

FACULTY OF COMMERCE AND BUSINESS MANAGEMENT
M.B.A. III SEMESTER EXAMINATIONS, DECEMBER 2012
SUBJECT: MANAGEMENT OF FINANCIAL SERVICES
PAPER: 06

[Time : 3 Hours]

[Max. Marks : 70]

Note : Answer all the questions from Section-A and Section-B.

Section -- A

[5x3=15]

Answer the following questions in not more than ONE page each:

1. Scope of financial services.
2. Origin of merchant banking.
3. Forfaiting.
4. Underwriting.
5. Lease Vs Hire Purchase.

Section - B

[5x8=40]

Answer the following questions in not more than FOUR pages each:

6. a) Describe the growth and problems of financial services sector in India.
(OR)
b) Give an overview of Indian financial services sector.
7. a) Describe the services provided by Merchant banker in India.
(OR)
b) Give an overview of Housing finance system in India.
8. a) Describe the concept and significance of mutual funds.
(OR)
b) Describe the concepts given below :
i) Securitization
ii) Insurance
9. a) Explain the rights and obligations of RWs.
(OR)
b) Describe about the custodian services of capital markets.
10. a) What do you understand by leasing? State its advantages and limitations.
(OR)
b) Discuss in detail the concept and salient features of Hire Purchase.

$$\begin{array}{r}
 8 \times 4 = 32 \\
 5 \times 4 = 20 \\
 1 \times 3 = 3 \\
 \hline
 57
 \end{array}$$

Section – C

[1x15=15]

An investor has gathered the following information about Mutual funds :

Mutual fund	Return (%)	Risk (σ) %	β
A	15	5	1.50
B	11	4	0.50
C	17	7	1.00
D	11	6	0.70
E	19	5	1.20

Risk free rate is 4% and return on market is 18%.

Questions :

- a) Evaluate the performance using Sharpe and Treynor methods.
- b) What is NAV?
- c) What is the difference between open ended and close ended mutual funds?

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FACULTY OF COMMERCE AND BUSINESS MANAGEMENT
M.B.A. III – SEMESTER REGULAR EXAMINATIONS, FEB 2014

MANAGEMENT OF FINANCIAL SERVICES

PAPER – VI

Time: 3 Hours]

[Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

Section – A

(5x3=15)

Answer the following questions in not more than **ONE** page each:

1. Financial intermediation
2. Name the various credit rating agencies in India
3. Factoring versus forfaiting
4. SHCIL
5. Operating Lease versus Financial Lease

Section -- B

(5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) What do you mean by Financial services? Explain in detail the growth and problems of financial services in India.

(OR)

- b) Elucidate the role of financial services in economic development.

7. a) What do you mean by credit rating of instruments? What are its benefits to the investors?

(OR)

- b) What do you mean by Merchant Banker? Explain the various services a Merchant Banker undertakes for the issuing company.

8. a) Investor protection and education are the prerequisites for the development of an efficient capital market – Explain SEBI role in this context.

(OR)

- b) The total market value of assets and liabilities of a mutual fund on a particular day stand at Rs. 66.66 crores and Rs. 66.66 lakhs respectively. The numbers of units outstanding are 66 lakhs. What is the NAV of the fund?

Further, the fund manager of the M.F. had reputed that the assets of the M.F. would appreciate by 6.6% while its liabilities would depreciate by 0.66% over the next couple of months. What should an investor holding 1000 units do, i.e. should he sell the units now or wait for two months and then sell?

9. a) Explain the role of depository from the perspective of an investor and the issuing company.

(OR)

b) What do you mean by RUW? Elaborate their role and functions.

10.a) Assuming the annual lease payments in advance and no residual value, find annual lease payments when the cost of the asset to be acquired is Rs. 49,000, less or's required rate or return is 12% and the lease period is 5 years.

(OR)

b) What is Hire Purchase? Explain its salient features.

Section – C (Compulsory)

(1x15=15)

ABC Limited is planning to acquire an asset costing Rs. 24,000. The management had identified the following two alternatives:

Alternative – I: Purchase the asset by barrowing the required funds @ 9% p.a. which is to be paid at the end of each year installments of Rs. 6170. Depreciation on the asset is Rs. 4800, Rs. 4560, Rs. 2880, Rs. 2880 and Rs. 1200.

Alternative – II: A 5 year lease of the asset, for which the year end annual lease payments are Rs. 6000 for 5 years, Maintenance, tax etc. are to be done by the lease.

Assume a tax rate of 30% and answer the following:

- i) Show the after-tax cash outflows for each year, under the purchase alternative.
- ii) Show the after-tax cash outflows for each year, under the lease alternative.
- iii) Suggest which of the two alternatives is better to finance the asset.

FACULTY OF BUSINESS MANAGEMENT
MBA III – SEMESTER REGULAR EXAMINATIONS, DEC' 2014
MANAGEMENT OF FINANCIAL SERVICES
PAPER – VI

Time: 3 Hours]

[Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

Section – A

(5x3=15)

Answer the following questions in not more than **ONE** page each:

1. Financial Services in India
2. Code of conduct for Merchant Bankers
3. Securitization
4. Functions of SHCIL
5. Operating Lease Vs Financial Lease.

Section – B

(5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) Discuss the growth and problems of Financial Services sector in India.
(OR)
b) What do you mean by 'Financial Services'? Discuss the various constituents of financial services?
7. a) Define Merchant Banking. Discuss the functions of Merchant Bankers.
(OR)
b) What is meant by Credit Rating? Mention the guidelines given by SEBI related to Credit Rating in India.
8. a) Give an account of various types of Mutual Fund Schemes available in the Indian Capital Market.
(OR)
b) Define Insurance and Discuss the Principles of Insurance with examples.
9. a) Discuss in detail SEBI guidelines related to custodian services in India?
(OR)
b) Elucidate the role and functions of Underwriters.
10. a) Write in detail about:
 - i) Leasing Vs Hire purchase and
 - ii) Lease or Buy decision.
 (OR)
 b) Define Hire Purchase? Mention the salient features of a hire purchase agreement?

Section – C (Compulsory)


(1x15=15)

Financial services are an important component of the Financial System and play a significant role in the economic development of a country. This is the base for starting Manya & Co. by its promoters Mr.Suman and Mrs.Swetha and have decided to enter into Indian Financial Services Sector to cater and serve individual investors and institutional investors.

They are unaware about the regulatory authorities and the guidelines issued by them related to Indian Financial services.

You as a management consultant, advise and provide the guidelines given by the regulatory authority SEBI related to

- | | | |
|---------------------|------------------------|-----------------|
| a) Merchant Banking | b) Credit Rating | c) Mutual Funds |
| d) Underwriting | e) Custodian Services. | |


FACULTY OF COMMERCE AND BUSINESS MANAGEMENT
M.B.A. III SEMESTER EXAMINATIONS, DECEMBER 2012
SUBJECT: RECRUITMENT AND SELECTION
PAPER: 07

[Time : 3 Hours]

[Max. Marks : 70]

Note : Answer all the questions from Section-A and Section-B.

Section – A

[5x3=15]

Answer the following questions in not more than **ONE** page each:

1. Centralized vs Decentralized Recruitment.
2. Ethical issues in the design of an Application form.
3. Concept of 'reliability' and 'validity' in the context of Selection Tests.
4. Reference checking.
5. Socialization.

Section – B

[5x8=40]

Answer the following questions in not more than **FOUR** pages each:

6. a) What are the key recruiting issues that should be looked into by HR executives working for a very large-sized business organisation?
(OR)
- b) What are the advantages and disadvantages of recruiting through (i) internal search, (ii) employee referrals, and (iii) unsolicited walk-ins?
7. a) What is e-selection? Do you consider e-selection results in a distinct competitive advantage to a firm over another that sticks to conventional selection?
(OR)
- b) Outline the factors that affect selection decisions in general and multiple-unit organisations in particular.
8. a) What is testing in selection? What types of tests do you adopt for selecting mechanical engineers in a large tool making industrial unit?
(OR)
- b) What do you understand by 'Computer-based testing'? What are the relative merits and limitations of tests used in selection?
9. a) What is an "employment interview"? What are the major problems of an interview as a selection device? What can management do to reduce some of these problems?
(OR)
- b) Compare and contrast an unstructured interview with a behavioural interview and also state the objectives behind using them in the context of employment of personnel.
10. a) What is orientation? What are its objectives? What impact should a realistic job preview have on a new recruit's attitude and behaviour?
(OR)

[PTO]

- b) What is “placement”? How is it different from induction/orientation? What are the major benefits of proper placement for the organisation as well as the employee?

Section -C (Compulsory)

[1x15=15]

CASE STUDY :

A mechanic operator spilled a large quantity of liquid on the floor around his machine. The supervisor told the operator to clean-up the spill. The operator refused stating that the specifications for his job did not include clean-up. Not having time to check the exact wording of the specifications, the supervisor called a service worker – a general helper kind of worker assigned to the department, to do the cleaning. The service worker was called at 2.55 p.m.; which happened to be just before the scheduled afternoon general ten-minute rest period shut down. But he refused to do the clean-up because he claimed that his job specification did not include such chores.

On reviewing the three job specifications, it was found that the job specification of the machine operator stated that the operator was responsible for keeping the machine in clean operating order, but nothing about floor cleaning. The job specification for the service worker listed responsibility for keeping the machine in clean operating order, but nothing about floor cleaning. The job specification for the service worker listed responsibility for assisting operator's in various ways such as getting materials and tools and when called on for assistance, but nothing was said about clean-up. Although the sweeper was not present at the time, his job specifications were also checked; it did include all forms of cleaning, but specification stated that the sweeper's hours of work commenced after the shift ended.

Questions:

1. Comment on the theoretical base of job specification in this case.
2. What suggestions do you give to settle this case?
3. What measures are to be taken to prevent recurrence of such conflicts of opinion?

FACULTY OF COMMERCE AND BUSINESS MANAGEMENT
M.B.A. III – SEMESTER REGULAR EXAMINATIONS, FEB 2014
RECRUITMENT AND SELECTION

PAPER – VII

Time: 3 Hours]

[Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

Section – A

(5x3=15)

Answer the following questions in not more than **ONE** page each:

1. Career Web sites
2. Ethical issues in application form design
3. Test validation
4. Reference checking
5. Orientation Policy

Section – B

(5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) Discuss what key recruitment issues should be looked into by HR executives at a mid-sized bank with locations in several cities. Give examples and be specific.
(OR)
b) Briefly explain various recruitment techniques. How do you generally evaluate a recruitment program?
7. a) You are starting a new manufacturing company. What phases would you go through to select your employees to ensure a competitive advantage to your company?
(OR)
b) What is an application blank? What is its role and importance in selecting management trainees in a large public sector undertaking?
8. a) What do you understand by 'Psychological Testing'? What are its advantages and disadvantages?
(OR)
b) What is 'personality'? What is personality assessment? Discuss about any one Personality Measurement Test.
9. a) What are the major problems of employment interview as a selection device? What can management do to reduce some of these problems?
(OR)
b) List the advantages and disadvantages of making it compulsory for all new employees to have a complete medical examination?

[PTO

10.a) Explain the terms 'placement' and 'induction'. Outline their objectives.

(OR)

- b) Orientation is required when the selection policy is defective. When employees are selected properly, they do not need to be oriented. Do you agree or disagree? Why?

Section – C (Compulsory)

(1x15=15)

Suresh Kumar was production manager for Singer Industries Limited, a Noida based electrical appliances company near Delhi. Suresh had to approve the hiring of new supervisors in the plant. The HR manager performed the initial screening.

On Friday afternoon, Suresh got a call from Anil Dhavan, Singer's HR Director. 'Suresh' Anil said, "I have just talked to a young engineering graduate from a regional engineering college who may be just who you're looking for to fill that supervisor job you asked me about. He has some good work experience in a multinational firm located in Pune, but at a lower salary level. He wants to come over to Noida where his parents live". Suresh replied, "Well, Anilji, I would take care of the boy". Anil continued, "He is here right now in my office, I am sending him to you, if you are free". Suresh hesitated a moment before replying, "Great Sir, I am certainly busy today but I can't afford to displease you either. Sir, please send him immediately".

A moment later, Ranga Rao, the new applicant arrived at Suresh's office and introduced himself. "Come on in Rao", said Suresh. "I'll be right with you after I make a few urgent phone calls". Fifteen minutes later, Suresh finished the calls and began interviewing Rao. Suresh was quite impressed. The merit certificates, the best suggestion award from previous multinational firm and Rao's quick responses revealed the candidate's potential. Meanwhile, Suresh's door opened and a supervisor yelled, "we have a small problem on line number 5 and need your help".

"Sure", Suresh replied, "Excuse me a minute, Rao". Fifteen minutes later, Suresh returned and the dialogue continued for another few minutes before a series of phone calls again interrupted him.

The same pattern of interruption continued for the next forty minutes. Rao looked at the watch embarrassedly and said, "I am sorry, Suresh, I have to go now. I have to catch the train to Pune at 9 P.M."

"Sure thing, Rao" Suresh said as the phone rang again. "Call me after a week".

Questions

- i) What specific policies might a company follow to avoid interviews like this one?
- ii) Explain why Suresh and not Anil should make the selection decision.
- iii) It is good policy to pick up candidates through 'employee referral method'? Why? Or Why not? Explain keeping the case in the background.

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FACULTY OF BUSINESS MANAGEMENT
MBA III – SEMESTER REGULAR EXAMINATIONS, DEC' 2014
RECRUITMENT AND SELECTION

PAPER – VII

Time: 3 Hours]

Note: Answer all questions from Section – A and Section – B [Max. Marks: 70

Section – A

(5x3=15)

Answer the following questions in not more than ONE page each:

1. Proactive Recruitment
2. Application Design
3. Personality Measurement test
4. Probing questions
5. Orientation.

Section – B

(5x8=40)

Answer the following questions in not more than FOUR pages each:

6. a) Write about the recruitment challenges and factors effecting Recruitment.
(OR)
b) Differentiate Recruitment and e-recruitment. Explain the e-recruitment sources.
7. a) Explain the concept of selection and explain the selection standard methods.
(OR)
b) Brief the ethical issues in deigning the applications form.
8. a) Write about notes on Aptitude test, Interest test, Achievement test and how it is useful in selection process.
(OR)
b) Write about the computer based testing and explain about test validation.
9. a) Write a short note on competency based questions and probing questions.
(OR)
b) What do you understand by Reference checking? Explain its importance.
10. a) Write about Induction? Explain its importance in employment.
(OR)
b) Write about Orientation? Explain the Orientation policy and programme.

Section – C (Compulsory)

(1x15=15)

As part of the selection process for any job with Kwick Industries, a reference check was mandatory before the final offer of employment is made. Accordingly, the HR Manager, Ritwik sen checked on the references of Bhaskar Reddy with Bhaskar's current supervisor, Niraj Nair.

Bhaskar had done brilliantly in all the assessment tests conducted and in the final interview with the MD of Kwick, had impressed the MD with his knowledge and Business acumen. The reference check was just a formality and Ritwik did not expect any negative feedback. However when he Spoke to Niraj, the feedback was extremely negative, with Niraj specifically mentioning about Bhaskar's lack of initiative and laziness. The offer was not given to Bhaskar and was given to the candidate who was second on the short list. Ritwik was surprised that, Bhaskar was not a top performer. Niraj was a top performer. In the matter of the reference check, Niraj had a strong opinion against Bhaskar, stating that Bhaskar was a junior to him who was climbing up the ladder and was emerging as a professional threat.

Questions:

- 1) Explain the demerits of reference check in the present case.

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Code No. 1236C

FACULTY OF BUSINESS MANAGEMENT
MBA III – SEMESTER REGULAR EXAMINATIONS, DEC- 2017
RECRUITMENT AND SELECTION
PAPER – VI (C)

Time: 3 Hours]

[Max. Marks: 70

Section – A

Answer the following questions in not more than **ONE** page each:

(5x3=15)

1. Concept of Recruitment
2. e-Selection
3. Graphology test
4. Structured and unstructured questions
5. Placement

Section – B

Answer the following questions in not more than **FOUR** pages each:

(5x8=40)

6. a) What is Recruitment? Discuss the factors and challenges effecting Recruitment.
(OR)
b) Write about the Proactive and Reactive Recruitment.
7. a) Brief the Selection Procedure.
(OR)
b) Discuss in detail about Application form and Evaluation of Application Form.
8. a) Write a short notes on Ability test, Aptitude test, Intelligence test and its advantages and disadvantages.
(OR)
b) Explain in detail about computer based testing and its advantages and disadvantages.
9. a) What do you understand by Interview and explain the interview process in detail.
(OR)
b) What do you understand by Reference Checking? Discuss in detail the advantages, disadvantages and conditions of Reference Checking.
10. a) What do you understand by Placement? Discuss the process in detail.
(OR)
b) Discuss about Orientation. Explain objectives and orientation program briefly.

Section – C (Compulsory)

(1x15=15)

The Bharat Paint Company recruits sales people to sell its products to retail stores. The company looks for employees who have the energy, ability to work hard, and ability to speak enthusiastically and intelligently about the company's products. In addition to skill, the company expects flexibility, accuracy, and patience from its sales employees.

Rita has applied for a sales job. The interviewer who is going to interview her has noted the following entries on her application blank:

Rita is 26 years old. She has completed one year of college education. She has held two jobs since leaving school- clerk in a school (2-years), and senior assistant in a financial organization. There is a gap of one year in between. Rita indicates on her application that she was sick during that period and was undergoing medical treatment.

Discussion Questions:

- i) If you were the interviewer, what objectives would you set for your interview with Rita?
- ii) How would you phrase your questions?

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Code No. 1235A

FACULTY OF BUSINESS MANAGEMENT
MBA III – SEMESTER REGULAR EXAMINATIONS, JULY- 2021
ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT
PAPER – V (a)

Time: 2 Hours]

[Max. Marks: 70

(5x14=70

Answer any **FIVE** from the following questions in not more than **FOUR** pages each:

1. Define the Organisational Development? Explain the nature of organisational Development.
2. Discuss issues in client – Consultant Relationship.
3. Explain the different categories of Interventions.
4. Elaborate the process of Consultation Interventions.
5. Describe how to Evaluation of the Leadership Development Efforts.
6. Explain the challenges in Managing Transformational change in a strategic organisation.
7. What do you mean by Change? Explain the Types of Change.
8. Discuss the forces of change affecting the organizations.
9. Describe the methods of overcoming resistance to organizational change?
10. Explain the key Roles in organizational Change.

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Code No. 1235B

FACULTY OF BUSINESS MANAGEMENT
MBA III – SEMESTER REGULAR EXAMINATIONS, JULY- 2021
PRODUCT AND BRAND MANAGEMENT
PAPER – V (b)

Time: 2 Hours]

[Max. Marks: 70

(5x14=70)

Answer any **FIVE** from the following questions in not more than **FOUR** pages each:

1. What is product mix? List out product mix of Reliance company
2. What are responsibilities of a product manager
3. Briefly explain BCG and GE matrix
4. Explain the importance of sales forecasting
5. Explain the stages in new product development
6. What is positioning strategy? Explain different positioning adopted in consumer durables
7. What are the advantages and disadvantages of branding?
8. Why brand loyalty is important? What causes brand loyalty?
9. Explain the nature of brand equity. What are the advantages of brand equity?
10. What is meant by brand positioning? Discuss its importance in terms of success of any brand

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Code No. 1235C

FACULTY OF BUSINESS MANAGEMENT
MBA III – SEMESTER REGULAR EXAMINATIONS, JULY - 2021
SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT
PAPER – V (C)

Time: 2 Hours]

[Max. Marks: 70

Section-A

(5 x14 = 70)

Answer any **FIVE** from the following questions in not more than **FOUR** pages each:

1. What are the various forms of investment alternatives? Give a detailed account of any four.
2. What are the investor's objective in investing his/her funds in the stock market?
3. What do you know about valuation of Equity? SUMITH Company's equity share is expected to provide a dividend of Rs. 2/- and the selling price of the share is Rs. 20/- after one year. If the investor's required rate of return is 10%. Determine Current Value of Share
4. How does technical analysis differ from fundamental analysis?
5. Explain the features and types of Debt Instruments.
6. Determine Macauley's duration of a bond that has a face value of Rs. 1000 with 10% annual coupon rate and 3 years term to maturity. The bond's yield to maturity is 12%.
7. Security A has a Beta of 0.75 while security B has a Beta of 1.45. Calculate the expected return for these securities by using CAPM, assuming that the risk-free rate is 5 per cent and the expected return of the market is 14 per cent.
8. What is meant by leveraged portfolio? How is it constructed?
9. Explain the details Portfolio Evaluation.
10. An investor owns a portfolio that over the last five years has produced 16.8 per cent annual return. During that time the portfolio produced 1.10 Beta. Further, the risk free return is 7.4 per cent. How would you evaluate the performance of the portfolio by Treynor Ratio?

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Table of Control Chart Constants

X-bar Chart for sigma R Chart Constants S Chart Constants
 Constants estimate

Sample Size = m	A ₂	A ₃	d ₂	D ₃	D ₄	B ₃	B ₄
2	1.880	2.659	1.128	0	3.267	0	3.267
3	1.023	1.954	1.693	0	2.574	0	2.568
4	0.729	1.628	2.059	0	2.282	0	2.266
5	0.577	1.427	2.326	0	2.114	0	2.089
6	0.483	1.287	2.534	0	2.004	0.030	1.970
7	0.419	1.182	2.704	0.076	1.924	0.118	1.882
8	0.373	1.099	2.847	0.136	1.864	0.185	1.815
9	0.337	1.032	2.970	0.184	1.816	0.239	1.761
10	0.308	0.975	3.078	0.223	1.777	0.284	1.716
11	0.285	0.927	3.173	0.256	1.744	0.321	1.679
12	0.266	0.886	3.258	0.283	1.717	0.354	1.646
13	0.249	0.850	3.336	0.307	1.693	0.382	1.618
14	0.235	0.817	3.407	0.328	1.672	0.406	1.594
15	0.223	0.789	3.472	0.347	1.653	0.428	1.572
16	0.212	0.763	3.532	0.363	1.637	0.448	1.552
17	0.203	0.739	3.588	0.378	1.622	0.466	1.534
18	0.194	0.718	3.640	0.391	1.608	0.482	1.518
19	0.187	0.698	3.689	0.403	1.597	0.497	1.503
20	0.180	0.680	3.735	0.415	1.585	0.510	1.490
21	0.173	0.663	3.778	0.425	1.575	0.523	1.477
22	0.167	0.647	3.819	0.434	1.566	0.534	1.466
23	0.162	0.633	3.858	0.443	1.557	0.545	1.455
24	0.157	0.619	3.895	0.451	1.548	0.555	1.445
25	0.153	0.606	3.931	0.459	1.541	0.565	1.435

Control chart constants for X-bar, R, S, Individuals (called "X" or "I" charts), and MR (Moving Range) Charts.

NOTES: To construct the "X" and "MR" charts (these are companions) we compute the Moving Ranges as:

R₂ = range of 1st and 2nd observations, R₃ = range of 2nd and 3rd observations, R₄ = range of 3rd and 4th observations, etc. with the "average" moving range or "MR-bar" being the average of these ranges with the "sample size" for each of these ranges being n = 2 since each is based on consecutive observations ... this should provide an estimated standard deviation (needed for the "I" chart) of

$\sigma = (\text{MR-bar})/d_2$ where the value of d₂ is based on, as just stated, m = 2.

Similarly, the UCL and LCL for the MR chart will be: UCL = D₄(MR-bar) and LCL = D₃(MR-bar)

but, since D₃ = 0 when n = 0 (or, more accurately, is "not applicable") there will be no LCL for the MR chart, just a UCL.

W



FACULTY OF COMMERCE AND BUSINESS MANAGEMENT
M.B.A. III SEMESTER EXAMINATIONS, DECEMBER 2012
SUBJECT: LEADERSHIP AND CHANGE MANAGEMENT
PAPER: 04(c)

[Time : 3 Hours]

[Max. Marks : 70]

Note : Answer all the questions from Section-A and Section-B.

Section – A

[5x3=15]

Answer the following questions in not more than ONE page each:

1. Contingency leadership.
2. Transformational leadership.
3. Incremental change.
4. Visionary leadership.
5. Lewin's change model.

Section – B

[5x8=40]

Answer the following questions in not more than FOUR pages each:

6. a) What are the functions of a leader?
(OR)
b) What are the types of leadership behaviour?
7. a) Describe two modern theories of leadership.
(OR)
b) Who is a transformational leader? How is he/she better than a transactional leader?
8. a) What are the challenges the 21st Century leader faces?
(OR)
b) How are leadership development programmes evaluated?
9. a) Explain participative and directive change with examples.
(OR)
b) Describe the various forces of change in a large organization.
10. a) Provide a plan to overcome resistance to change.
(OR)
b) Who is a change agent? What are the skills he/she must possess?

P.T.O.

CASE STUDY:

Michael Dell, the CEO of Dell, always tried to surround himself with the best talent he could find. He was aware that the leader of a company could not do everything himself. He always believed in his team and assigned responsibility and accountability to the managers of DELL's various business. He communicated with managers about the future of the company, employees, customers and shareholders.

Dell exhibited some other leadership qualities that are emphasized by many leadership theories. Dell had a vision. He wanted to change the way business was conducted. Hence he embraced a direct model of business. The direct model was based on direct selling with no retail channel or reseller. Dell's 'direct model' was criticized from the very beginning. When Dell entered foreign markets with the same model, critics said that it would not work in those markets because of certain cultural differences. Though Michael Dell was warned that he would fail badly, he believed that customers would set their own rules and that the direct model would work cross culturally. Michael Dell's assessment of the situation was correct. By the end of the year, DELL earned most of its revenues from global markets.

Michael Dell can be regarded as a development-oriented leader because he did not hesitate to experiment with new ideas and practices. Though no one else in the PC industry dared to adopt the direct model of business. Dell firmly believed that it represented the future of the industry and went ahead with that model and succeeded. Due to his able leadership, he was able to lead his team and put the company back on the path of success.

Questions :

- 1) What are the major reasons for the company's success?
- 2) How would you describe Michael Dell as an effective leader?

Code No. 8/25/MBA/3.4c/LCM

FACULTY OF COMMERCE AND BUSINESS MANAGEMENT
M.B.A. III - SEMESTER REGULAR EXAMINATIONS, FEB 2014
LEADERSHIP AND CHAIN MANAGEMENT

PAPER - IVc

Time: 3 Hours]

[Max. Marks: 70

Note: Answer all questions from Section - A and Section - B

Section - A

(5x3=15)

Answer the following questions in not more than ONE page each:

1. Democratic leader
2. Transformational leadership
3. Self discipline
4. Radical change
5. Change agent

Section - B

(5x8=40)

Answer the following questions in not more than FOUR pages each:

6. a) What are the approaches to leadership?
(OR)
b) Discuss about effective leadership behaviours and attitude.
7. a) Explain about behavioural theories of leadership.
(OR)
b) Write about transformational leadership.
8. a) What are the leadership development programmes? Explain.
(OR)
b) Explain the leadership practices that foster TQM.
9. a) Explain the process of change management.
(OR)
b) What are the types of change? Explain.
10. a) Explain the models of organizational change in detail.
(OR)
b) How do you manage change effectively?

Section - C (Compulsory)

(5x8=40)

Punjab Bank Ltd. has been facing problems relating to deposit mobilization and loan recovery. The bank appointed a number of commissions to go into the problem and find out the root cause for the problems. All the commissions pointed out the delay in decision making and faulty decisions made by executives at different levels are responsible for the state of affairs in the bank.

[PTO

Mr. Khanna, the Chairman of the Bank attended an Executive Development Programme recently, conducted by the Administrative Staff College of India for Chairmen of all the Banks. He was very much impressed by two techniques in the entire programme. They are role playing and sensitivity training. He called on the Chief Personnel Manager of the Bank and told him about the plans. But the Chief Personnel Manager responded negatively.

Mr. Khanna tried his level best to convince him and similarly to persuade him about the nature of those techniques for development of the organization, but he is not ready to accept the change in the existing techniques at any cost.

Questions:

- i) Do you find any justification in the argument of Mr. Khanna to implement those techniques?
- ii) Why did the Chief Personnel Manager resist change?
- iii) How do you convince the Chief Personnel Manager, if you were the Chairman of the Bank?

Code No. 1234C

FACULTY OF BUSINESS MANAGEMENT
MBA III – SEMESTER REGULAR EXAMINATIONS, DEC' 2014
LEADERSHIP AND CHANGE MANAGEMENT

PAPER – IV(c)

Time: 3 Hours

[Max. Marks: 70

Note: Answer all questions from Section – A and Section – B
Section – A

(5x3=15)

Answer the following questions in not more than **ONE** page each:

1. Leadership
2. Leadership Style
3. Self Awareness
4. Directive change
5. Visionary Leader

Section – B

(5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) Write about the various Leadership Skills and Roles (OR)
- b) Explain the Guidelines for Leadership and write about effective Leadership behavior and attitude.
7. a) Discuss the any two Behavioral theories of Leadership. (OR)
- b) Brief explain the various Leadership Styles.

8. a) Discuss about Leadership through Self Awareness and Self Discipline. (OR)

b) Write about the Leadership challenges in managing transformational change in a - strategic organization.

9. a) What do you understand by change? Explain the needs of change and its impact. (OR)

b) Discuss about change and write about the types of change.

10. a) Write about change management and explain the models of organizational change. (OR)

b) How do you manage change effectively? Write about the key roles in organizational change.

-2-

Section – C (Compulsory)

(5x8=40)

When Manisha Sharma's (Manisha) Uncle, Hari, visited her at work in modern technologies(modern), he was pleasantly surprised and amazed to see his niece working leisurely under a tree in the company's garden. Later, over a cup of coffee in the company canteen, Hari asked manisha how the company allowed its employees to be away from their desks. "Doesn't this affect employee productivity?" he asked. Manisha explained "My company believes in providing its employees with the variability of working in an ideal environment rather than imposing restrictions upon them regarding the place of work".

Manisha went on to elaborate, "In fact like modern techniques, there are many other companies that also believe in providing this employees with an ideal work environment. The efforts are made to help employees care with the stress associated with working on Time Bond projects. My company aims at creating a stress free work environment. It does this by providing its employees with natural surroundings in which to work and with facilities such as a hygienically maintained cafeteria, a well-equipped gymnasium, tennis ground and golf course. The conversation between Manisha and Hari revealed that modern technologies implemented many such strategies to nurture a motivated workforce.

Questions:

1. In the Context of present case, discuss the various measures taken by organizations to enhance employee productivity by catering to employer wellness. And Comment.

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FACULTY OF BUSINESS MANAGEMENT
MBA III – SEMESTER REGULAR EXAMINATIONS, DEC' 2014
PRODUCT AND BRAND MANAGEMENT
PAPER – IV (A)

Time: 3 Hours]

[Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

Section – A

(5x3=15)

Answer the following questions in not more than **ONE** page each:

1. Market Focus
2. Portfolio
3. Perceptual Mapping
4. Brand Image
5. Brand Value

Section – B

(5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) Define product line and explain the decisions involved in dealing with a product line of chocolates.
(OR)
b) What is a product? Discuss the classification of products. How is product Management significant to a business organization?
7. a) Explain the B.C.G. Portfolio model with strategies in detail.
(OR)
b) Discuss the five forces model proposed by porter.
8. a) What is the need for new product? Explain the stages in New Product Development.
(OR)
b) Discuss the product market analysis for any one of the following products.
i) Mobile phones
ii) Digital cameras.
9. a) How do you define a brand? What are the characteristics of a good brand name? Give suitable examples.
(OR)
b) What is brand identity? Explain the elements associated with brand identity with appropriate illustrations.
10. a) Explain the conceptual framework for building brands.
(OR)
b) How do you define Brand equity? What are the components of brand equity?

Section – C (Compulsory)

(1x15=15)

TGS Consulting firm would like to take up a Research on the states of Brand Positioning of Two-wheelers in Indian market. This assignment being a very big & challenging, the consulting firm is serious about the research process.

Q: As the technical head of the consulting firm, how do you submit the report on the status of brand positioning of Two-wheelers in India?

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Code No. 1235C

FACULTY OF BUSINESS MANAGEMENT
MBA III – SEMESTER REGULAR EXAMINATIONS, DEC- 2017
ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT
PAPER – V(C)

Time: 3 Hours]

[Max. Marks: 70

Section – A

Answer the following questions in not more than ONE page each:

(5x3=15)

1. What do you mean by organizational development skill stimulation?
2. Explain force field analysis.
3. Explain the organizational development process.
4. What do you mean by T groups?
5. What do you mean by BPR?

Section – B

Answer the following questions in not more than FOUR pages each:

(5x8=40)

6. a) Explain the meaning and characteristics of organizational development.

(OR)

b) Discuss the relevance of organizational development in the present economic scenario.

7. a) Give an overview of Classification of organizational development interventions. → F9

(OR)

b) What are the techno structural interventions? Explain.

8. a) Explain the Conditions for Optimal success of Leadership Development Program. → L 2-2 11-12

(OR)

b) Explain the Leadership Challenges in Managing Transformational Change in a Strategic Organisation.

9. a) Explain need for change and forces for change in detail. ✓

(OR)

b) What are the types of Change? Explain with examples. ✓

10. a) What is the meaning, nature and models of Change Management?

(OR)

b) Explain Key Roles in Organisational Change.

Section – C (Compulsory)

(1x15=15)

Powermat Inc, has encountered difficulty over the last few years in filling its middle-management positions. The company, which manufactures and sells complex machinery, is organized into six semi-autonomous manufacturing departments. Top management believes that it is necessary for these departmental managers to know the product lines and the manufacturing process, because many managerial decisions must be made at the level. Therefore, the company originally recruited employees from within. However, they soon found that employees elevated to the middle-management level often lack the skills necessary to discharge their new duties.

A decision then was made to recruit from outside, particularly from educational Institutes with good industrial management programs.

Through the services of a professional recruiter, the company was provided with a pool of well qualified management graduates. Some of them were hired and placed in lower management positions as preparation for advancement to the middle-management jobs. They all left the company, however, within two years of their recruitment.

Management reverted to its former policy of promoting employees from within and experienced basically the same results as before. Faced with the imminent retirement of employees in several key middle-management positions, the company decided to all in a consultant who could suggest solutions.

Discussion Questions:

- i) What is the problem of recruiting in this company?
- ii) If you were the consultant, what would you recommend?