

HALL TICKET NUMBER

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**PACE INSTITUTE OF TECHNOLOGY & SCIENCES::ONGOLE**  
(AUTONOMOUS)

MBA III SEMESTER END REGULAR EXAMINATIONS, MARCH - 2021

STRATEGIC MANAGEMENT  
(Common to all Specializations)

Time: 3 hours

Max. Marks: 60

Note: Question Paper consists of Two parts (Part-A and Part-B)

**PART-A**

Note: Answer any **FOUR** Questions.

All Questions Carry Equal Marks (4X12=48M)

- 1 a) Illustrate and discuss Michael Porter's Framework for Industry Analysis? [6M]
- b) What is Abell's three dimensional model of business definition? Also discuss the vital aspects in defining business. [6M]
- 2 a) Discuss the use of balanced scorecard for strategy evaluation. How can a balance scorecard of an organisation be constructed? [6M]
- b) Define Environment scanning. Discuss competitive advantage in diversified companies and its evaluation. [6M]
- 3 a) What is meant by tailoring strategy to fit specific industry? Enumerate the various strategies to be successful in an emerging market. [6M]
- b) Elaborate on corporate level strategies. Also explain different types of entry barriers. [6M]
- 4 a) Highlight the advantage and disadvantage of value chain analysis. [6M]
- b) Explain functional level strategies. Explain the different categories of competitive tactics. [6M]
- 5 a) Give the issues in behavioural implementation. Also discuss the aspects of behavioural implementation. [6M]
- b) What is internet economy? Describe e-commerce business model and strategies. [6M]
- 6 a) What is strategy control? Enumerate the steps involved in establishing strategic controls. [6M]
- b) Explain the techniques of strategic evaluation and control. What are the areas of strategic surveillance? [6M]
- 7 a) Write a detailed note on GAP analysis. What are the tools and techniques of SAC? [6M]
- b) Explain the durability of competitive advantage. Discuss ways of sustaining an effective organisational culture. [6M]

**PART-B**

Answer the following **Compulsory** Question (1X12=12M)

- 8 **Case Study** [12M]

**Rupbani Beverage Limited**

Rupbani Beverage Limited entered the Indian wine industry in 1975 by acquiring the Mastana Wine Company of Shimla and two other smaller wine companies at Kalka for Rs. 50 lakh. Despite hostility expressed by other wine makers and predictions that Rupbani would very soon fail as other outsiders such as Parminder Wine Company had, the entry succeeded. Rupbani Limited performed the unheard of feat of establishing a volume of 30 lakh cases within two years and taking the market share away from premium brands such as the National Wine Company of Bombay, Pearl Drink Limited of Pune and Syndicate Cola Limited of Madras.

Rupbani advertised heavily and incurred Rs. 10 lakh in one year and standardised the taste of its wines with considerable success. It also invested Rs. 48 lakh in a large, new winery at Ahmedabad. A Rupbani Executive said, "By 1995, consumption of wine in India will be a liter per capita, compared with half a liter today."

The industry reacted to Rupbani's presence by doubling and tripling advertising expenditure. ABC and Company began a costly campaign to market premium and varied wines while reducing marketing emphasis on its cheap wines such as Nahan Drinks and the Gola Beverage. ABC maintained its 25 percent market share but had to resort to some heavy price discounting to do so.

In 1982 Pearl Drinks formed a special wine unit to combine efforts for all its brands. Mr. Sailesh Kumar former Vice President of the National Wine Company had directed a project to coordinate Pearl's world-wide wine business and develop a world wide strategy. The new unit was, in fact, a result of his work.

In 1983, wine consumption changed from growth at a rate of 5 per cent to no growth. The government also lifted the ban on imports of wine. This presented an even greater challenge because imported wines were cheaper as well as superior in quality.

In 1984 Mr. Ranganathan took over as Managing Director of Rupbani. He reviewed the recent performance of the company and its competitive position. He noted that the company was losing its hold over the market and it was not getting the return as expected. He also found that the company's performance in the syrup business was excellent. He, therefore, thought of selling out the wine business to Pearl Drinks, He convened an executive meeting and apprised the executives of his proposal. He also informed them that Pearl Drinks had offered the company to recapture its investment in the wine business which was about Rs. one crore. Mr. Arun Mehta, General Manager, observed that Rupbani was in and out in the past six years and has joined different organisations in trying the wine business. The finance Manager, M. Subhash Ghai said, "The return on assets in the wine business is not the 30 to 35 per cent, which Rupbani is used to getting in the syrup business. Gaining share and trying to compete with ABC and Company left Rupbani with, eventually, the number two position in the wine industry with profits of Rs. 60 lakh on Rs. 220 lakh in sales. The stockholders wanted immediate return and hence, the company could not afford to make long-term investments necessary to popularise the brands. Had they stayed for five more years, they would have been a key leader in a large and profitable industry."

**Questions:**

- (a) Perform SWOT analysis of Rupbani.
- (b) In the light of opportunities and threats of Rupbani Beverage and its strengths and weaknesses, what strategy should it formulate to improve its performance and strengthen its competitive position?
- (c) Should Rupbani spend on advertising in line with its competitors? Discuss.

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PACE INSTITUTE OF TECHNOLOGY & SCIENCES::ONGOLE  
(AUTONOMOUS)

MBA III SEMESTER END REGULAR EXAMINATIONS, MARCH - 2021

BUSINESS ETHICS AND CORPORATE GOVERNANCE

(Common to all Specializations)

Time: 3 hours

Max. Marks: 60

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 Note: Question Paper consists of Two parts (Part-A and Part-B)
**PART-A**Note: Answer any **FOUR** Questions.

All Questions Carry Equal Marks (4X12=48M)

- |   |  |     |
|---|--|-----|
| 1 | a) What is the relation between management and ethics? Discuss various types and aspects of managerial ethics.   | 6M  |
|   | b) "Indian Ethical Traditions are not suitable for Effective Business". Comment.   | 6M  |
| 2 | a) What are the reasons for unethical attitudes of Indian managers? How Indian capital market can be developed?  | 8M  |
|   | b) Mention the functions and structure of Indian capital market.   | 4M  |
| 3 | a) "Product Placement is a kind of advertising", discuss, also mention the ethical aspect in product placement.  | 6M  |
| 4 | a) What do you mean by insurance frauds? Explain the measures against frauds in insurance sector.  | 6M  |
|   | b) What is meant by marketing ethics? Explain ethical norms and values for marketers.  | 6M  |
| 5 | a) Write short notes on:   |     |
|   | i. Ethical responsibility in product   | 6M  |
|   | ii. Packaging and branding issues  |     |
|   | iii. Product warranties  |     |
|   | b) What is ethics in HRM? Explain the HR related ethical issues.   | 6M  |
| 6 | a) What are the landmarks in emergence of governance? Give the recommendations of CII  | 6M  |
|   | b) Describe the SEBI initiatives in corporate governance with the help of KMB Committee.   | 6M  |
| 7 | a) Discuss different roles of government in the economy in ensuring corporate governance. Also explain role of government in limiting corporate power. | 12M |

PART-B

Answer the following **Compulsory** Question (1X12=12M)

8 **Case Study** [12M]

Eight directors of Trans-Tec, a British Engineering group which collapsed, were banned from being company directors under U.K. Company law for a total of forty two years following an investigation for presenting a false picture to the group's auditors and for intentionally producing and signing misleading or false accounts. The investigation found that the managers were unsuited to their roles.

**Question:**

- (a) On the completion of the exclusion period would they be any more likely to be suitable as a director?

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**PACE INSTITUTE OF TECHNOLOGY & SCIENCES::ONGOLE**  
(AUTONOMOUS)

MBA III SEMESTER END REGULAR EXAMINATIONS, MARCH - 2021

**RETAIL MANAGEMENT**  
(Common to all Specializations)

Time: 3 hours

Max. Marks: 60

Note: Question Paper consists of Two parts (Part-A and Part-B)

**PART-A**

Note: Answer any **FOUR** Questions.

All Questions Carry Equal Marks (4X12=48M)

- 1 a) Explain the Growth and Trends of Retail Industry in India. [6M]
- b) Critically explain the steps involved in the Retail Strategic Planning [6M]
- 2 a) "A Retailer is a middle man between Manufacture and consumer in the market" Justify [6M]
- b) Explain the Top Retail Brands in India [6M]
- 3 "Site Analysis is an integral part in determining the sales potential that generates the major traffic for a Retail Store" Discuss [12M]
- 4 a) Define Merchandise Planning and give detailed account of Merchandise requirement forecast? [6M]
- b) Critically discuss the challenges faced by the organized retail sector in India [6M]
- 5 a) Write about various promotional strategies adopted by retail firm [6M]
- b) Discuss the Role of assortment planning in Maximizing a Retail store profitability [6M]
- 6 a) "The retail format influences the consumer's store choice and addresses the consumer 's expectations" Do you agree with this statement -Justify [6M]
- b) Explain the Government policy for retailing in India [6M]
- 7 a) Bring out various issues involved in Building competitive advantage in Retail business. [6M]
- b) What is International Retailing and explain the motives behind the International Retailing [6M]

**PART-B**

Answer the following **Compulsory** Question (1X12=12M)

- 8 **Case Study** [12M]

**IKEA: A Case Study in Leveraging Store Layout to Impact Sales**

The forced path layout is not the most logical or pleasant shopping experience for the customer, who more often likes to wander around at his leisure, looking at the things he wants to see, when he wants to see them. Imagine, for instance, if your grocery store was set up in a forced path layout. You'd have to go through the baby food section even if you didn't have kids. IKEA begs to differ. In fact, IKEA breaks all the rules, and yet they win in the end. Customers like to shop on the same floor they entered the store on. Not at IKEA. Almost always, a shopper enters the store and is shepherded right up an escalator to the second floor. IKEA breaks all the rules, and yet it provides a shopping experience beyond all others. Shoppers clamor for it. So why does this

forced path floor plan work for them?. Alan Penn, director of the Virtual Reality Centre for the Built Environment, claims, “IKEA’s store layout is a psychological weapon used to confuse and disorientate (sic) shoppers into spending more.” At first blush, you may not think such a thing is even possible, but it’s absolutely true. Think about the simplest form of that: You find something you like as you’re wandering through the maze of rooms, and you’re afraid to put it down for fear you may not find it again. You carry it around with you, and then finally buy it, because you still have it with you when you reach the checkout area.

This also holds true for the flat-packed furniture the customer will pick up later in the warehouse. As they roam the IKEA offerings in the showroom, they can’t pick up the item right where they see it. They have to grab a slip of paper and write down the location of that item in the warehouse, which is the second part of the IKEA experience. Which table does the customer want? Well, maybe this one, maybe that. He writes them both down, and then finds they’re so inexpensive when he gets to the warehouse that he buys both. At this point, he’s seen how adaptable the piece is. It was shown to him being used in four different rooms.

The “people following each other” in the forced flow format allows for every area of the store to be shopped—every part of the store experiences uniform foot traffic. As we well know, merchandise not seen is merchandise not bought. Almost nothing is unseen at an IKEA.

Finally, to get to the part of the warehouse where you buy the flat-packed furniture, you have to go through a “marketplace” of deeply discounted items, everyday items like napkin holders and light bulbs, casserole dishes and martini glasses. The price is a compelling enough reason to add them to your basket, but again, the forced flow is making a play: shoppers grab them because they don’t want to buck the flow of foot traffic, they don’t want to have to go back and find it.

IKEA’s unconventional choice of layout impacts their sales very positively, so much so that they have over 250 stores in 26 countries, and their profits are in the billions.

Questions

1. What are the reasons for the success of IKEA Stores?
  - (a) What are the other issues involved in this case

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PACE INSTITUTE OF TECHNOLOGY & SCIENCES::ONGOLE  
(AUTONOMOUS)

MBA III SEMESTER END REGULAR EXAMINATIONS, MARCH - 2021

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

(Finance Management Specialization only)

Time: 3 hours

Max. Marks: 60

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Note: Question Paper consists of Two parts (Part-A and Part-B)

**PART-A**Note: Answer any **FOUR** Questions.

All Questions Carry Equal Marks (4X12=48M)

- 1 a) What is the structure of Indian Financial System and how equilibrium can be achieved in financial markets? [8M]
- b) Explain functions of SEBI? [4M]
- 2 a) Differentiate between equity and preference shares [4M]
- b) A bond pays interest annually and sells for Rs.835/-. It has six years left to maturity and a par value of Rs.1,000/-. What is its coupon rate if its promised YTM (yield to maturity) is 12%? [8M]
- 3 a) Explain about Efficient Market Hypothesis and forms of market efficiency? [12M]
- 4 a) "CAPM can be used to evaluate the pricing of securities", Discuss [6M]
- b) Explain the concept of efficient frontier in the context of portfolio selection. [6M]
- 5 a) What is performance evaluation of portfolio? Write different methods of performance evaluation? [8M]
- b) Write short notes on portfolio revision? [4M]
- 6 a) Differentiate Fundamental and Technical analysis? [6M]
- b) Explain Markowitz theory of portfolio selection and what are its limitations? [6M]
- 7 a) Explain structure of Securities markets in India? [6M]
- b) Define risk? Differentiate between systematic and unsystematic risk? [6M]

**PART-B**Answer the following **Compulsory** Question (1X12=12M)

- 8 **Case Study** [12M]  
The estimated rates of return, beta coefficients and standard deviations of some securities are as given below:

Security	Estimated return (%)	Beta	Standard deviation (%)
A	35	1.6	50
B	28	1.4	40
C	21	1.1	30
D	18	0.9	25
E	15	0.75	20
F	12	0.60	18

The risk free rate of return is 18%. The market return is expected to be 20%. Determine which of the above securities are overpriced and which are underpriced?

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PACE INSTITUTE OF TECHNOLOGY & SCIENCES::ONGOLE  
(AUTONOMOUS)

MBA III SEMESTER END REGULAR EXAMINATIONS, MARCH - 2021

BANKING AND INSURANCE MANAGEMENT

(Finance Management Specialization only)

Time: 3 hours

Max. Marks: 60

Note: Question Paper consists of Two parts (Part-A and Part-B)

**PART-A**Note: Answer any **FOUR** Questions.

All Questions Carry Equal Marks (4X12=48M)

- 1 a) "Through creating of credit banks are playing very vital role in economic development" [6M]  
– Comment.
- b) Write a note on recent trends on 'Bank and Customer relations'. [6M]
- 2 a) Write a note on merits and demerits of floating rate of interest. [6M]
- b) Suggest some measures to reduce NPAs in public sector Banks. [6M]
- 3 a) Brief the banking regulatory frame work in India. [6M]
- b) Write a note on recent trends in retail banking in India. [6M]
- 4 a) Describe the essential features of Insurance Contract. [6M]
- b) Reinsurance – Characteristics, uses and advantages. [6M]
- 5 a) Narrate the growth of health insurance in India. [6M]
- b) Write a note on different types of life insurances with reference to India. [6M]
- 6 a) Explain the customer service practices in Indian commercial banks. [6M]
- b) Narrate the role of IRDA in controlling of insurance business in India. [6M]
- 7 a) Define risk. Discuss its classification and methods of risk management. [6M]
- b) Discuss the pricing objectives in life and health insurance. [6M]

**PART-B**Answer the following **Compulsory** Question (1X12=12M)

- 8 **Case Study** [12M]

Amaravathi Air Show turns tragic:

"In March, 2014, an Air show was undertaken at Gannavaram in Vijayawada which turned out to be very tragic for some people. Two pilots of the aircraft and a civilian were killed after an aircraft crashed on a nearby residential building. Seven others were also injured in the mishap".

Questions:

1. What are the risks involved in the above event?
2. Identify and discuss, how such risks can be managed by insurance and who should be taking insurance?.

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PACE INSTITUTE OF TECHNOLOGY & SCIENCES::ONGOLE  
(AUTONOMOUS)

MBA III SEMESTER END REGULAR EXAMINATIONS, MARCH - 2021  
COMPENSATION AND PERFORMANCE MANAGEMENT  
(Human Resource Management Specialization only)

Time: 3 hours

Max. Marks: 60

Note: Question Paper consists of Two parts (Part-A and Part-B)

**PART-A**

Note: Answer any **FOUR** Questions.

All Questions Carry Equal Marks (4X12=48M)

- |   |    |  |       |
|---|----|--|-------|
| 1 | a) | What are the objectives of Compensation? Explain the factors influencing compensation?   | [6M]  |
|   | b) | Discuss the Reward management process? How you design a compensation system  | [6M]  |
| 2 | a) | Discuss the wage differentials in India? Also state the executive compensation plans?  | [6M]  |
|   | b) | Explain briefly about wage theories? Also State wage incentives in India?  | [6M]  |
| 3 | a) | Outline nature and purpose of wage and salary administration? Also explain briefly Institutional mechanism t for wage determination. | [12M] |
| 4 | a) | What are the steps involved in the process of setting Executive compensation?  | [6M]  |
|   | b) | Discuss the functions Performance Management Cycle   | [6M]  |
| 5 | a) | Discuss the traditional and modern techniques of performance management  | [6M]  |
|   | b) | What is Competency based Performance Management Systems, How is it different from traditional performance management systems.        | [6M]  |
| 6 | a) | Explain the specific Objectives and Principles of Monitoring.  | [6M]  |
|   | b) | What is Job evaluation? Explain the objectives of Job evaluation?  | [6M]  |
| 7 | a) | How appraisal system does helps in Organizational effectiveness. Explain   | [6M]  |
|   | b) | Distinguish Reward based Performance Management Systems from Electronic Performance Management System                                | [6M]  |

**PART-B**

Answer the following **Compulsory** Question (1X12=12M)

- 8 **Case Study** [12M]  
**Compensation “Matters”**

Augustin Sales and Services was into the business of marketing and selling kitchen appliances throughout India. In the south division of Augustin Sales, Mr. Amar Paul was the sole responsible manager managing a team of 100 sales personnel. He conducted sales review meetings every month. He was very friendly and got along with all the sales personnel. He always listened to the managers and accepted their suggestions. The overall contribution of the South Division, helped Augustine Sales to surpass its targets year on year.

In one meeting, one of the sales person- Mr Davidson raised an issue of the uniform compensation system being followed by Augustine Sales. He mentioned that despite achieving the targets, he was not being compensated well as compared to his non-

performing team members. The incentives received by all the team members were the same. Davidson mentioned that many a times, he had achieved double the sales as compared to his team members but he had not been rewarded for the same. It was demotivating for Davidson as non-performing team members were also getting the same incentives as him. Few of the other team members also expressed concern over the same issue

Mr Amar Paul then mentioned that he was unable to solve the problem as it was a management decision and an organizational issue. He shared with the employees that he had suggested to the management to provide performance based variable pay but they had not considered it. He mentioned that the company has standardized the method of payment which depended on the number of days the employee worked. However, he assured Davidson and the other employees that he would once again raise the issue with the top management.

In the next month's meeting, Mr. Amar Paul was not his usual self with the employees as he was told that the management had not accepted his suggestion of performance-based variable pay. On the contrary, Amar Paul tried to convince the employees that the management was looking into the matter and would come up with a solution soon to resolve the issue. Even after two months Davidson and other good performing team members did not receive any solution to the compensation issue. After that, quite a few good performers from the south Division including Davidson left the organization. Mr Amar Paul was left mostly with non-performing team member and the performance of the south division of Augustin Sales was dismal as compared to their performance in the last six months. The management questioned Mr Amar Paul for the non-performance of the south division. At this time, he once again explained the need to introduce the performance based variable incentive system. Augustin Sales performance was going down in most of its other division as well. In the same month, the management asked Mr Amar Paul to present the plan to introduce a performance based variable pay system.

1. What was the current compensation system at Augustine Sales? Why did it lead to dissatisfaction among good performers?
2. Why did Augustin Sales face dismal performance in the South and other divisions too?
3. Why was Mr Amar Paul insisting on introducing the performance based variable pay? How would it help the organization?

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**PACE INSTITUTE OF TECHNOLOGY & SCIENCES::ONGOLE**  
(AUTONOMOUS)

MBA III SEMESTER END REGULAR EXAMINATIONS, MARCH - 2021

MANAGEMENT OF INDUSTRIAL RELATIONS

(Human Resource Management Specialization only)

Time: 3 hours

Max. Marks: 60

Note: Question Paper consists of Two parts (Part-A and Part-B)

**PART-A**

Note: Answer any **FOUR** Questions.

All Questions Carry Equal Marks (4X12=48M)

- 1 a) What are the major influencing factors of industrial relations in enterprises? [6M]
- b) State the specific causes of industrial relations for Indian organizations [6M]
- 2 a) Discuss the salient features of Trade Union Act, 1926? [6M]
- b) Define Collective Bargaining? Explain in brief its characteristics [6M]
- 3 What are the issues and constraints in Wages Determination in India? [12M]
- 4 a) Explain various levels of Workers Participation in Management? Comment on Workers Welfare in Indian Scenario. [6M]
- b) Do you agree the Government has always played a significant role in the determination of wage in the organized sector? Comment [6M]
- 5 a) Discuss on various Health and Occupational safety programs? [6M]
- b) What are the salient features of Workmen Compensation Act? [6M]
- 6 What is Grievance handling? Explain the differences of Conciliation, Arbitration and Adjudication. [12M]
- 7 Critically examine various causes and consequences of Industrial Disputes [12M]

**PART-B**

Answer the following **Compulsory** Question (1X12=12M)

- 8 **Case Study** [12M]

Rajesh Jana joined Alpha Ltd., a heavy engineering unit, having a turnover of about Rs 20 crores, in the junior management cadre as a direct recruit. During his tenure with company, Rajesh proved to be a dedicated and sincere worker which earned him quick promotion in the organization. He had made a mark in whichever department he had worked and his departmental heads were happy with his work. After serving the company for a period of ten years, Rajesh felt that there was no scope for further improvement in his position and started applying for better job commensurate with his experiences. He finally succeeded in getting a job but his new employer wanted him to join within one month. To this, Rajesh pleaded inability, as he was required to give three months' notice to his present employer, as per company rules. However, he said he would discuss the matter with the personnel manager and try to reduce the period to one month by paying two month's salary in lieu of the required notice. Rajesh accordingly, submitted his resignation to the present employer and requested the departmental head to recommend his case to the personnel manager for relieving him after one month. The departmental head, said that he would discuss the matter with the personnel manager and try his best to help him, However, the latter turned down Rajesh's request stating that the rules require him to give three months' notice and that

alternative suggested by Rajesh was not acceptable. When Rajesh learn about the personnel manager's response, he approached his prospective employer to explain his difficulty, which was beyond his control, and requested them to extend his joining period to three months. This was accepted by them as a special case.

The departmental head took up Rajesh's case with the management and suggested that in future, the officers who resigned may be permitted to give one month's notice and two months' salary in lieu of a further two months' notice if required, so as to ensure against any unnecessary delay in the work of the department. But, the management refused to accept this proposal, stating clearly that the company's policy cannot be changed.

***Questions:***

1. Did the management take a correct decision in Rajesh's case under the circumstances?
2. What steps should the departmental head take to ensure that officers who resign do not adopt an indifferent attitude towards their work during the three months notice period?
3. If you were in the position of the management, how would you have handled the situation?

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PACE INSTITUTE OF TECHNOLOGY & SCIENCES::ONGOLE  
(AUTONOMOUS)  
MBA III SEMESTER END REGULAR EXAMINATIONS, MARCH - 2021  
Advertising and Brand Management  
(Marketing Management Specialization only)

Time: 3 hours

Max. Marks: 60

Note: Question Paper consists of Two parts (Part-A and Part-B)

**PART-A**

Note: Answer any **FOUR** Questions.

All Questions Carry Equal Marks (4X12=48M)

- |   |    |   |       |
|---|----|---|-------|
| 1 | a) | Discuss the changing role of advertising in the developing economy.                         | (6M)  |
|   | b) | Write a brief note on various types of advertisement along with examples.                   | (6M)  |
| 2 | a) | Explain the objectives and functions of advertising department.                             | (6M)  |
|   | b) | What is an advertising agency and how is it important for an advertiser?                    | (6M)  |
| 3 | a) | Decide the factors that influence the Advertisement Effectiveness?                          | (6M)  |
|   | b) | What factors considered for pre testing and post testing methods?                           | (6M)  |
| 4 | a) | Define advertisement media. How is media selected and scheduled?                            | (6M)  |
|   | b) | Explain the sources of themes for advertising.  | (6M)  |
| 5 |    | What is meant by Brand Positioning? Discuss its importance in terms of success of any brand | (12M) |
| 6 | a) | Illustrate the Critical appraisal and types of Advertisements with Examples.                | (6M)  |
|   | b) | Illustrate the Functions of the Advertisement Agencies?                                     | (6M)  |
| 7 | a) | What are all the challenges associated with setting objectives for a brand?                 | (6M)  |
|   | b) | Show the Brand Valuation Methods, Brand Revitalization?                                     | (6M)  |

**PART-B**

Answer the following **Compulsory** Question (1X12=12M)

- 8 **Case Study** (12M)

An advertising agency prepared a number of print advertisements for a new product introduction. The agency agreement called for compensation on a commission basis. At the request of the client, it was agreed to include special effects in the ad. The final ad was to the satisfaction of the client. But the product manager of the company criticized ad executive for its high cost. Further the product manager explained that he misunderstand what aspect of the ad campaign was covered under the commissioned agreement.

The company requested the agency to send a team so that they could spend two days with product manager brainstorming the ideas and developing the framework for their broacher. An accounts executive, public relation person, art in-charge, copy writer was sent by the agency to the clients premises. According to the product manager, it was a great success. Later, after about a week the client received a bill for the above exercise in which the agency has billed on hourly basis. The product manager thought that it would be on project basis.

Generally, due to the reasons as cited above client/agency relationship gets saddled with problems. Sometimes problem never gets sorted out and termination of relationship is the only answer. Since getting into a new agency is a time consuming process, most clients put up with their agencies.

Some companies evaluate the performance of their agencies on a regular basis. In performance appraisal there must be a ranking system from exceptional to unacceptable.

Agency must be given a chance to correct its mistake and termination should be based purely on evaluation basis.

Questions:

- a) Who is responsible for billing procedure?
- b) What steps should have been taken to avoid this situation?
- c) Besides payment, what other factors can cause misunderstanding and fall out of relationship between client and agency?
- d) What criteria should be used to evaluate the agency? Be specific.

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PACE INSTITUTE OF TECHNOLOGY & SCIENCES::ONGOLE  
(AUTONOMOUS)

MBA III SEMESTER END REGULAR EXAMINATIONS, MARCH - 2021

CONSUMER BEHAVIOUR

(Marketing Management Specialization only)

Time: 3 hours

Max. Marks: 60

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Note: Question Paper consists of Two parts (Part-A and Part-B)

**PART-A**Note: Answer any **FOUR** Questions.

All Questions Carry Equal Marks (4X12=48M)

- 1 a) Define Consumer Behavior? Discuss the EKB models of consumer behavior. [6M]
- b) Explain the Howard and Sheth model of Consumer Behaviour? [6M]
- 2 a) Discuss various theories of personality and discuss how it influences the behavior of consumer. [6M]
- b) Explain the concept of perception. Describe the role of perception on marketing strategy. [6M]
- 3 a) Explain the Socio-Cultural factors that affect the Consumer Behaviour. [6M]
- b) Elaborate the role of reference groups in motivating consumers? [6M]
- 4 Who is a consumer innovator? Discuss his characteristics and state how he plays an important part in the diffusion of innovations. [12M]
- 5 a) How can marketers use consumer's failures at achieving goals to develop advertisement for products & services? [6M]
- b) Throw a light on the legislative responses to consumerism and marketers responses to consumer issues. [6M]
- 6 Explain the functions of Central Consumer Protection Council and State Consumer Protection Councils. [12M]
- 7 a) What are the consumers disputes redressal agencies available s under the consumer protection Act1986? [6M]
- b) Illustrate how different environments influence the consumer behavior. [6M]

**PART-B**Answer the following **Compulsory** Question (1X12=12M)

- 8 **Case Study** [12M]

The marketer has to learn about the needs and changing of the consumer behavior and practice the Marketing Concept. Levi Strauss & Co. was selling jeans to a mass market and did not bother about segmenting the market till their sales went down. The study into consumer behavior showed their greatest market of the baby boomers had outgrown and their NEEDs had changed. They therefore came out with Khaki or Dockers to different segments and comfortable action stocks for the consumers in the 50 age group. Thus by separating the market and targeting various groups and fulfilling their needs, they not only made up for the lost sales but far exceeded the previous sales. They also targeted the women consumers for jeans and both men and women started wearing jeans in greater numbers. The offering given

by the company must be enlarged to suit various segments. For example Maruti Udyog Ltd has come out with many models. Maruti 800, Maruti Van, Zen, Alto, Veagon R, Versa Gypsy, Esteem, Boleno and other models.

For successful marketing one should:

1. Find consumer needs of various segments.
2. Position Products (new & existing) to these segments.
3. Develop strategies for these segments. Practice greater selectivity in advertising and personal selling and creating more selective media and distribution outlets.

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HALL TICKET NUMBER

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PACE INSTITUTE OF TECHNOLOGY & SCIENCES::ONGOLE  
(AUTONOMOUS)

MBA III SEMESTER END REGULAR EXAMINATIONS, MARCH - 2021

SUPPLY CHAIN MANAGEMENT  
(LSC Management Specialization only)

Time: 3 hours

Max. Marks: 60

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Note: Question Paper consists of Two parts (Part-A and Part-B)

**PART-A**Note: Answer any **FOUR** Questions.

All Questions Carry Equal Marks (4X12=48M)

- |   |  |      |
|---|--|------|
| 1 | a) Define SCM. Discuss the constituents of supply chain management.              | [6M] |
|   | b) Identify and vividly discuss activities of a supply chain organization        | [6M] |
| 2 | a) Elaborate the concept of Total Cost Analysis in SCM                           | [6M] |
|   | b) Elucidate the impact of SCM on share holders' value                           | [6M] |
| 3 | a) Discuss the role of CRM in supply chain management                            | [6M] |
|   | b) Explain the contribution of SCM in enhancing customer service capabilities    | [6M] |
| 4 | a) Design a supply chain integration model for a sea food exporting organization | [6M] |
|   | b) Identify broad supply chain performance measures                              | [6M] |
| 5 | a) Vividly discuss the methods of entry into foreign markets.                    | [6M] |
|   | b) How do you address transaction risk in international SCM                      | [6M] |
| 6 | a) Outline the technical challenges of SCM.                                      | [6M] |
|   | b) Write a detailed note on principles of supply chain information strategy      | [6M] |
| 7 | a) Briefly discuss key tools and components of CRM                               | [6M] |
|   | b) Write a detailed note on Inco terms   | [6M] |

**PART-B**Answer the following **Compulsory** Question (1X12=12M)

- 8 **Case Study** [12M]

In 2006-07 PTC Food division decided to enter the fast growing (20-30% annually) snacks segment, an altogether new to it. It had only one national competitor-Trepsico's Trito. After a year its wafer snack brand- Ringo, fetched 20% market share across the country. Ringo's introduction was coincided with the cricket world cup. The wafer snacks market is estimated to be around Rs. 250 crores. The company could take the advantage of its existing distribution network and also source potatoes from farmers easily. Before the PTC could enter the market a crossfunctional team made a customer survey through a marketing research group in 14 cities of the country to know about the snacks eating habits of people. The result showed that the customers within the age-group of 15-24 years were the most promising for the product as they were quite

enthusiastic about experimenting new snack taste. The company reported to its chefs and the chefs came out with 16 flavours with varying tastes suiting to the targeted age-group.

The company decided to target the youngsters as primary target on the assumption that once they are lured in, it was easier to reach the whole family. Advertising in this category was extremely crowded. Every week two-three local products in new names were launched, sometimes with similar names. To break through this clutter the company decided to bank upon humour appeal.

The Industry sources reveal that PTC spent about Rs. 50 crores on advertisement and used all possible media print and electronic, both including the creation of its own website, Ringoringoyoungo.com with offers of online games, contests etc. Mobile phone tone downloading was also planned which proved very effective among teenagers. The site was advertised on all dotcom networks. Em TV, Shine TV, Bee TV and other important channels were also used for its advertisement along with FM radio channels in about 60 cities with large hoardings at strategic places.

Analysts believe that Ringo's success story owes a lot to PTC's widespread distribution channels and aggressive advertisements. Humour appeal was a big success. The 'Ringo' was made visible by painting the Railway bogies passing across the States. It has also been successful to induce Lovely Brothers' Future Group to replace Trito in their BigBazaar and chain of food Bazaars. PTC is paying 4% higher margin than Trepsico to Future group and other retailers.

Ringo is giving Trepsico a run for its money. Trito's share has already been reduced considerably. Retail tie ups, regional flavours, regional humour appeals have helped PTC. But PTC still wants a bigger share in the market and in foreign markets also, if possible.

Question :

Prepare an action plan for the company which can help it in increasing its market share.

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HALL TICKET NUMBER

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PACE INSTITUTE OF TECHNOLOGY & SCIENCES::ONGOLE  
(AUTONOMOUS)  
MBA III SEMESTER END REGULAR EXAMINATIONS, MARCH - 2021  
WARE HOUSE MANAGEMENT  
(LSCM Specialization only)

Time: 3 hours

Max. Marks: 60

Note: Question Paper consists of Two parts (Part-A and Part-B)

**PART-A**

Note: Answer any **FOUR** Questions.

All Questions Carry Equal Marks (4X12=48M)

- |   |   |       |
|---|---|-------|
| 1 | a) Describe various types of warehouses?  | [6M]  |
|   | b) Explain any five factors to be considered while selecting a convenient warehouse location. | [6M]  |
| 2 | a) Explain summary of various warehousing technologies.                                       | [6M]  |
|   | b) Write notes on modeling and simulation systems.  | [6M]  |
| 3 | a) Discuss about maintenance of warehouse.  | [6M]  |
|   | b) Explain the various inventory stock level models.  | [6M]  |
| 4 | What are various types of storage equipment? Explain in detail.                               | [12M] |
| 5 | a) Outline the role activity based costing in warehouse cost management                       | [6M]  |
|   | b) Summarize the Performance Indicators and control methods?                                  | [6M]  |
| 6 | Describe the impact of supply chain on warehousing.   | [12M] |
| 7 | a) Describe warehouse employee occupational safety and health.                                | [6M]  |
|   | b) Explain the process of risk assessment in warehousing.                                     | [6M]  |

**PART-B**

Answer the following **Compulsory** Question (1X12=12M)

- 8 **Case Study** [12M]
- Expert Pharma Exports is an organization that manufactures Pharmaceutical Products in Bangalore and does business with USA and Europe Markets. Every day this organization has to dispatch minimum of 7 to 8 containers and its stores team was witnessing minimum of 5 hours to 6 hours to retrieve the finished products against the packing list and further it was witnessing additional 3hours to stuff the products into the container and in total it was taking 8 hours to complete one container loading process. This was hampering the process and resulting to 50% deviation against its planned schedule. The Head Warehouse wanted to scrutinize and to set-right the process which enables the team to complete the activities within 3hours to pack the products into the container. Head warehouse formed a team of four employees to analyse the reasons as to why the stuffing process were delayed and the schedule were not adhered. The team started to analyse from the warehouse to where the products were stored. The team found that, none of the Products were stored in batch wise and none of the product were received batch wise from shop floor. Moreover there were some damages to the shippers during retrieving the products against packing list, handling the receipt of pallets from shop floor and while processing the dispatch activities. There was lack of awareness for some of the team members in stores to support the location accuracy in ERP and to store the Products batch wise in warehouse. One batch of Product were scattered in different location and the location details were not updated in ERP. There was month to month variation on Electricity cost due to frequent operation of warehouse doors. Some of the team members were submitting the allegation on management that there is short of place to accommodate all incoming products and the shop floor was not supporting to release the products batch wise. When the Head of the Warehouse learns about all the problems, he was in a state of shock and decided to bring about a required change. The first move to receive the products batch wise from shop floor and to provide the required space at shop floor to

organize the product batch wise at their end. Discussed with stores team members to store the products batch wise and to update the location details in ERP and instructed them to capture the location details in Packing list and to complete all the activities pertaining to one container within 3hours. Employees were trained on how to handle the products and forklifts were allotted to manage the movement of products from shop floor and to load the products into the container. To reduce the electricity cost, instructed the team members to close the doors of the warehouse when there is no movement of materials. Instructed to adhere perpetual inventory and to prepare monthly cycle counting schedule and to monitor the location accuracy through ERP 100%. Trained Fork lift operators to handle the fork lift without any damages to the products. Finished Products were regularly monitored for any possible damages.

In the following way, the Warehouse Head was able to bring about the desired result. The stuffing of one container completed within 3hours which inclusive of retrieving the products against packing list. The perpetual inventory is brought in-line with the schedule and the loss or damage of finished products was largely reduced and there was some reduction in electricity charges and apart from the above all activities the halting charges of the vehicle was also covered up.

Questions :

- 1) What was done by the warehouse manager to identify the problems?
- 2) What were various issues of stuffing the shipments into the container
- 3) What was the role of employees for not storing the products batch wise
- 4) Why did the variation on power cost month to month and how it got reduced?
- 5) What measures were taken to load the product into the container within 3hours and to avoid the damages to the products while transferring from shop floor?

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