

**NCRD's Sterling Institute of Management Studies,  
Nerul, Navi Mumbai**

**SEMESTER END EXAMINATION MMS SEM IV April 2016**

**Sub: - Strategic Operations Management**

**Date: 13-04-2016**

**Time: 11am to 2.00 pm**

**Day:**

**Marks: 60 Marks**

**Roll No:**

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**Instructions: Question No. 1 is compulsory. (Total 20 Marks)**

**Attempt Any Four Questions from the Rest. (Total 40 Marks)**

**Q1) 20 Marks (Compulsory)**

a) Bob Venture is the owner of Holiday Candle Company and would like to expand his company's operations. For the past two years, Bob has sold candles via the internet, but sales have steadily grown beyond his ability to produce the candles alone from his garage workshop. Because the future sales growth looks very promising, Bob has decided to open a small manufacturing plant to produce candles. Sales have primarily been to customers in the US with occasional orders from other countries. In addition to selling via internet, Bob would like to start selling his candles to specialty stores in the US. With the new plant, he would also like to consider expanding the products he offers, in the near future

- i. Discuss what you think should be Bob's competitive priorities
- ii. Referring to the elements of operations strategy, discuss different aspects of the operations strategy that you think Bob needs to develop (10 marks)

b) List the types of tactical factors that are likely to shape the operations strategy of an organization (10 marks)

**Attempt Any FOUR from the Remaining SIX Questions**

**Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

a) Define corporate strategy, business strategy, and operations strategy. How is operations strategy related to business strategy? How does operations strategy impact business strategy?

b) What are the advantages of a "product-focused, standardized product, produce-to-stock" positioning strategy?

c) Discuss the merits and demerits of globalization

**Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

a) Discuss the differences between the two main strategic themes: the resource based view and the market driven view

- b) When might an organization employ more than one operations strategy?
- c) Define and describe the concept of a product life cycle. For each stage of the product life cycle, give an example of a product that is in that stage

**Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Explain the following statements:
- All of the elements of positioning strategy must be perfectly matched to market strategy”
  - “The operations strategy must be linked to product/service plans and competitive priorities”

b) How important are data and information to the role of an operations strategy? What data and information needs strategically important for a chain of restaurants or a department store?

c) Why has the distinction between tangible products and services become increasingly blurred?

**Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

a) Name and describe the steps in developing new products. What are the key differences between a *prototype* and a *production design*?

b) What do we mean by the term “tactical factors”? how will they influence the transformation process of operations?

c) Discuss why flexibility is important today’s modern organizational environment

**Q. 6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

a) Why might positioning strategies for products change over time? What is the significance of this concept to operations strategy?

b) Describe the relationship between process design and product design. What is “simultaneous engineering”? What are its advantages?

c) What do we mean by positioning? What are the different grounds for competition? Offer examples of firms or industries that might utilize different types of positioning

**Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

a) Define production capacity. Explain sustainable practical capacity

b) What benefits should be expected from automation projects? Discuss the overall impact on organizations from labor savings through automation

c) Describe the conditions that would support the installation of an automobile painting robot

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**SEMESTER END EXAMINATION MMS SEM IV April 2016**

**Sub: - Business to Business Marketing**

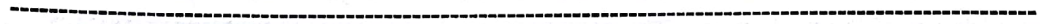
**Date: 13<sup>th</sup> April, 2016**

**Time: 11am to 2.00 pm**

**Day: Wednesday**

**Marks: 60 Marks**

**Roll No:**



**Instructions: Question No. 1 is compulsory. (Total 20 Marks)**

**Attempt Any Four Questions from the Rest. (Total 40 Marks)**

**Q.1 a) Read the following case carefully and answer the questions given below.**

**TNM Systems, INC**

Ravi Kumar, CEO of TNM Systems, was anxious to establish its new software products in the us market. The company was incorporated in Texas, USA, in September 2006.

**The company**

TNM Systems was relatively new company, founded by three well qualified and experienced professional. Ravi Kumar, the CEO of the company was a qualified software engineer with over 20 years of experience in the telecom industry. T.S. Ventateswaran, the CTO( Chief Technology Officer), was also a qualified engineer and had 18 years of experience in telecom and network management industry. Murli Basin, Head – Sales and Marketing, was an MBA and had over 22 years of Experience in sales, quality, customer support and training.

**The New Product**

The company founders identified a specific need for a customized product for telecommunication service providers to monitor, manage and measure network operations. The company developed a new product by name TelNet, which was a high performance NGOSS(Next Generation Operational Support System). It was designed to solve the problems of telecommunication service providers. This unique and simple GUI( Graphical User Interface) based service platform provided integrated, intelligent, end-to- end solutions that could monitor and manage network operations worldwide. In addition to standard functions offered by all OSS(operational Support Systems), TelNet presented some revolutionary features, as shown below:

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- Consolidated and monitoring multiple networks onto one cohesive system
- Proactively detecting problems and implementing solutions
- Reducing operational expenses
- Presenting an accurate view of the network
- Integrating into existing telecom infrastructure

### **Sales and Marketing Efforts**

The company was doing business to business marketing. Murli Bhasin and his team identified prospective customers based on their previous company contacts and also other databases. The prospective customers were first contacted over telephone to understand their needs and the level of interest. The qualified prospects were given a demo of the new product over the internet. If the prospective customer were satisfied with the product demo, they were given a free laboratory trial of the product for a period of one week. To meet the specific needs of the prospect, certain modifications were carried out to customize the product. After this, a formal quotation was given, negotiation were held and the sales closing was done.

TNM Systems initially targeted telecom service providers in the US and Europe. Many telecom service providers in USA Europe had shown interest in the company's new product. Both Ravi and Murli had visited Europe to introduce the new product to various telecom service providers. More specifically TNM Systems had focused on two prospective customers each from the US and UK. The company had planned to launch its product in India after establishing its brand name in the US and UK markets.

### **Competition**

The company faced severe competition from major IT firms like IBM and HP and also form other smaller companies like BMC Software. These companies had established their products in the market. However, TNM Systems was yet to get its first customers order as on September 2007, IBM, which offered standardized products to its customers, was the market leader. TNM Systems offered customized product to meet the needs of the prospective customers. IBM, for example, after selling its standardized product t of its customers, released various versions at regular intervals to meet the needs of various customers.

Ravi Kumar was thinking how to establish its new product in competition with the recognized products of its competitors. He discussed this matter with the other co-founders, Venkateswaran and Muli Bhasin, and wondered if the company should do something more to acquire customers.

### **Questions:**

- i. What are your views on the company's approach towards launching of the new product?
- ii. If you were the consultant to this company, what would you advise and why?

**Q.1 b)** Why companies carry out environment analysis? Explain major micro and macro environmental factors or force.

- Q.2 (a) Explain the major differences between consumer and industrial marketing.
- Q.2 (b) Explain with an example an OEM( Original Equipment Manufacturer) customer. How an OEM customer is different than a user customer?
- Q.2(c) Explain with an example why industrial demand is called as derived demand?
- Q.3 (a) Why is a buying centre? Explain the major roles assumed by the members of a buying centre.
- Q.3 (b) Do you agree with the statement "Secondary data is an important source of information in industrial marketing." Explain reasons. Mention some of the sources of secondary data.
- Q.3 (c) Describe any one of the models of the organizational buying behavior.
- Q.4 (a) Should business marketing firms do branding? Explain with reasons.
- Q.4 (b) Describe briefly the steps involved in the branding process.
- Q.4( c) What is market segmentation? What are its benefits and limitations?
- Q.5 (a) Mention the major methods used for price-setting in business marketing? Describe any one of these methods.
- Q.5 (b) Explain following terms: (i) Trade discounts (ii) Quantity discounts (iii) Cash discounts (iv) Geographical pricing (v) Ex-factory price
- Q.5( c) Write a short note on Pricing across Product Life Cycle.
- Q.6 (a) What are the activities or functions performed by industrial distributors and manufacturers' representatives?
- Q.6 (b) Explain the difference between selective distribution strategy and intensive distribution strategy with examples.
- Q.6( c) Describe the functions performed by industrial advertising.
- Q.7(a) Explain briefly the stages in the new product development process.
- Q.7 (b) Explain FAB approach of sales presentation with an example.
- Q.7( c) Under which situations market oriented organization structure is suitable?

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**Nerul, Navi Mumbai**

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**SEMESTER END EXAMINATION MMS SEM IV April 2016**

**Sub: - Strategic Human Resource Management (SHRM)**

**Date: 13 -04 - 2016**

**Time: 11am to 2.00 pm**

**Day: Wednesday**

**Marks: 60 Marks**

**Roll No:**

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**Instructions: Question No. 1 is compulsory. (Total 20 Marks)**

**Attempt Any Four Questions from the Rest. (Total 40 Marks)**

**Q1. Case study of Natural Pharmaceuticals Ltd. (NPL) – 20 Marks (Compulsory)**

Natural Pharmaceuticals Ltd. (NPL) was established in 1998 as a private limited company. The headquarters of the firm is at Gurgaon, near Delhi. With liberalization, and changes in the business environment, NPL has transformed into an MNC. Today it is a truly global firm with 30 manufacturing facilities in 15 countries and 10,000 employees worldwide. The Company markets its products in more than 50 countries and nearly 75% of its sales come from outside India. Its corporate goals are (1) to be a global major in the pharmaceutical industry; (2) to consistently meet or exceed financial goals; (3) to be known worldwide for product quality; and (4) to have high-performing and trained human resources.

At NPL, some basic HR programmes and practices are standard and consistently followed at each of its entities in every country it operates in. For example, there is a standardized employee manual with policies and practices for orientation of new employees, a consistent grading system for salary administration, written job descriptions, and schedule of performance appraisals. All manuals and materials have been translated into the languages of the countries in which NPL has its operations. Though standard HR programmes are administered consistently at each of NPL's global locations, each entity of NPL is also free to add to the standard HR programmes. However, certain HR standards have to be adhered to by each business operation in each country. The HR function is given high importance in the organization. There are sixty HR staff members in the fifteen countries where NPL operates. Every employee of the company has an HR-related criterion tied to his or her performance goals.

The company seeks to ensure that corporate goals are met and cultural values of the company are maintained across its operations worldwide. One way NPL maintains the culture of the firm is by conducting bi-monthly communication meetings in each operating unit. These meetings are top-down communication exercises that seek to update all employees of a particular unit on its activities. NPL also holds annual communication meetings that are attended by the general manager, the chairman of the company, the chief operating officer,

23 the executive vice president, and the corporate vice president of human resources in addition to other senior executives of the local entity and the region. The entire group spends one day on each location. During this tour, they observe the factory, the new equipment, and facilities and meet the employees. The annual communication meetings are intended to ensure that employees feel part of the larger entity. Employees of NPL working in different parts of the world are in frequent contact with each other. This and the common HR practices help NPL maintain its culture and also strengthen the global team of the company.

Each unit of NPL has certain unique needs. The company, therefore, follows the philosophy of hiring experienced HR professionals who belong to the country in which NPL has operations. The company believes that hiring host country nationals (HCNs) as HR managers has certain advantages since HCNs know the local language, have credibility, know the law, and know how to recruit. The values of the company emphasize respect for individual cultures of each country while maintaining the unique global culture of NPL at the same time.

The company moves its employees around its locations worldwide so that they may learn from each other. Thus, it makes considerable investment in expatriates. This brings with it the need to address the challenges of people working abroad for extended periods, typically three to four years. The company is addressing the issue of employee mobility by a two-pronged strategy. On one hand, HCNs are used wherever it makes business sense, for example where expatriates are less acceptable. On the other hand, the company is becoming increasingly selective about who goes on an overseas assignment. It chooses people who are independent, self-starters, technically knowledgeable, and explores their willingness for an international career. Very few organizations use a specific list of competencies to select people for international roles; however, NPL has identified a list of six key characteristics: (1) conflict resolution skills; (2) leadership; (3) social orientation; (4) effective communication; (5) ability to cope with stress; and (6) flexibility.

Recently, NPL has started recruiting global managers who it considers core managers for international postings. These managers are internationally mobile, speak a minimum of three languages, and demonstrate high potential. The company has built a core of 30 such managers.

In global business, international exposure is seen as an essential part of preparation for senior management positions. Typically, employees progress from heading an international team to running a large business with profit-and-loss responsibility. The development of global managers at NPL is through assignments or postings abroad.

Posting to a foreign country often leads to considerable disruption for employees with families creating barriers to readiness on the part of manager to relocate. To eliminate barriers to successful expatriation, NPL has devised a 'partner assistance' policy. This policy seeks to alleviate the financial hardship experienced by an expatriate manager when the accompanying spouse has to give up his / her job. The spouse is provided support in finding

work in the country of the expatriate manager's location. If finding a job for the spouse is not possible, then NPL helps these spouses remain current in their own career field. It does this by providing relevant literature, sponsoring a distance learning course, or by helping the spouse attend a professional conference. Vocational and educational training is provided locally; childcare is provided as well. Before leaving for the foreign assignment, the manager receives a mini-severance payment to compensate some extent the loss of spousal income. To prepare the manager and his family for foreign posting, NPL provides career counseling, language lessons, and training related to the culture of the destination country for both partners.

For people who are on a foreign posting, the challenge of repatriation is managed by ensuring information flow from the parent company. Typically, while on assignment, employees receive all local press releases and highlights of the home business so that they are up to date with key issues. The company intranet helps in maintaining contact. Expatriate managers are encouraged to maintain regular contact with parent company.

Various initiatives at NPL for managing global HR issues have ensured that the company is held together by an underlying common set of values, thus maximizing the motivation of employees across all operations of the company.

*Questions:*

- (i) What initiatives has NPL taken to ensure that company values are maintained across its operations worldwide? In what ways do these initiatives help manage the anxieties of the expatriate manager?
- (ii) Why do you think it is important to customize HR activities to the culture of the host country?
- (iii) There is a scarcity of managers who have the mix of skills required for global assignments. How will the development of core managers for international postings help NPL manage shortage of global skills?
- (iv) Examine the content of expatriate training programme of NPL. What other measures can adopt to make the programmes more effective?
- (v) What practices does NPL have to facilitate repatriation of employees on foreign postings?

Q2. Answer any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

- (a) Strategic Human Resource Management ---- (5 Marks)
- (b) Aims of Strategic Human Resource Management ---- (5 Marks)



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(c) Human Resource Management Vs Strategic Human Resource Management - (5 Marks)

Q3 Answer any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

(a) Types of Human Resource Strategies ----- (5 Marks)

(b) Strategic role of line management ----- (5 Marks)

(c) Conducting strategic review ----- (5 Marks)

Q4 Answer any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

(a) Careerstages ----- (5 Marks)

(b) Succession Planning ----- (5 Marks)

(c) Career Planning ----- (5 Marks)

Q5 Answer any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

(a) Competencies----- (5 Marks)

(b) Exit Interview- Issues ----- (5 Marks)

(c) Employee Retention Strategies ----- (5 Marks)

Q6 Answer any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

(a) Strategies for Organisational Effectiveness ----- (5 Marks)

(b) Strategies for Organisational Transformation----- (5 Marks)

(c) Employee Engagement activities ----- (5 Marks)

Q7 Answer any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

(a) International Human Resource Management (IHRM) Practices ----(5 Marks)

(b) Ethnocentric –Polycentric – Geocentric ----- (5 Marks)

(c) Important variables of Performance Management in international assignments - (5 Marks)

**NCRD's Sterling Institute of Management Studies,  
Nerul, Navi Mumbai.**

**SEMESTER END EXAMINATION MMS SEM IV April 2016**

**Sub: - IT Infrastructure Management**

**Date: 13/04/2016**

**Time: 11am to 2.00 pm**

**Day: Wednesday**

**Marks: 60**

**Roll No:**

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**Instructions: Question No. 1 is compulsory. (Total 20 Marks)**

**Attempt Any Four Questions from the Rest. (Total 40 Marks)**

**Q.1 Case Study.**

**Networking the Customers**

ABF Freight System is a trucking company that specializes in less-than-truckload (LTL) freight shipping. In LTL shipping a trucking company does not wait until a truck is fully loaded before dispatching it. Often, the shipper devotes the entire vehicle to a customer, rather than trying to consolidate shipments. LTL freight shipping can be less complex and offer faster service than Truckload (TL) shipping, whereby shipments of disparate clients are consolidated to fill up the truck. Because clients pay more for LTL, they expect high-quality service and full attention to their needs.

ABF utilizes the latest networking technologies to improve service. Customers can use its Web site to schedule shipments. As soon as a truck starts moving, customers can use the Web site to see exactly where a shipment is at any time.

ABF customers want to ensure that their own customers receive shipments on time. They want to know the status of each shipment so there are no surprises. ABF's customers do not need to wait until drivers return to the terminal to know that a delivery was made to their clients. The company equipped its drivers and terminal workers with Nextel cell phones capable of connecting to the Internet. They use the phones to transmit information into ABF's database. This enables ABF customers to receive delivery and pick-up information in real time. Michael New city, director of e-systems and emerging technologies at ABF, says customers love being able to get their own updates, rather than having to call and ask a company rep where their shipments are. Some customers clearly prefer never to talk to anybody at ABF as long as they can serve themselves via the Web site.

ABF periodically conducts short surveys of three to six questions on its Web site to receive feedback from customers. The company also conducts usability interviews to learn how it can improve the site. Its purpose it's to provide customers with the online tools and information they need, and to this end manager often interview sales reps. Chris Baltz, vice president of marketing and pricing at ABF, observed that when companies design networking and their Web sites "around the customer." It results in cost savings. Indeed, management listened. Responding to customer demands, the company decided to allow customers to use the Web site to reroute their shipments in transit. Other companies usually require such rerouting requests in writing, so the client must fax the request, but faxes are sometimes misread or misinterpreted. If an ABF customer notices an error in shipment details, the customer can resolve the problem within 5 minutes. With other shippers it typically takes much longer.

If customers wish, they have the option of linking their information systems to ABF's via the Internet. This enables them to access shipment data directly. Doing so allows them to display shipping data at their own Web site for their own clients. It also lets their accounting and other "back-end" systems receive data directly from the source, for accounting, billing, and other operations.

Not all customers are fully comfortable completing entire transactions via the Web site, but improvements have helped a growing number to do so. When this service was first offered, 73 percent of customers who started a transaction completed it at the site. Now, 80 percent of customers who use the Web site successfully conclude their transactions.

In addition to seeing the status of their shipments, customers can use the site to review invoices and to create weekly custom reports. They can either view the reports online or have them sent to an e-mail address, where they can retrieve them. Baltz observed that the key to success in this industry is not to be a commodity. Giving the customers visibility and control of their transactions and status of their shipped items differentiates ABF from other shippers. The extra services attract customers and increase customer loyalty. When customers get used to the technology ABF puts at their disposal, they are less likely to switch to a competitor.

**Questions:**

1. In terms of types of network (WAN, LAN Etc), What type of network does ABF use? Which parties use this network?
2. In addition to serving customer well, networking helps ABF save cost. How?
3. Networking helps not only customers but also the customers' customer. How?

**Q.2 Answer the following questions - Any Two**

- a) What is IT Infrastructure Management and why it is required?
- b) Define Information Technology Infrastructure Library?
- c) What is Change Management? Explain with an example.

**Q.3 Answer the following questions - Any Two**

- a) Explain the activities involved in Disasters Recovery planning.
- b) Explain the process of change management with diagram.
- c) What is operations management? Explain with an example.

**Q.4 Answer the following questions - Any Two**

- a) Explain life cycle of ITIL
- b) Write a note on waterfall model of software development.
- c) Explain the factors influence on change management.

**Q.5 Answer the following questions - Any Two**

- a) Explain Deming Cycle.
- a) Explain Capacity Management.
- c) What is assets management? Why it is required?

**Q.6** Answer the following questions - Any Two

- a) What is Business Continuity planning?
- b) Explain McKinsey Seven S-Framework.
- c) Write a note on Internal & External factors that affects the change Management.

**Q.7** Answer the following questions - Any Two

- a) What are the various challenges in IT infrastructure Management?
- b) Describe the various challenges and opportunities for Organizational Behavior.
- c) Write the Advantages and Disadvantages of IT Infrastructure Management.

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**NCRD's Sterling Institute of Management Studies,  
Nerul, Navi Mumbai**

**SEMESTER END EXAMINATION MMS SEM IV April 2016**

**Sub: - Integrated Marketing Communications & Digital Marketing**

Date: 12/04/2016

Time: 11am to 2 pm

Day: Tuesday

Marks: 60

Roll No:

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**Instructions: Q. No. 1 is compulsory. (20 marks)**

**Attempt any four from the rest. (10 marks each)**

**Q. 1 Solve following case**

The Rs. 900 Cr. Godrej soap new baby, Fair Glow, has created a stir in the virtually stagnant Rs. 4,300 cr. Market for toilet soaps. The new entrant promises fairness within 15 days of its regular use.

Most of the toilet soaps available in the Indian market today are making claims that fall under one of the two categories: do good properties or feel good properties. Some of the soaps that claim, "Does Good" include Lux, Liril, Cinthol, Dettol etc. Dove is making "Feel Good" claim. The price range varies between premium, medium and low.

Most of these soaps combine the claims of "Feel Good" on the skin as well as "Do Good" to the skin. Margo claims to be a "do good", soap and dove is primarily positioned as "feel good" soap in the premium category.

Fairglow was launched in December 1999. The composition is based on a bio-extract, natural Oxy-G, which is supposed to remove blemishes and provide fairness. Probably on a subconscious level, Indians are always looking for fair skin fairness. Godrej Soaps has certainly zeroed in on a need gap in the market and positioned Fairglow as the fairness soap, promising fairness within 15 days of regular use.

Hindustan Lever (HUL), which has been promising consumers a new fairness enhancing soap with its teaser campaign, has still not come to the market 8 months after Fairglow launch. Godrej may enjoy the first mover advantage with what is clearly a new positioning for its new baby, "enhance fairness", building, dissimilarity and distancing it from "feel good" and "do good" soaps, says RakeshSinha. GM, Godrej Soaps, "We realized that there was a scope for a fairness soap since fairness cream is big category and growing about 20% per year."

The Indians preoccupation with fair complexion appears to be a gold mine for numerous fairness enhancing products available in the market. Let us take a closer look at fairness

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creams. Their earlier avatar was the vanishing creams or "Snow" marketed by Ponds and Lakme. HUL introduced 'Fair & lovely cream' in 1975, build up the brand to corner 78% of fairness cream market at about 400 crore (1999-2000). Other brands such as Emami naturally cream have an annual turnover of Rs. 30 crore; Cavin Care's Fairever has increased its turnover from 39 lacs to 40 Crores in just one year. Paras group of Ahmadabad has launched its 'Freshis', Godrej has launched 'Fairglow' cream and Santoor Fairness cream has also been launched. Mohan Goenka, Director Emami Group says "There is enough room for everybody. The market is witnessing a sustained growth with no signs of flagging". Emami is soon to launch a fairness talcum powder. "The idea is to sue talcum powder to look fair is a very common concept in India. So why not bring out a product specifically designed for the purpose. This could be more effective than any old talcum, which is nothing but perfumed soap stone" says Goenka. It seems all is fair in Love and Fairness.

Q.1 A] Analyse the case

B] Do you agree to the statements of Mr. Mohan Goenka.

C] Suggest some innovative ways of advertising to Godrej.

Q.2 Answer any Two. (5 marks each)

A) Elaborate functions of public relations.

B) What is sales promotion? Give some examples of it.

C) Define event and its types.

Q.3 Answer any Two. (5 marks each)

A) Explain AIDA model.

B) Advertisements today are neglected by customers, comment.

C) Elaborate communication process

Q. 4 Answer any Two (5 marks each)

A) What are basic elements of promotional mix?

B) According to you, which media is best for advertising?

C) Elaborate long term objectives of advertising.

Q. 5 Answer any Two. (5 marks each)

1 A) Do you think digital marketing is more effective than traditional marketing?

B) Briefly explain issues in brand building?

C) Explain in detail push and pull strategy.

**Q. 6 Answer any Two. (5 marks each)**

- A) Which are different consumer attitudes towards brand?**
- B) Define creativity and its importance in IMC?**
- C) Do you think comparative advertisements are more effective than general advertisement?**

**Q.7 Answer any Two. (5 marks each)**

- A) Explain different styles of advertising.**
- B) What is the purpose of event?**
- C) Explain different ways of direct marketing?**

**NCRD's Sterling Institute of Management Studies,  
Nerul, Navi Mumbai**

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**SEMESTER END EXAMINATION MMS SEM IV**

**April 2016**

**SET -1**

**MANAGEMENT OF CHANGE**

**Date: 12/04/2016**

**Time: 11am to 2.00 pm**

**Day: Tuesday**

**Marks: 60 Marks**

**Roll No:**

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**Instructions: Question No. 1 is compulsory. (Total 20 Marks)**

**Attempt Any Four Questions from the Rest. (Total 40 Marks)**

**Q. 1:** Read the following case study carefully and answer the questions according to the instructions: (20)

Sujata Singh was stumped. Sitting in her office at the plant, she pondered the same questions she had been facing for months: how to get her company's employees to work harder and produce more. No matter what she did, it didn't seem to help much.

Sujata had inherited the business three years ago when her father, B N Singh, passed away unexpectedly. Paras Machine Parts was founded four decades ago by Singh and had grown into a moderate-size corporation. Paras makes replacement parts for large-scale manufacturing machines such as lathes and mills. The firm is headquartered in Colaba, Mumbai and has three plants located at Thane, Nasik and Pune.

Although Sujata grew up in the family business, she never understood her father's approach. Singh had treated his employees like part of his family. In Sujata's view, however, he paid them more than he had to, asked their advice far more often than he should have, and spent too much time listening to their ideas and complaints. When Sujata took over, she vowed to change how things were done. In particular, she resolved to stop handling employees with kid gloves and to treat them like what they were: the hired help.

In addition to changing the way employees were treated, Sujata had another goal for Paras. She wanted to meet the challenge of international competition. Japanese firms had moved aggressively into the market for heavy industrial equipment. She saw this as both a threat and an opportunity. On the one hand, if she could get a toehold as a parts supplier to these firms, Paras could grow rapidly. On the other, the lucrative parts market was also sure to attract more Japanese competitors. Sujata had to make sure that Paras could compete effectively with highly productive and profitable Japanese firms.



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From the day Sujata took over, she practiced an altogether different philosophy to achieve her goals. For one thing, she increased production quotas by 20 percent. She instructed her first-line supervisors to crack down on employees and eliminate all idle time. She also decided to shut down the company softball field her father had built. She thought the employees really didn't use it much, and she wanted the space for future expansion.

Sujata also announced that future contributions to the firm's profit-sharing plan would be phased out. Employees were paid enough, she believed, and all profits were the rightful property of the owner—her. She also had private plans to cut future pay increases to bring average wages down to where she thought they belonged. Finally, Sujata changed a number of operational procedures. In particular, she stopped asking other people for their advice. She reasoned that she was the boss and knew what was best. If she asked for advice and then didn't take it, it would only stir up resentment.

All in all, Sujata thought, things should be going much better. Output should be up and costs should be way down. Her strategy should be resulting in much higher levels of productivity and profits.

But that was not happening. Whenever Sujata walked through one of the plants, she sensed that people weren't doing their best. Performance reports indicated that output was only marginally higher than before but scrap rates had soared. Payroll costs were indeed lower, but other personnel costs were up. It seemed that turnover had increased substantially and training costs had gone up as a result.

In desperation, Sujata finally had hired a consultant. After carefully researching the history of the organization and Sujata's recent changes, the consultant made some remarkable suggestions. The bottom line, Sujata felt, was that the consultant thought she should go back to that "humanistic nonsense" her father had used. No matter how she turned it, though, she just couldn't see the wisdom in this. People worked to make a buck and didn't want all that participation stuff.

Suddenly, Sujata knew just what to do: She would announce that all employees who failed to increase their productivity by 10 percent would suffer an equal pay cut. She sighed in relief, feeling confident that she had finally figured out the answer.

#### Questions:

1. Identify several concepts and characteristics from the field of Management of Change that this case illustrates.
2. How successful do you think Sujata's new plan will be?
3. If you were Sujata's consultant, what would you advise her to do?

**Q. 2: Attempt any Two:**

- a. What is "Balance Score Card"? What are its uses in Management of Change? (5)
- b. What is "Goal Setting" based on Management by Objectives? Give examples. (5)
- c. Differentiate between Chain of Command and Span of Control & Centralization and Decentralization. (5)

**Q. 3: Attempt any Two:**

- a. What is Charismatic Leadership? What are the traits of a Charismatic Leader? (5)
- b. Distinguish between Traditional and Electronic Brainstorming. Explain with examples. (5)
- c. Distinguish between Team & Group. Why people join teams? Why teams fail? (5)

**Q. 4: Attempt any Two:**

- a. Differentiate between Idea, Creativity and Innovation. What are the five levels of Creativity and Innovation? (5)
- b. Explain the following with examples. (5)
  - a) Blind Conformity
  - b) Social Loafing
  - c) Knowledge, Skills and Abilities (KSA)
- c. What is Motivation? What are the various types of Motivations?

**Q. 5: Attempt any Two:**

- a. What are the Challenges in Leading Change for Creativity and Innovation? (5)
- b. Who is a Visionary Leader? Do you think Dhirubhai Ambani was a Visionary Leader? Narrate his contribution in initiating and revolutionizing in Reliance Communications. (5)
- c. Explain, with examples, Vroom & Yetton's Participatory Leadership Model. (5)

**Q. 6: Attempt any Two:**

- a. Explain various types of innovations. (5)
- b. Explain Fiedler's Contingency Theory. (5)
- c. Write short notes on: (5)
  - 1. Culture as an important ingredient of Organizational Creativity.
  - 2. Models of Communication.

**Q. 7: Attempt any Two:**

- a. Role of Effective Communication in Management of Organizational Change. (5)
- b. What is Corporate Strategy? What is its role in Change Management? (5)
- c. Situational Approach to Leadership. (5)

**NCRD's Sterling Institute of Management Studies,  
Nerul, Navi Mumbai**

**SEMESTER END EXAMINATION MMS SEM IV April 2016**

**Sub: - Project Finance**

**Date: 12/04/2016**

**Time: 11am to 2.00 pm**

**Day: Tuesday**

**Marks: 60**

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**Instructions: Question No. 1 is compulsory. (Total 20 Marks)**

**Attempt Any Four Questions from the Rest. (Total 40 Marks)**

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**Q 1. Explain in detail what is a SPV, why is it required, what are the advantages and disadvantages of it.**

**(20 marks)**

**Attempt any four out of the remaining six Questions (Q 2 to Q 7) and within each question, attempt any two out of three sub questions of 5 marks each**

**Q 2. (a) What is debt finance?**

**(b) What is a Export Credit Agency?**

**(c) Why is project monitoring important?**

**Q 3. (a) What is Political risk in Project Finance and how it can be mitigated?**

**(b) Explain Project Finance market by geography**

**(c) Why location plays an important role in selecting the project location?**

**Q 4. (a) What are the different steps in Financing stage of Project finance?**

**(b) Explain a project inspection report in brief.**

**(c) How is Project cash flow evaluated?**

5  
Q 5. (a) Define Project Finance and explain a typical PF Structure in detail.

(b) Which are the different contractual parties in Project Financing?

(c) What are the factors determining the project risks?

Q 6. (a) Explain the role of commercial banks in modern Project Finance.

(b) What are different types of debenture capital?

(c) What is the role of Equity capital in Project Finance?

Q 7. (a) Explain the role of a sponsor in Project Finance.

(b) What is an Operational risk in Project Finance and how it can be mitigated?

(c) What is the role of Equity capital in Project Finance?

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**NCRD's Sterling Institute of Management Studies,  
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**SEMESTER END EXAMINATION MMS SEM IV April 2016**

**Sub: - Managing Technology Business**

Date: 12/04/2016

Day: Tuesday

Roll No:

Time: 11am to 2.00 pm

Marks: 60 Marks

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**Instructions: Question No. 1 is compulsory. (Total 20 Marks)**

**Attempt Any Four Questions from the Rest. (Total 40 Marks)**

**Q.1 Case Study**

In India, Internet retail accounted for \$3 billion in 2013 and is expected to swell to \$22 billion in the next five years. Still, with a total consumer market valued at \$450 billion, India has been called the world's last major frontier for e-commerce. Leading the industry in addressing this opportunity is Snapdeal, India's largest online marketplace. Snapdeal empowers sellers across the country to provide consumers with a fully responsive and intuitive online shopping experience through an advanced platform that merges logistics subsystems with cutting-edge online and mobile payment models. The platform has a wide range of products from thousands of national, international and regional brands. Snapdeal.com now has a network of more than 20,000 sellers, serving 20 million-plus members—one out of every six Internet users in India. Powering this platform is the Aerospike flash and DRAM optimized in-memory NoSQL database. By harnessing the real-time big data processing capabilities of Aerospike, Snapdeal provides consumers with the up-to-the-moment updates about product availability, pricing, and seller ratings to help make buying decisions informed and convenient.

Snapdeal's business and platform model is anchored by an innovative system that incorporates updates from both sellers and shoppers. The Snapdeal.com platform enables sellers to list products for sale on the site, manage inventory, and make pricing changes in real-time based on what is happening in the marketplace. High volume—for example, a pair of shoes sells every 30 seconds—means that thousands of sellers are making dynamic price adjustments. This result in Snapdeal's inventory and pricing management system processing more than 500 writes per second. Meanwhile, shoppers on Snapdeal.com review and rate sellers for customer satisfaction based on their experience with the product, including shipping, delivery and returns.

With every page click, Snapdeal.com combines the updates from shoppers and sellers to display the most relevant products, as well as rankings for all the sellers that are offering the product by price, delivery time, and customer satisfaction. The challenge for Snapdeal has been maintaining the platform's real-time performance even as the company's growth accelerates. "We have built up both the business and the technology platform in just two years," said Mr. Amitabh Misra, Snapdeal vice president of engineering. "We make an average of two releases a day and sometimes we turn up seven or eight releases in a day. In two years, we have scaled more than 200 times—the number of products listed, the number of sellers we have, the amount of business they do, the number of servers, storage and the technology team—everything has grown 200 times." From a seller standpoint, Mr. Misra explained, "An efficient marketplace requires that sellers to be able to push their updates in real-time. As more sellers sign up and more products are listed and more price changes are made, we knew we needed to scale the system."

Today, Snapdeal's advanced marketplace platform, which is written in Java, includes sub-systems for order and catalog management, inventory and pricing management, fulfillment centre management, shipping, delivery and tracking management and TrustPay, a buyer-seller protection platform. The Java-based Snapdeal inventory and pricing management system uses Aerospike to provide predictable sub-millisecond responses while managing 100 million-plus objects stored in 32 GB of DRAM. The data stored includes seller and product IDs, inventory, seller rankings and pricing attributes. Product and price changes are made to both Aerospike and MySQL while seller rankings and product details are read from Aerospike. The implementation runs on two Linux servers on the Amazon Elastic Compute Cloud (EC2), and it takes advantage of Amazon Elastic Block Store (EBS) for persistent block-level cloud storage.

- Questions –
1. Do the SWOT analysis of Snapdeal
  2. Describe the strategy used by Snapdeal.
  3. What are the reasons for success of Snapdeal.

**Q.2** Answer the following questions - Any Two

- a) Define Technology and Technology cycle.
- b) What is Technology Road mapping?
- c) What is ITES? Explain with an example.

**Q.3** Answer the following questions - Any Two

- a) Explain the activities involved in Disasters Recovery planning.
- b) what is Product and explain with an example.
- c) Write a note on National Informatics Center

**Q.4** Answer the following questions - Any Two

- a) What is E-business? Write the advantages and disadvantages of e-business.
- b) What are the challenges faced by IT organization in India.
- c) Write a note on BPO.

**Q.5** Answer the following questions - Any Two

Explain Delphi Techniques with advantages and disadvantages.

- a) Explain the role of IT in industry in India w.r.t. Automobile industry.
- b) What is m-commerce? Write the advantages and disadvantages of m-commerce.

**Q.6** Answer the following questions - Any Two

- a) Write the risk and benefits of BPO.
- b) Explain McKinsey Seven S-Framework.
- c) Explain the recent technological changes in mobile phones.

**Q.7** Answer the following questions - Any Two

- a) Explain the term Service with an example.
- b) Explain how marketing an important for a business with a suitable example.
- c) Write a note on e-auctions.

**NCRD's Sterling Institute of Management Studies,  
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**SEMESTER END EXAMINATION MMS SEM IV April 2016**

**Sub: - Creativity & Innovation Management**

**Date: 11/04/2016**

**Time: 11am to 2.00 pm**

**Day: Monday**

**Marks: 60 Marks**

**Roll No:**

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**Instructions: Question No. 1 is compulsory. (Total 20 Marks)**

**Attempt Any Four Questions from the Rest. (Total 40 Marks)**

**Q.1**

The following case study of this innovation strategy at Procter & Gamble will reveal the imperative of a calculated, inclusive and flexible approach to solving a problem.

It was no secret that by the late 20th century, P&G had lost its originality. Previously a market-leading innovator across its flagship categories of detergents, dentifrices and diapers by the mid-1990s senior P&G management admitted that they had not had a breakthrough innovation since 1985, and the company's continued market dominance in the years ahead was a question. Although P&G was still a formidable marketing machine, the organization had become slow moving and conservative. It was dominated by what competitors called the proctoids – bureaucrats in suits. In 1997, realizing these problems, there was a 'think-in' among a half-dozen senior executives.

The goal was to equip P&G to dominate the consumer goods industry in the 21st century as it had in the 20th. During that meeting, they developed a Play-to-Win strategy. They planned to create a more flexible organization and to increase the speed and quality of innovation. They also focused on increasing the speed of commercialization of new products. In addition they wanted to move the company's focus to higher growth, higher margin business such as healthcare and personal care. Senior management was aware that they needed to overcome many obstacles to attain their goals. P&G's new product commercialization process was painfully slow.

Disagreements between team members had frustrated previous attempts at significant collaboration and change. On top of that the working relationship between the brand managers and the technology development managers was often strained and painful. Despite the obstacles, senior management was determined to succeed. With the appointment of Durk Jager as CEO, a zealous pursuit of change followed. He changed the organization, the innovation processes, and the priority of innovation and almost every other facet of doing business at P&G. The problem was that Jager tried to change too much too fast. As a result many staff at P&G became distracted by the changes and confused about the new way of doing business and had trouble performing. Growth slowed, leading to three profit warnings in three months. Several new product launches failed and the share price slumped along with morale. Within 18 months, Jager was forced out. With Jager's departure, many felt that the drive for change would end and comfortable 'business-as-usual' status will return. They were wrong. P&G appointed A.G. Lafley as the new CEO, a well-respected employee of the company with 25 years of experience.

In contrast to Jager, Lafley paid a lot of attention to operational details, and used a collaborative approach to gain buy-in. He reduced the overly ambitious approach, scaling back aggressive goals from around 8% annual growth. But more importantly, he maintained the drive to change (innovation) but focused on priorities rather than inundating the organization. Lafley consolidated global business units from seven to four and fine-tuned the relationship between them and the market development organization. He followed this by devolving decision-making power to the units. Restoring focus on leading brands he reminded everybody that the measure of success was not innovation per se, but the customers.

#### The lessons in innovation from Procter & Gamble

As we have seen in the P&G case study organizational structures can often be a barrier to innovation. The clear conclusion is that organizations need systems in place that provide the proper measurement, motivations, incentives and rewards to foster innovation that is aligned with the innovation strategy.



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From our experience at Qmarkets, quality must come before quantity. A platform system allowing significant and meaningful stakeholder collaboration, evaluation and measurement of the best ideas could be the missing link to managing the strategy and delivering innovations that will actually benefit a large number of people.

*The primary unit of innovation is not the individual but the network that extends inside the company.*

Innovation consultants Davila, Epstein and Shelton (2006) argue in their book "Making Innovation Work" that the primary unit of innovation is not the individual but the network that extends inside the company (R&D, marketing, manufacturing) and outside (including customers, suppliers, partners and others). Innovation requires developing and maintaining this network as an open and collaborative force, which is no easy task considering the complexity of relationships, motivations and objectives within these different groups of people.

The concept of innovation platforms, successfully used in various companies provides the required framework for the network. They can include networks of people inside and outside the company that have pertinent knowledge of the platform area, including customer insight, supply chain knowledge, and technical expertise. This enabling technology known by the name of idea management software, allows companies of all sizes to make innovation an integral part of their business without disrupting the overall organization.

The results of applying the right innovation strategy re-inforced with the right toolkit at the right time, targeting the right audience and involving every stakeholder in the business can lead to an increased ROI, grateful customers and a good balance between the creative flow existent in the human potential of an organization and delivering market results.

**Q.1 A.** Analyze the case study in context with Innovation and Change.

**Q.1B.** Are the organization structures barriers of Innovation? If you could be CEO of P & G, describe the innovative changes you could bring to the organization.

Q.2 Attempt any Two

- A. Explain the role of creativity and innovation in the organizations.
- B. Briefly discuss Edward De Buno's thinking technique.
- C. Creativity can solve almost any problem, comment on it.

Q.3. Attempt any Two

- A. Explain the Four Step Creative process.
- B. What are the sources of new ideas for the organizations?
- C. Describe the importance of creativity in teams.

Q.4 Attempt any Two

- A. Explain the dynamics like Do's and Don'ts that underlie for creative thinking.
- B. What is Lateral Thinking. Explain its importance.
- C. Explain about assessing creative practice.

Q.5 Attempt any Two

- A. Write a note on tools and techniques in creativity.
- B. Explain the importance of change for Innovation in organization.
- C. Is Innovation an important tool a manager should strive for. Comment.

Q.6 Attempt any Two

- A. What are the traits identified in creative people..
- B. Which are the three main types of Innovation?

C. Explain the creative problem solving model.

**Q.7 Attempt any Two**

A. Why do good ideas come to us and when they do?

B. What are the global perspectives on creativity.

C. Should the organizations have the evolving culture of Creativity and Innovation.

**NCRD's Sterling Institute of Management Studies,  
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**SEMESTER END EXAMINATION MMS SEM IV April 2016**

**Sub: - Service Operations Management**

**Date: 12/04/2016**

**Time: 11am to 2.00 pm**

**Day: Tuesday**

**Marks: 60 Mark**

**Roll No:**

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**Instructions: Question No. 1 is compulsory. (Total 20 Marks)**

**Attempt Any Four Questions from the Rest. (Total 40 Marks)**

**Q 1.**

Prepare Supply Chain System for KFC in India.

Attempt Any Four out of the Remaining Six Questions

**Q2 Explain any 2**

(a) Characteristics of Services (5 Marks) (b) Supply Chain Management (5 Marks) (c) Process Flow Chart (5 Marks) 10 Marks

**Q3 Explain any 2**

(a) Types of Service Firms (5 Marks) (b) Importance of Service Sector (5 Marks) (c) Delivered Services (5 Marks) 10 Marks

**Q4 Explain any 2**

(a) Capacity Strategies (5 Marks) (b) Yield Management (5 Marks) (c) Pricing (5 Marks) 10 Marks

**Q5 Explain any 2**

(a) Inventory Management (5 Marks) (b) Outsourcing (5 Marks) (c) Contract Risk (5 Marks) 10 Marks

**Q6 Explain any 2**

(a) Process Simulation (5 Marks) (b) Service Delivery System (5 Marks) (c) Sensitive Services (5 Marks) 10 Marks

**Q7 Explain any 2**

Location Selection (5 Marks) (b) Classification Framework (5 Marks) (c) Employee Empowerment (5 Marks) 10 Marks

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**NCRD's Sterling Institute of Management Studies,  
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**SEMESTER END EXAMINATION MMS SEM IV April 2016**

**Date:** 13-April-2016      **Subject – Merger, Acquisition & Corporate Restructuring**  
**Day:** Wednesday      **Time: 11am to 2.00 pm**  
**Roll No:**      **Marks: 60 Marks**

**Instructions: Question No. 1 is compulsory. (Total 20 Marks)**

**Attempt Any Four Questions from the Rest. (Total 40 Marks)**

**Question 1**

**(20 Marks)**

The summarized Balance Sheet of M/s ABC Ltd as on 31<sup>st</sup> December 2015 is as under:

Liabilities	Amount	Assets	Amount
Preference Shares of Rs. 10 each	5,00,000	Goodwill	2,00,000
Equity Shares of Rs. 10 each	10,00,000	Land and Building	10,00,000
10% convertible Debentures of Rs. 100 each	4,00,000	Furniture	1,25,000
Bank Over Draft	3,20,000	Investment	4,00,000
Sundry Creditors	3,00,000	Stock	2,80,000
Bills Payable	50,000	Debtors	2,20,000
Provision for Tax	1,00,000	Bills Receivable	25,000
		Profit and Loss Account	4,20,000
	<b>26,70,000</b>		<b>26,70,000</b>

The scheme of reconstruction as approved by the court was as under:

- (1) Each existing equity share will be written down from Rs. 10 to Rs. 4
- (2) Each existing 10% preference share is to be written down from Rs. 10 to Rs. 8 of which Rs. 4 will be represented by 12% preference shares and Rs. 4 by Equity Shares
- (3) Each convertible debenture is to be exchange for Rs. 50 of non-convertible 10% debentures, Rs. 35 of 12% preference shares and Rs. 15 equity shares.
- (4) The IDBI has agreed to apply for Rs. 5,00,000 of Equity Shares paying cash in full on application
- (5) The reduction of capital and reserves are to be applied in eliminating fictitious assets and balanced to be used in writing down the Land and Building and investment in the ratio of 3:1

Give journal entries regarding reduction, prepare cpital reduction account and resulting summarized balance sheet as on 1<sup>st</sup> January 2016.

**Question 2: Attempt any two (5 x 2) = 10 Marks**

- (a) What are the motives behind corporate restructure
- (b) Explain Nine Cell Planning Grid
- (c) What is portfolio analysis of company selection

**Question 3: Attempt any two (5 x 2) = 10 Marks**

- (a) What are the various factors responsible for Mergers & Acquisition
- (b) Explain Section 390 of Indian Companies Act
- (c) What is Competition Act. Explain in brief section 5 of Competition Act

**Question 4: Attempt any two (5 x 2) = 10 Marks**

- (a) What are the defence strategies against takeover
- (b) Explain in brief Shark Repellents
- (c) Explain Post Acquisition Bid Strategies

**Question 5: Attempt any two (5 x 2) = 10 Marks**

- (a) Explain in brief various types of Demerger
- (b) Explain Buy Back of Shares
- (c) Explain Licensing, Franchising and Joint Ventures

**Question 6: Attempt any two (5 x 2) = 10 Marks**

- (a) Explain various categories of LBO
- (b) Write a brief note on Revival of sick companies (Second Amendment) Act of 2002
- (c) Describe different types of Valuation methods

**Question 7: Attempt any two (5 x 2) = 10 Marks**

- (a) What is earning approach
- (b) How to value Brands of a company
- (c) Different methods of discharging purchase consideration