty-seven Liter excel microwave oven from an outlet with good reputation. Sumita was very happy and the children were excited with this new purchase. Both the children were anticipating quick cooking of a variety of dishes they liked. They were expecting that every day their mom would give them school tiffin boxes packed with noodles and other Chinese food.

To celebrate, Sumita invited two of her school colleagues for dinner and prepared a few dishes in her brand-new microwave oven. Both her friends observe her cooking with great interest. On the dinner table most talk was around difficulties of both spouses being employed and the shortage of time to attend to so many household chores. The friends, Ramesh and the kids profusely praised the dishes and how quickly everything for the dinner was ready.

Ramesh said, "It was my idea to buy a microwave". Sumita said, "Why ? You have forgotten. It was I who two years ago during exam time suggested that it would be good if we buy a microwave". Both of them were trying to take credit for the purchase. Finally, both of them agreed that the idea to buy the microwave was discussed after they attended the dinner at a friend's place where for the first time, they saw a microwave in operation.



One of Sumita's friends asked, "why did you buy this particular brand? I have read in the newspaper just a few days back that there are attractive schemes on some brands". Sumita and Ramesh spoke simultaneously, "in fact, both of us have read advertisements and articles in magazines within the last six months about what features and benefits every brand offers". Sumita said, "As and when I got the opportunity, I consulted some of my knowledgeable friends who have owned microwaves for quite some time, what to look for and what brands to consider. Ramesh said, "whatever we learned from magazine articles and experienced friends has helped us quite a lot in buying this brand". Sumita said, "About schemes you are right. We too got a set of three bowls to be used for microwave cooking. Besides we have paid just a thousand rupees and the rest would be paid in fifteen interest free instalments. There is an extended warranty of three years and if we are not satisfied with the machine, we can return it within the first 30 days of purchase and no questions asked. Our 1,000 rupees would be refunded in cash".

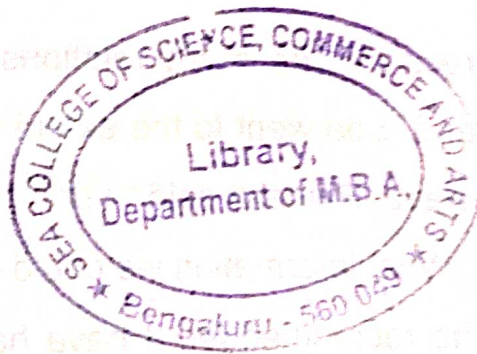
One of Sumita's friends said, recently one of my relations in Delhi told me her bad experience with this brand. She went to the extent of suggesting me never to buy this brand of microwave. Ramesh said "I don't know what to say about your relations experience. What information we could collect goes quite in favor of this brand. Those who recommended it have had few years use experience without any complains". Sumita's friend said, "you may be right Ramesh. But one thing we all know is that these are machines and they are not perfect. Excellent cars with unmatched reputations like BMW, Rolls Royce and Mercedes too, needs repairs". She smiled and said haven't you heard of murphy's law, if a thing can go wrong, it will.

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At about 10:30 PM, the friends thanked Sumita and Ramesh and congratulated them for owning a microwave and left. Sumita and Ramesh were a bit pensive after their departure. They felt somewhat uneasy about the correctness of their decision in choosing this particular brand of microwave. They knew their money was safe but it would be embarrassing if they had made a wrong choice. They agreed to discuss the matter with some of their experienced friends.

Questions :

- 1) Discuss whose decision it was to buy a microwave oven and when was the purchase decision made ?
- 2) What factors influenced the purchase of microwave oven ?
- 3) What is likely to be the post purchase behaviour in this case and what is the significance of such behaviour for the marketer ?



III Semester M.B.A. Examination, May 2022
(CBCS 2014 – 15 Scheme)
MANAGEMENT
Paper – 3.4.3 : Rural and Agricultural Marketing

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five questions and each carries 5 marks.

(5×5=25)

1. What are the 4As of rural marketing ? Explain.
2. Explain how packaging makes a product appealing in rural markets.
3. What are the limitations of conducting rural research ?
4. Explain the prerequisites of an efficient agricultural marketing system in India.
5. What are the challenges in cold chain management in India ?
6. Write a brief note on contract farming in India.
7. "Future lies in rural markets". Discuss.

SECTION – B

Answer any three questions and each carries 10 marks.

(10×3=30)

8. Identify two products in the successful and failed categories in the rural market and discuss the factors that contributed to their success and failure.
9. What were the three major changes in rural infrastructure in recent years ? What opportunities will they provide to rural markets and how ?
10. Discuss the role of AMUL in redefining the cooperative dairy movement in India.
11. Discuss the role of APEDA and GAP in promoting agricultural produce at the domestic and international levels.



SECTION – C

(15×1=15)

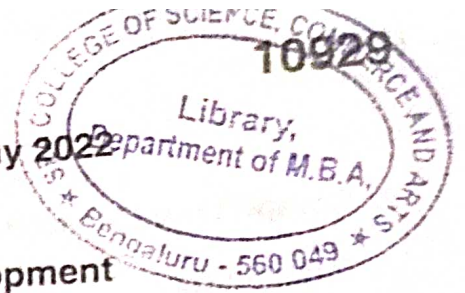
Compulsory Question.

12. Case Study.

Coca-Cola is a well-known brand across the globe for its' various categories of beverages. It was not an easy walk for Coca-Cola company in India. It took years to gain a strong foothold in the Indian Market. They used innovative methods to penetrate deeper into the rural market of India. They devised various strategies in this regard, but a prominent one was their pricing strategy. They reduced the price of a 200 ml bottle by half to Rs. 5. Earlier rural consumers were hesitant to buy cold drinks due to higher prices. But this availability of branded cold beverages at a lesser price made them try Coke and slowly become loyal to the brand. Added to the pricing strategy, its rural centric promotion campaign, namely "Thanda matlab Coca-Cola" featuring Aamir Khan, also helped Coke gain more market share in rural areas of India. The word "Thanda" in their promotion campaign targets rural consumers. Also, Coke made sure its products were available even in the remote parts of India with a well-established distribution network. All these innovative pricing strategies and aggressive promotion strategies made Coca-Cola to be a market leader in the beverage market in India.

Questions :

- a) What were the various critical factors of success for Coca-Cola in rural markets ?
- b) Design a Promotional campaign for promoting Diet Coke in rural India.



III Semester M.B.A. Examination, May 2022
(CBCS 2014 – 15 Scheme)
MANAGEMENT
Paper – 3.5.1 : Learning and Development

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks. (5×5=25)

1. What are the major differences between Learning and Development ?
2. Why adult learning is important for an organization's sustainability ?
3. What is Quasi experimental design of evaluation ?
4. Why is training important ? Explain.
5. Explain the micro and macro parameters of HRD.
6. What are the different on the job, off the job training methods ?
7. What are the different evaluation phases in learning cycle ?

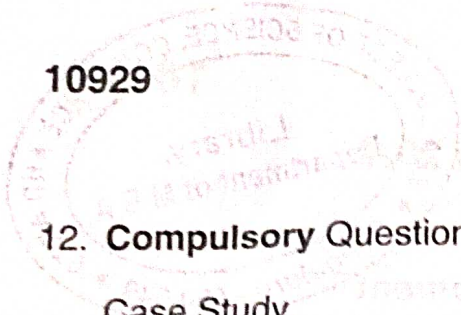
SECTION – B

Answer **any three** questions, **each** carries **10** marks. (10×3=30)

8. Why do you need a reinforcement for a training program ?
9. Why is progressing in a career ladder important for an employee ?
10. What are the various motivating factors of an employee-training programme ?
11. Is training evaluation needed ? Defend with an organisational scenario.



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SECTION – C

(15x1=15)

12. Compulsory Question.

Case Study.

Considering yourself as a HR manager plan a training program for your 200 employees of a automobile company post pandemic having Govt. allowance of 50-60 % of the workforce.

Make sure all your employees are not affected at once and also your production is not effected.

- 1) Discuss the various training program that can be imported to the workforce.
- 2) Among the various training method, which according to you will motivate employees and why ?

SECTION - B

(10x3=30)

Answer any three questions, each carries 10 marks.

1. Why do you need a recruitment for a training program ?

2. Why is progressing in a career factor important for an employee ?

3. What are the various motivating factors of an employee-training program ?

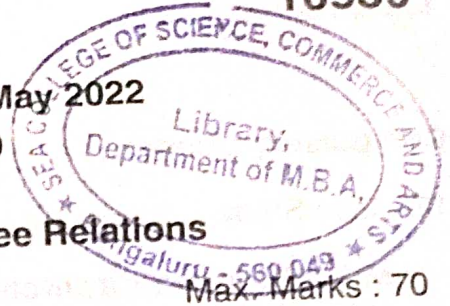
4. Is raising evaluation needed ? Explain with an organizational example.

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III Semester M.B.A. Examination, May 2022
(CBCS – 2014-15 Scheme)

MANAGEMENT

Paper – 3.5.2 : Industrial and Employee Relations



Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. (5×5=25)

1. What are the objectives of International Labour Organisation (ILO) ?
2. What is the significance of employee relations ?
3. What are the causes of industrial disputes ?
4. What are the duties of Labour Welfare Officer ?
5. Explain the functions of works committee.
6. How does IR-HRM interface each other ?
7. What factors influence the decision making process in collective bargaining ?

SECTION – B

Answer **any three** of the following questions. (3×10=30)

8. Discuss the progress of trade unions prior to independence and after independence.
9. Collective bargaining plays a significant role in improving labour-management relations and in ensuring industrial harmony. Discuss.
10. What are the salient features of ESI Act, 1948 ? What are the benefits covered during the course of accident and disablement ?
11. Discuss about the welfare measures under the Indian Factories Act, 1948 with illustrations.

P.T.O.

10930

SECTION - C

(1×15=15)

Compulsory Question :

12. Case Study :

M/S ABC limited is a private sector making ceramic tubes with their head quarters at Mumbai. They have three years wage agreement renewed periodically without any strike or lockout for the last ten years. The current wages agreement is likely to expire shortly. Mr. Kulkarni, HR Manager was holding negotiations with union leaders for the last four months. During this period, he sorted out differences on all four out of 5 points. The 5th point related to the hike of wages. Union demanded a wage hike of 20%, where as management was proposed to increase 5%. After discussions, the Union leaders have agreed to 15% hike and management agreed to 7.5% hike. The settlement issues continued for the next 10 days. Finally the management has accepted 10% hike. Union leaders did not agree and called for a strike through public advertisement. Management has announced that, 'the strike is unwarranted and they have no other alternative except to go for a lockout.' It is also stated that, their offer of present agreement will remain valid only for the next 7 seven days.

Questions :

- 1) Why do disputes occur ? What are the reasons of dispute in this case ?
- 2) What are the consequences of industrial disputes in this case ?
- 3) Suggest a sound dispute settlement mechanism feasible to both parties.

III Semester M.B.A. Examination, May 2022
(CBCS 2014 – 15 Scheme)
MANAGEMENT

Paper – 3.5.3 : Performance Management System

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five questions, each carries 5 marks. (5×5=25)

1. What is meant by performance management and explain the objectives ?
2. Explain the performance management guidelines and check list for managers.
3. Explain the role of team leader in managing virtual team performance.
4. What are the common problems encountered during assessment ?
5. What are the prerequisites of remote team performance ?
6. What is competency mapping ? Why is it important ?
7. Explain the performance management skills.

SECTION – B

Answer any three questions, each carries 10 marks. (10×3=30)

8. How creative performance strategies helpful for employees and an organization ?
Discuss.
9. Explain the advantages and disadvantages of modern performance appraisal methods.
10. Explain the legal issues associated with performance appraisal.
11. What are the emerging trends and practices of PMS practiced in Indian organizations ?



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SECTION - C

(15x1=15)

Compulsory Question :

12. Case Study :

A senior executive, middle aged was expecting promotion for the past 8 years, which is due for him as he is with the organization from inception. The performance appraisal methods are changing every year, as HR manager is highly curious and adventures in testing many new methods. The middle aged executive cannot cope up with the up gradation of software related to performance appraisals. He is sincere in his job, not very high performing or low. He accomplishes his targets and have been loyal to the organization.

When every time his promotion is denied based on performance rankings and his juniors move up the later, he felt cheated and victimized. He curses and opposed the system of performance appraisals and recently, his behaviour is changing on the negative side, not cooperating with his superiors (once juniors), absenteeism increasing and performance still going low.

Answer the questions :

- a) Identify the root causes of performance in this case.
- b) If you are the HR Manager, how can you help the executive to overcome the present situation ?

SECTION - B

Answer any three questions, each carries 10 marks.

1. Explain the various methods used for performance appraisal in an organization.

2. Explain the advantages and disadvantages of modern performance appraisal methods.

3. Explain the role of a leader in performance appraisal.

4. Explain the various methods and practices of PMS practiced in India.

III Semester M.B.A. Examination, May 2022
(CBCS 2014 – 15 Scheme)

MANAGEMENT
Paper – 3.4.3 : Rural and Agricultural Marketing

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions and **each** carries 5 marks. (5×5=25)

1. What are the 4As of rural marketing ? Explain.
2. Explain how packaging makes a product appealing in rural markets.
3. What are the limitations of conducting rural research ?
4. Explain the prerequisites of an efficient agricultural marketing system in India.
5. What are the challenges in cold chain management in India ?
6. Write a brief note on contract farming in India.
7. "Future lies in rural markets". Discuss.

SECTION – B

Answer **any three** questions and **each** carries 10 marks. (10×3=30)

8. Identify two products in the successful and failed categories in the rural market and discuss the factors that contributed to their success and failure.
9. What were the three major changes in rural infrastructure in recent years ? What opportunities will they provide to rural markets and how ?
10. Discuss the role of AMUL in redefining the cooperative dairy movement in India.
11. Discuss the role of APEDA and GAP in promoting agricultural produce at the domestic and international levels.

P.T.O.

10928



SECTION - C

(15×1=15)

Compulsory Question.

12. Case Study.

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Questions :

- a) What were the various critical factors of success for Coca-Cola in rural markets ?
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