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551

Fourth Semester M.B.A. Degree Examination, May/June 2016
BUSINESS ADMINISTRATION
Strategic Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Note : Answer to the question should not exceed six pages.

(1×15=15)

1. 'Mission, objectives and goals constitute an integral part of the overall corporate strategies'. Elucidate the statement with suitable examples.

SECTION – B

Note : Answer any five questions. Each question carries 8 marks. Answer to the question should not exceed six pages.

(5×8=40)

2. Bring out the relationship between organisation structure, culture and strategy.
3. Compare and contrast BCG matrix and GE's Nine cell matrix.
4. Explain industry analysis along with M E Porter's Five Force Model.
5. Explain various methods of environmental forecasting.
6. Discuss Porter's approach in developing generic competitive strategy.
7. Explain the role of CEO and Key managers in strategy implementation.
8. Describe the major considerations before a strategist for the integration of functional plans and objectives.
9. Elaborate the techniques of strategic evaluation and control.

P.T.O.



SECTION – C
(Compulsory)

Note : Answer to the question should not exceed six pages.

(1×15=15)

10. Case analysis :

Lenovo believed that in order to become a global brand, it was not enough to just be identified as a global firm. Establishing a presence in more developed and highly globalized areas such as the US and Europe was essential for Lenovo's overall strategy. During this time, in 2002, the Chinese government announced its 'go global' policy. This policy encouraged Chinese companies that had the capability and expertise to expand abroad.

Lenovo was quick to respond to this government initiative. However, the company soon realized challenges to its global expansion : it did not have a brand name that was recognizable worldwide, a strong presence in the world market, or the human talent to run and manage a global company. In the 1990s, Lenovo was the first company to introduce the home computer concept in China and grew into a national company cornering a market share of 27 percent in the domestic market. Lenovo's competency stood in its deep understanding of the domestic market and quick response to local demands of the consumers.

Despite ruling the Chinese PC market, Lenovo suffered a setback due to the global economic slowdown in mid-2008 which led to Lenovo posting a loss of US\$ 226 million. During this time, the company's CEO William Amelio stepped down in favor of Yuanqing, who took over as CEO, while Chuanzhi returned assuming the role of Chairman. The company's Protect and Attack strategy started reaping benefits in 2010. The company said that for the FY ended March 2011, its profits had risen to US\$ 273 million from US\$ 129.4 million in 2010. The company's global sales also increased by 30 percent to US\$ 21.6 billion during the same period. While China contributed to 46.4 percent of its sales, or US\$ 10 billion, other emerging markets contributed 17.9 percent, or US\$ 3.9 billion.

According to a survey in 2009 by Shaun Rein, head of China Market Research Group, on Chinese consumer's brand perceptions, "Five years ago, consumer satisfaction rates of Lenovo were extremely high-consumers felt proud that China had a global brand in consumer electronics that they felt was better than Dell and HP and closer to the Chinese consumer". But as Lenovo neglected the Chinese market to focus on other markets from 2006-2009, domestic consumer satisfaction

rates began to decline. In April 2013, Lenovo restructured itself into two business groups – Lenovo Business Group and Think Business Group – in a bid to target mainstream (PC, Laptop and Tablet) and high-end segments respectively. According to Yuanqing, the restructuring aimed at streamlining operations and management to better fit the company's expanding business worldwide. The company positioned the Think brand to compete against Apple and planned to open fancy showrooms worldwide.

Questions :

- 1) Critically analyze the strategies to be adopted by Lenovo to maintain its market.
 - 2) What are the strategies to be adopted by Lenovo to defend its market share in the global PC market ?
 - 3) Analyze Lenovo's Protect and Attack strategy.
 - 4) Examine the challenges faced by Lenovo in gaining a presence in the intensely competitive US Smartphone market.
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552

Fourth Semester M.B.A. Degree Examination, May/June 2016
BUSINESS ADMINISTRATION
Operations Research

Time : 3 Hours

Max. Marks : 70

SECTION – A

(2×10 = 20)

Answer **any two** of the following questions. **Each** question carries **10** marks. Answer to the question should **not** exceed **5** pages.

1. Explain decision making under uncertainty principles.
2. Discuss the business application of simulation models.
3. Describe the characteristics and limitations of operations research.

SECTION – B

(3×12= 36)

Answer **any three** of the following questions. **Each** question carries **12** marks. Answer to the question should **not** exceed **6** pages.

4. Find solution to the following LP problem graphically :

Maximise $Z = 10 X_1 + 8 X_2$

Subject to $2X_1 + X_2 \leq 20$

$$X_1 + 3 X_2 \leq 30$$

$$X_1 - 2 X_2 \geq 15$$

$$X_1, X_2 \geq 0$$

P.T.O.



5. The maintenance costs and the resale price of machine A whose purchase price is Rs. 10,000 are given as follows.

| | | | | | | | | |
|--------------------------------|---|------|------|------|------|------|------|------|
| Year | : | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Maintenance cost (Rs.): | | 1500 | 1900 | 2300 | 2900 | 3600 | 4500 | 5500 |
| Resale price (Rs.): | | 5000 | 2500 | 1250 | 600 | 400 | 400 | 400 |

Suggest optimal period for the replacement of the machine.

6. Find optimal solution to the transportation problem given in the following table :

| Origin | Destination | | | | | Availability |
|-------------|-------------|-----|-----|-----|-----|--------------|
| | B1 | B2 | B3 | B4 | B5 | |
| A1 | 71 | 70 | 57 | 21 | 50 | 400 |
| A2 | 55 | 68 | 97 | 50 | 53 | 800 |
| A3 | 58 | 50 | 42 | 58 | 27 | 400 |
| A4 | 66 | 51 | 93 | 35 | 33 | 400 |
| Requirement | 280 | 360 | 460 | 680 | 220 | 20000 |

7. Two competitors are compete for the similar product. The pay-off matrix in terms of their advertising plan is shown below.

| Competitors A | Competitors B | | |
|--------------------|---------------|--------------|-------------|
| | Large advt. | Medium advt. | Small advt. |
| Large advertising | | | |
| Medium advertising | 70 | 80 | 50 |
| Small advertising | 90 | 60 | 95 |
| | 105 | 90 | 65 |

Find the optional strategies and the value of the game.



8. A branch of a bank has one cashier at its counter. On an average 10 customers arrive for every five minutes and the cashier can serve 12 customers in five minutes. Find
- a) Utilisation factor of the reservation clerk.
 - b) Average number of customers in the system.
 - c) Average number of customer in the queue.
 - d) Average time a customer spends in the system.
 - e) Average time a customer waits before being served.
 - f) Average length of non-empty queues that form from time to time.

SECTION – C
(Compulsory)

(1×14= 14)

9. The following data relate to a project :

| Activity | Optimistic Time | Most likely Time | Pessimistic Time |
|----------|-----------------|------------------|------------------|
| A | 5 | 10 | 8 |
| B | 18 | 22 | 20 |
| C | 26 | 40 | 3 |
| D | 16 | 20 | 18 |
| E | 15 | 25 | 20 |
| F | 6 | 12 | 9 |
| G | 7 | 12 | 10 |
| H | 7 | 9 | 8 |
| I | 3 | 5 | 4 |

Determine :

- a) The expected time and variance for each activity.
- b) The critical Path.
- c) The probability of completing the project within 41 weeks.
- d) The probability of completing the project more than 50 weeks.

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553

Fourth Semester M.B.A. Degree Examination, May/June 2016
BUSINESS ADMINISTRATION
Entrepreneurship Development

Time : 3 Hours

Max. Marks : 70

SECTION – A

(1×15=15)

(Compulsory)

Note : Answer to the question should **not** exceed **six** pages.

1. "Small – scale industries serve as seedbed of entrepreneurship development".
Explain.

SECTION – B

(5×8=40)

Note : Answer **any five** questions. **Each** question carries **8** marks and answer for **each** question should **not** exceed **five** pages.

2. How does an entrepreneur contribute to the economy and society ? Explain with illustrations.
3. Explain the meaning and importance of financial analysis for new venture.
4. Give comparative study of internal and external reasons for industrial sickness.
5. What should a franchisee look for in evaluating a franchise opportunity ?
6. What problems are faced by women entrepreneurs in establishing and developing their enterprises ?
7. "Entrepreneurship is a process of giving birth to an enterprise". Discuss.
8. What is business plan ? Why it is important to an entrepreneur ? To the investors ? To the customers ? To the suppliers ?
9. What is trademark ? And describe the categories of trade marks by examples.

P.T.O.



SECTION – C
(Compulsory)

(1×15=15)

Note : Answer to the question should **not** exceed **six** pages :

10. Yvon Chouinard, the 68-year-old founder of Patagonia, an outdoor clothing and equipment company, calls his company an 'experiment'. The free-flowing work environment in the office includes barefoot employees, Tibetan prayer flags and pets ranging from lizards to owls. He goes on to say. "I don't think we are going to be here 100 years from now as a society, or may be even as a species. Yvon's early years were spent very close to nature; he spent his youth surfing in the Pacific, climbing in Yosemite and trekking on the Rockies. He started making outdoor equipment to support his freewheeling lifestyle. Along with his wife, Melinda, he launched his company in 1972. This would be a business on their terms. Products would be of the highest quality and would be manufactured in the most responsible way. It was among the first companies in the world to provide onsite daycare, paternity and maternity leave and flexi time. Long before recycling became a buzzword, Patagonia was reusing material. In 1993, Patagonia introduced fleece jackets made from discarded soda bottles. In 1996, it pioneered organic cotton and in the process helped establish the organic cotton industry. When one of their Japanese suppliers came up with a process by which used polyester can be endlessly recycled, Patagonia encouraged customers to send back their worn-out underwear (Patagonia makes a line of polyester lined underwear).

But on the other hand, Patagonia is a profit-making company with a turnover of over \$270 million. Even though it is small compared to other players in the industry such as Nike and Timberland, it is a very influential player in the industry. Patagonia has been in the forefront of progressive policies and has earned the respect of much bigger companies including Walmart. Financial analysts are very critical of Patagonia's performance. Revenue growth has been at a modest 3 to 8 per cent per year in an industry where the leaders are growing much faster. It had developed a very strong brand but does not have an aggressive marketing plan to make use of its brand image. Yvon and Melinda own 100 per cent of the equity of the company. Many merchant bankers have made a strong case for growing the capital base by inviting private equity, growing the company and taking it public. They contend that in the end, Yvon's stake will be worth much more than it is now. Patagonia has been called one of the most undervalued companies in the US. Yvon is not interested. He feels that this path will lead to the end of all he stands for.

Questions :

- 1) Do you know of any other companies that have grown from the passion of the founder? How are they different from other companies?
 - 2) Do you think Yvon is being fair to his employees, family and other business associates (suppliers and retailers) by refusing to allow his company to achieve its financial potential?
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4F3

Fourth Semester M.B.A. Degree Examination, May/June 2016
(Choice Based Credit System)
BUSINESS ADMINISTRATION
Financial Services

Time : 3 Hours

Max. Marks : 70

Instruction : Answer all Sections.

SECTION – A

(Compulsory)

(2×10=20)

Note : Answer any two questions. Each question carries 10 marks. Answer to the questions should not exceed six pages.

1. "Financial intermediaries have to perform the task of financial innovation to meet the dynamically changing needs of the economy" - discuss the above statement in the light of the various innovative products introduced in recent times in the financial service sector.
2. The scope of merchant banking is great in India – Discuss..
3. What are the methods of raising funds from primary market ? Give a brief account of SEBI guidelines for primary issue.

SECTION – B

(3×12=36)

Note : Answer any three questions. Each question carries 12 marks. Answer to the question should not exceed six pages.

4. Explain the term 'Depositories'. What type of services do depositories provide ? What are the benefits of depository system ?
5. Explain the procedure to be followed by the CRISIL for credit rating.

P.T.O.



6. Under a hire-purchase deal structured by the Hypothetical Finance Ltd. (HFL) for the Hypothetical Industries Ltd. (HIL), the HFL has offered to finance the purchase of an equipment costing Rs. 150 lakh. The (flat) rate of interest would be 13 percent. The amount would have to be repaid in 48 equated monthly installments in advance. The HIL is required to make a cash down payment of 25 percent. It uses WDV method of depreciation @ 30 percent on similar assets. From the foregoing information, you are required to show : the allocation of total charge for credit (finance charge), on the basis of (i) Effective Rate of Interest (ERI)/Annual Percentage Rate (APR) method, (ii) Sum-Of-Year's Digits (SOYD) method.
7. A company is considering the lease of an equipment which has a purchase price of Rs. 4,50,000. The equipment has an estimated economic life of 5 years. As per the Income Tax Rule a written down depreciation at 25 percent is allowed. The lease rentals per year are Rs. 1,40,000. Assume the company's marginal corporate tax rate is 35 percent. If the before – tax borrowing rate for the company is 16 percent. Calculate the net present value of lease, should the company lease the equipment ? Ignore tax shield on depreciation after 5 years.
8. Critically examine the role insurance in financial framework.

SECTION – C

(1×14=14)

(Compulsory)

Note : Answer to the question should **not** exceed **six** pages. This question carries **fourteen** marks.

9. The following details relate to an investment proposal of the HUL :
 - Investment outlay, Rs. 200 lakh
 - Useful life 4 years
 - Net salvage value after 4 years, Rs. 20 lakh
 - Annual tax relevant rate of depreciation, 40 percent
 - Net salvage after 3 years, Rs. 32 lakh

The HUL has two alternatives to choose from to finance the investment :

Alternative I : Borrow and buy the equipment. The cost of capital of the HUL, 0.12 ; marginal rate of tax, 0.35 ; cost of debt, 0.17 per annum.

Alternative II : Lease the equipment from the Hypothetical Leasing Ltd. on a 3 year full pay out basis @ Rs. 35/1000 payable monthly in advance. The lease can be renewed for a further period of 3 years at a rental of Rs. 18/Rs. 1,000 payable monthly in advance.

Which alternatives should the HUL choose ? Why ?

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4F4

Fourth Semester M.B.A. Degree Examination, May/June 2016
BUSINESS ADMINISTRATION
International Financial Management

Time : 3 Hours

Max. Marks : 70

Note: Answer *all* Sections. Marks are indicated against *each* Section.

SECTION – A

Note : Answer **any two** questions. **Each** question carries **ten** marks. **(2×10=20)**

1. Explain the meaning and significance of Balance of Payments. What are the limitations of BOP Statements ? Show a typical balance of payments statement.
2. Discuss the procedure involved in import and export of goods and services into and from India.
3. Discuss the factors to be considered in working capital management in a multinational company and also state the main sources of working capital financing of an MNC.

SECTION – B

Note : Answer **any three** questions. **Each** question carries **twelve** marks. **(3×12=36)**

4. Discuss the determinants of transaction exposure. What are the operational and financial hedging techniques can be used while managing the transaction exposure of an MNC ? Elaborate with examples.
5. 'Capital budgeting for a foreign project is considerably more complex than the domestic case'. What are the factors that add complexity ? Explain.
6. a) What do you know about foreign exchange market ? Who are the market participants in the foreign exchange market ?

P.T.O.



- b) The following quotes are given for spot, 1-month, 3-months and 6-months Rupees and Pound Sterling. Convert these into outright rates, with corresponding spreads.

| Particulars | Spot | 1-month | 3-months | 6-months |
|-------------|--------------|---------|----------|----------|
| Rs/ £ | 96.5010/6100 | 225/275 | 26/22 | 7/9 |

7. a) What are the hedging techniques used to reduce the exchange rate risk ?
- b) An Indian exporting firm, AB Ltd., would like to cover itself against a likely depreciation of pound sterling. The following data are given :
- Receivables of AB Ltd.; 10,00,000 pound
- Spot rate : Rs. 98 per pound
- Payments date : 3-months
- 3-months interest rate : India : 8 percent per annum
- 3-months interest rate : UK : 5 percent per annum
- What should the exporter do ?

8. Write a short note on :

- a) International Financial Instruments and
- b) Country Risk Analysis.

SECTION – C

Note : This Section is **compulsory**. It carries **fourteen** marks.

(1×14=14)

9. Omni Advisors, an international pension fund manager, plans to sell equities denominated in Swiss Francs (CHF) and purchase an equivalent amount of equities denominated in South African Rands (ZAR).

Omni will realize net proceeds of 3 million CHF at the end of 30 days and wants to eliminate the risk that the ZAR will appreciate relative to the CHF during this 30-day period. The following exhibit shows current exchange rates between the ZAR, CHF, and U.S. dollar (USD).



Currency Exchange Rates

| | ZAR/USD | ZAR/USD | CHF/USD | CHF/USD |
|-----------------|------------|------------|------------|------------|
| Maturity | Bid | Ask | Bid | Ask |
| Spot | 6.2681 | 6.2789 | 1.5282 | 1.5343 |
| 30-day | 6.2538 | 6.2641 | 1.5226 | 1.5285 |
| 90-day | 6.2104 | 6.2200 | 1.5058 | 1.5115 |

- a) Describe the currency transaction that Omni should undertake to eliminate currency risk over the 30-day period.
 - b) Calculate the following :
 - i) The CHF/ZAR cross-currency rate Omni would use in valuing the Swiss equity portfolio.
 - ii) The current value of Omni's Swiss equity portfolio in ZAR.
 - iii) The annualized forward premium or discount at which the ZAR is trading versus the CHF.
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4H3

Fourth Semester M.B.A. Degree Examination, May/June 2016
BUSINESS ADMINISTRATION
Global Human Resource Management

Time : 3 Hours

Max. Marks : 70

Note : Answer all Sections.

SECTION – A

(Compulsory)

(1×15=15)

1. Briefly discuss the primary dimensions on cultural differences as advanced by Geert Hofstede.

SECTION – B

(5×8=40)

Note : Answer any five questions from the following.

2. Discuss the variables that moderate differences between domestic and international HR practices.
3. "Harvard model lends itself readily to international HRM because of its pluralist nature". Substantiate your arguments with examples.
4. Summarise the HRD practices followed by the corporations in Germany.
5. Do you think national traits and characteristics affect international staffing policies ? Substantiate.
6. Draw and describe the phases of cultural adjustment that an expatriate experiences during the first move to a host country.
7. Critically examine the role of quality circles in improving the individual and group performances.
8. Write an explanatory note on HRM in cross-border mergers and acquisitions. Cite practical instances.
9. List the objectives of international compensation policy. Briefly discuss the approaches followed by multinational corporations incase of international compensation.

P.T.O.



SECTION - C
(Compulsory)

10. Analyse the following case and answer the posers given at the end.

Conducting an effective appraisal is always important. However, an appraisal can have life-and-death implications when you are dealing with unstable employees, particularly those who must be dismissed. An employee of a U.S. Postal Service station was recently terminated. The employee came back and shot and killed several managers who had been instrumental in the former employee's dismissal. It turned out this person had a history as a trouble maker and that many clues regarding his unstable nature over many years had been ignored.

Posers :

- 1) Could a company with an effective appraisal process have missed so many signals of instability over several years ? Why or why not ?
 - 2) What safeguards would you build into you appraisal process to avoid missing such potentially tragic signs of instability and danger ?
 - 3) What would you do if confronted during an appraisal interview by someone who began making threats regarding his or her use of firearms ?
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4H4

IV Semester M.B.A. Degree Examination, May/June 2016
BUSINESS ADMINISTRATION
Compensation Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

(1×15=15)

Note : Answer to the question should not exceed six pages.

1. "Although money is vital to managing human resources yet money is not the sole motivator for excellence in performance". Critically evaluate the statement with examples from Indian industry.

SECTION – B

(5×8=40)

Note : Answer any five, each question carries eight marks. Answer to the question should not exceed five pages.

2. Explain the 3P's compensation approach with recent development.
3. Explain the consequences of dissatisfaction with compensation.
4. Describe the operations and benefits of ESOP.
5. "Job evaluation does not usually price jobs". Discuss.
6. Discuss the institutional machinery for wage determination. Examine their pros and cons.
7. What are the various components of an Executive Compensation Plan ?
8. What is more important for organisational effectiveness-internal equity or external equity ?
9. Explain the new trends in compensation management.

P.T.O.



SECTION - C

(1×15=15)

(Compulsory)

Note : Answer to the question should **not** exceed **six** pages.

10. By February 2004, the strike by Southern California grocery workers against the state's major supermarket chains was almost five months old. Because so many workers were striking (70,000), and because of the issues involved, unions and employers across the country were closely following the negotiations. Indeed, grocery union contracts were set to expire in several cities later in 2004, and many believed the California settlement assuming one was reached-would set a pattern.

The main issue was employee benefits, and specifically how much (if any) of the employees' health care costs the employees should pay themselves. Based on their existing contract, Southern California grocery workers had unusually good health benefits. For example, they paid nothing toward their health insurance premiums, and paid only \$10 co-payments for doctor visits. However, supporting these excellent health benefits cost the big Southern California grocery chains over \$4.00 per hour per worker.

The big grocery chains were not proposing cutting health care insurance benefits for their existing employees. Instead, they proposed putting any new employees hired after the new contract went into effect into a separate insurance pool, and contributing \$1.35 per hour for their health insurance coverage. That meant new employees' health insurance would cost each new employee perhaps \$10 per week. And, if that \$10 per week wasn't enough to cover the cost of health care, then the employees would have to pay more, or do without some of their benefits.

It was a difficult situation for all the parties involved. For the grocery chain employers, skyrocketing health care costs were undermining their competitiveness; and the current employees feared any step down the slippery slope that might eventually mean cutting their own health benefits. The unions



didn't welcome a situation in which they'd end up representing two classes of employees, one (the existing employees) who had excellent health insurance benefits, and another (newly hired employees) whose benefits were relatively meagre, and who might therefore be unhappy from the moment they took their jobs and joined the union.

Questions:

- 1) Assume you are mediating this dispute. Discuss five creative solutions you would suggest for how the grocers could reduce the health insurance benefits and the cost of their total benefits package without making any employees pay more.
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4M 3

Fourth Semester M.B.A. Degree Examination, May/June 2016
BUSINESS ADMINISTRATION
International Marketing Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

(1×15 = 15)

(Compulsory)

Note : Answer to the question should **not** exceed **6** pages.

1. Define International Marketing. Describe the various reasons for a firm to enter International markets.

SECTION – B

(5×8 = 40)

Note : Answer **any five** of the following questions. **Each** question carries **8** marks and answer to the question should **not** exceed **five** pages.

2. 'Documentation is crucial activity of an export transaction'. Discuss.
3. Explain the significance of product decisions in International Markets.
4. Discuss the pricing strategies for International Markets.
5. Distinguish between indirect and direct distribution channels in International Markets.
6. Briefly explain various measures to promote exports under Foreign Trade Policy in India.
7. Explain the role of Commercial Banks in financing export trade.
8. What are non-tariff barriers ? Briefly discuss the types of non-tariff barriers.
9. 'Effective International Marketing Research is crucial to prevent Marketing failures'. Justify the statement with suitable examples.

SECTION – C

(1×15 = 15)

(Compulsory)

Note : Answer to the question should **not** exceed **6** pages.

10. A U.S. firm identified India as high opportunity market but the company has little competitive strength in the market. Explain the type of marketing strategies the firm should adopt in India.

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4M4

Fourth Semester M.B.A. Degree Examination, May/June 2016
BUSINESS ADMINISTRATION
Services Marketing

Time : 3 Hours

Max. Marks : 70

SECTION – A

(1×15= 15)

(Compulsory)

Note : Answer to the questions should **not** exceed **six** pages.

1. Discuss the significance of service marketing in the Indian economy.

SECTION – B

Note : Answer **any five** questions. **Each** question carries **eight** marks. Answer to the question should **not** exceed **five** pages. (5×8= 40)

2. Explain the different stages in the development of a new service product.
3. What do you mean by service quality ? Explain the generic dimensions customers use to evaluate service quality.
4. What is 'service encounter' ? Discuss different types of service encounters.
5. Write note on 'perceived risks' in the consumption of services.
6. Explain elements marketing mix for hospital services.
7. Explain the factors influencing the pricing decision in the tourism business.
8. Discuss market segmentation strategy for an ITES organization.
9. What do you mean by jay customers ? Discuss how service marketers deal with the challenges of consumer misbehaviour.

P.T.O.



SECTION – C

(1×15= 15)

(Compulsory)

Note : Answer to the questions should **not exceed six pages.**

10. Read the following and answer the question given at the end.

On December 25, 2008, the much-awaited Hindi film, 'Ghajini' (a revenge drama) was released and it went on to become an instant hit. It opened to packed houses and grossed Rs. 320 million in one day worldwide. Its first week collections amounted to Rs. 1 billion in India. According to trade observers, it had broken all records set by earlier Bollywood films. The success of the film was widely attributed to aggressive promotional strategies adopted by the film maker in conjunction with the lead actor of the film. Aamir Khan. He, as one of the top actors in the Hindi film industry, played a vital role in the promotion of the film. The promotional strategies included viral marketing, ambush marketing, television advertising, multiplex promotion, tie-ups with several well-known brands and merchandising. In addition to this, a 3D PC game based on the film was also launched. The distribution strategy was also unique. Experts felt that the makers of Ghajini had raised the bar for film promotion in India. They felt that the rules of film promotion have changed as film makers were becoming more and more aggressive in their marketing strategies in their bid to ensure that the movie was viewed by the maximum number of people.

Questions for Discussion :

- a) Analyze the promotional campaign for Ghajini and explain the factors that led to its success.
- b) Discuss how the company managed to get huge publicity for the film, and how the promotions of films had changed with the emergence of new media channels such as the Internet.
- c) Suggest strategies that film promoters could adopt to ensure good openings and longer shelf life for their films.