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Reg. No. :

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**Fourth Semester M.B.A.(Full Time / Travel & Tourism
Degree Examination, September 2022**

MGT 541 : STRATEGIC MANAGEMENT

(2020 SCHEME)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** questions. Each question carries **4** marks.

1. Give a brief overview on Business policy and its importance.
2. Give a brief note on the characteristics of Mission statement.
3. Write a short note on strategy analysis and choice.
4. Record the methods for resource allocation.
5. Illustrate few methods for strategy evaluation.

(5 × 4 = 20 Marks)

PART – B

Write in detail on **any three** questions. Each question carries **10** marks.

6. Discuss about Mc. Kinsey's & S frame work and its usefulness.
7. Discuss in detail about Michael Porter's Generic strategies with examples.
8. Describe the stages in strategy analysis and choice taking an example.

P.T.O.



9. Elucidate the importance of creating a supportive culture for the implementation of strategy.
10. Discuss in detail on the criteria for strategy control.

(3 × 10 = 30 Marks)

PART – C

Compulsory

11. Case study / research Oriented Question

On March 31 2020, American multinational pizza giant Domino's Pizza, Inc. (Domino's) released preliminary sales results for the first quarter ended March 22, 2020. It reported same store sales growth of 1.6% for its US stores and 1.5% for its international stores. While most dine-in restaurants were grappling with the impact of the pandemic on their sales, domino's was one of the few companies which had not experienced a downturn. This was attributed to its prowess in delivery and a new initiative - 'contactless' delivery at all its US as well as international stores.

Due the Covid-19 pandemic, many people were working from home and several others were out of work. Thus, in April 2020, Domino's announced plans to donate 10 million slices to people most affected by the pandemic in the US. The pizza giant aimed to donate the food to hospitals and medical centers, in addition to helping school children, grocery store workers, health departments, and 'others in need'.

Domino's contactless delivery initiative helped the company thrive despite the Covid-19 lockdown across many countries worldwide. In April 2020, domino's reported that its first-quarter sales had increased by 4.9% in the US while its international stores recorded an increase in sales of 6.8% for the same period.

Though Domino's, was by and large appreciated for its contactless delivery during the Covid-19 pandemic, it faced a backlash from critics and some of its employees for keeping its stores open..A campaign started against Domino's in Change.org by Domino's employee who accused the company of putting its employees at risk at a time when states had entered a lockdown or had urged residents to remain indoors to curb the spread of Covid-19. Domino's strategy of gaining a larger portion of the pie during the Covid-19 lockdown. They opined that Domino's strong delivery infrastructure in addition to its having a strong digital consumer base helped it to capitalize on the contactless delivery trend.

Discuss the case and answer the question below.

- (a) What are the strategies you think was effective in this case?
- (b) What other strategies that you can recommend that would be a effective one for the company?
- (c) Discuss the pros and cons of your strategies.

(1 × 25 = 25 Marks)



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Reg. No. :

Name :

**Fourth Semester M.B.A. (Full Time / Travel and Tourism)
Degree Examination, December 2022**

**MGTH 08: LEADING AND MANAGING DIVERSITY IN ORGANISATIONS
(2020 Scheme)**

Special Examination

Time : Three Hours

Max. Marks : 75

PART – A

Answer **all** the questions. Each question carries **4** marks:

1. What are normative, descriptive and prescriptive models of managing diversity?
2. Explain the main features of middle-eastern value system.
3. Why is linguistic diversity important?
4. How will you link workforce diversity to MNC strategies?
5. What is the concept of 'utilitarianism' in ethical decision-making?

(5 × 4 = 20 Marks)

PART – B

Answer any **three** questions. **Each** question carries **10** marks.

6. How will you manage diversity during a crisis like Covid-19 Pandemic?
7. Critically evaluate the Indian culture and Western culture from cross-culture points of view.

P.T.O.



8. What types of motivational techniques to be used to motivate diverse workforce?
9. How do you train employees for international assignments?
10. Explain the process of ethical decision-making

(3 × 10 = 30 Marks)

PART – C

11. Case study

By the year 2025, 75% of the global workforce will be made up of millennials – which means this group will occupy the majority of leadership roles over the coming decade. They will be responsible for making important decisions that affect workplace cultures and people's lives. This group has a unique perspective on diversity. While older generations tend to view diversity through the lenses of race, demographics, equality and representation, millennials see diversity as a melding of varying experiences, different backgrounds and individual perspectives. They view the ideal workplace as a supportive environment that gives space to varying perspectives on a given issue.

Question:

How will you align the different perspectives of these two groups to make an ideal ecosystem for workforce diversity?

(1 × 25 = 25 Marks)



Reg. No. :

Name :

**Fourth Semester M.B.A (Full Time / Travel & Tourism)
Degree Examination, September 2022**

**MGTF 07: COMMODITIES AND FINANCIAL DERIVATIVES
(2020 Scheme)**

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** the questions. **Each** question carries **4** marks.

1. Enumerate the salient features of derivatives.
2. Compare and contrast long and short hedges.
3. Examine the benefits of equity derivatives.
4. Enumerate the role of SEBI.
5. State the reasons for managing derivatives risk.

(5 × 4 = 20 Marks)

PART – B

Answer **any three** questions. **Each** question carries **10** marks.

6. Define derivatives. Briefly explain the uses and types of derivatives.
7. Explain different types of hedging strategies.
8. Discuss different kinds of Options.
9. Explain Exotic options and also mention its trading mechanism and settlement system.
10. Write a brief note on Financial Modeling.

(3 × 10 = 30 Marks)

PART – C

Compulsory

11. Briefly explain Option pricing models and discuss Option hedging strategies.

(1 × 25 = 25 Marks)



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Reg. No. :

Name :

**Fourth Semester M.B.A (Full Time / Travel and Tourism) Degree
Examination, September 2022**

MGTH 06 STRATEGIC HUMAN RESOURCES MANAGEMENT

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** the questions. Each question carries 4 marks.

1. Define SHRM. Explain its functions.
2. What is turnaround HRM strategy.
3. What are the steps involved in developing HR strategy?
4. Explain the five levels of succession planning.
5. What is HR auditing?

(5 × 4 = 20 Marks)

PART – B

Write in detail on **any three** questions. Each question carries 10 marks.

6. What are the scope of Strategic human resource management.
7. Explain the factors influencing HR Strategy.

P.T.O.

8. What is the role of HR in strategy implementation?
9. Briefly explain the need of employee Retention strategies.
10. What is strategic leadership. Explain the role of HR professional as a change agent?

(3 × 10 = 30 Marks)

PART – C

Compulsory

11. Case study.

Watson Public Ltd Company is well known for its welfare activities an employee-oriented schemes in the manufacturing industry for more than ten decades. The company employs more than 800 workers and 150 administrative staff and 80 management-level employees. The Top-level management views all the employees at the same level. This can be clearly understood by seeing the uniform of the company which is the Same for all starting from MD to floor level workers. The company has 2 different cafeterias at different places one near the plant for workers and others near the Administration building. Though the place is different the amenities, infrastructure and the food provided are of the same quality. In short, the company stands by the rule of Employee Equality.

The company has one registered trade union. The relationship between the union and the management is very cordial. The company has not lost a single man day due to strike. The company is not a paymaster in that industry. The compensation policy of that company, when compared to other similar companies, is very less still the employees don't have many grievances due to the other benefits provided by the company. But the company is facing a countable number of problems in supplying the materials in the recent past days. Problems like quality issues, mismatch in packing materials (placing material A in the box of material B) incorrect labelling of material, not dispatching the material on time, etc...

The management views the case as there are loopholes in the system of various department and hand over the responsibility to the HR department to solve the issue. When the HR manager goes through the issues he realized that the issues are not relating to the system but it relates to the employees. When investigated he come to know that the reason behind the casual approach by employees in work is.

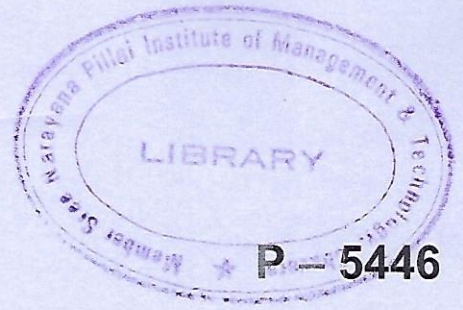


- The company hired new employees for a higher-level post without considering the potential internal candidates.
- The newly hired employees are placed with higher packages than that of existing employees in the same cadre.

Questions:

1. Is Employee Equality is the only needy concept in an organization?
2. What is your opinion about hiring of employees?
3. What is Employee recognition and Employee equality?
4. What is slow down production?

(1 × 25 = 25 Marks)



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**Fourth Semester M.B.A (Full Time / Travel & Tourism)
Degree Examination, September 2022**

MGTL 06: KNOWLEDGE MANAGEMENT IN SUPPLY CHAINS

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** the Questions. **Each** question carries 4 marks.

1. Discuss on the importance of supply chain knowledge for the business.
2. How knowledge economy operates in the arena of supply chain?
3. Describe the ways of supply chain information generation.
4. What are the different forms of collaboration tools of knowledge management?
5. What do you understand by knowledge mapping in supply chain?

(5 × 4 = 20 Marks)

PART – B

Write in detail on **any three** questions. **Each** question carries 10 marks.

6. Explain the different supply chain practices in the process of knowledge creation.
7. How do build knowledge architecture in the knowledge management frame work?
8. Explain the operational protocols in knowledge automation for effective dissemination.
9. Discuss on the issues and challenges of knowledge management in the process of implementation in supply chain.
10. Explain the process of cross functional knowledge creation and implementation.

(3 × 10 = 30 Marks)

P.T.O.



PART – C

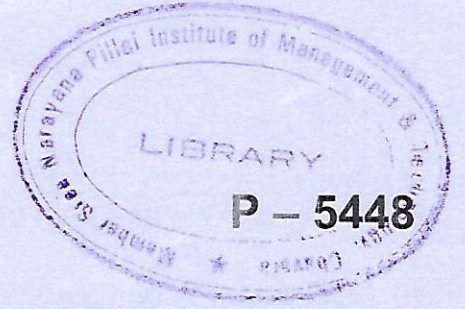
Compulsory

11. Case Study / Research Oriented Question

“To achieve success at supply chain management (SCM), an organization must possess and share knowledge about the different facets of the supply chain. Lack of information sharing between members of the supply chain has been shown to significantly affect total profitability. As such, we argue that Knowledge Management (KM) can enhance the degree of success of existing SCM efforts as well as increase the likelihood of success of new SCM undertakings. While many SCM projects have resulted in improved performance, we believe that additional improvement in performance is possible by coupling KM initiatives with SCM programs”. – As a Supply Chain Manager, bring out the different facets of incorporating knowledge management in the supply chain process to enhance the business opportunities of a manufacturing firm.

(1 × 25 = 25 Marks)





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**Fourth Semester M.B.A. (Full Time / Travel & Tourism) Degree
Examination, September 2022**

MGTL 08 RETAIL SUPPLY CHAIN MANAGEMENT

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** questions. **Each** question carries **4** marks.

1. What is the need for retail management?
2. Why retail supply chain management is important?
3. Define retail distribution.
4. How do the supply chain of supermarkets work?
5. What is retailing in rural India?

(5 × 4 = 20 Marks)

PART – B

Write in detail on any **three** questions. **Each** question carries **10** marks.

6. Explain the seven stages of procurement.
7. Why is pricing considered as a challenge to multi channel retailers?
8. Discuss the retail logistics.

P.T.O.



9. How can we maintain quality of milk during transportation? – Discuss.
10. Differentiate between product and service retailing.

(3 × 10 = 30 Marks)

PART – C

Compulsory.

11. What are the challenges AMAZON faces and what are the implication for its supply chain? – Explain in “COVID-19”.

(1 × 25 = 25 Marks)



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**Fourth Semester M.B.A. (Full Time/Travel & Tourism) Degree Examination,
September 2022**

**MGTOM 06 TOTAL PRODUCTIVE MAINTENANCE
(2020 SCHEME)**

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** the questions. Each question carries **4** marks.

1. What are the areas of Tero Technology?
2. Summarize the functional characteristics of PM Schedules.
3. How are Zero Defects and TPM related?
4. What are the contents of Maintenance Manuals?
5. Briefly explain about Toyato Production System.

(5 × 4 = 20 Marks)

PART – B

Write in detail on any **three** questions. Each question carries **10** marks

6. Describe the objectives and function of TPM.
7. Explain about TPM implementation plans in detail.
8. Write in detail on 'Eight Pillars of TPM'.

P.T.O.



9. Discuss the application of wear debris monitoring.
10. What are the reports produced by Maintenance Management Information Systems? How is it integrated to other information systems?

(3 × 10 = 30 Marks)

PART – C

Compulsory

11. Total productive maintenance began in the manufacturing industry. However, equipment exists in service and healthcare industries as well. The focus of equipment in service and healthcare has largely been on use and not on maintenance. There is a need to perform proactive maintenance with the engagement of the employees throughout the organization to maximize overall effectiveness in these industries. Questions: (a) Assess the role of TPM in service industries. (b) How TPM helps to today's healthcare industry?

(1 × 25 = 25 Marks)



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**Fourth Semester M.B.A (Full Time/Travel & Tourism) Degree Examination,
September 2022**

MGTM 08 : RURAL MARKETING

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** the questions. **Each** question carries 4 marks

1. Describe the significant characteristics of rural marketing.
2. Write a note on the positioning of products in rural markets.
3. Explain contextual targeting in advertising with examples. What are the types of contextual advertising?
4. "Rural marketers should understand the rural culture to create advertising campaigns most suited to them"- Elaborate
5. Discuss the characteristics of Green products.

(5 × 4 = 20 Marks)

PART – B

Write in detail any **three** questions. **Each** question carries 10 marks.

6. "Rural marketing has both opportunities and challenges" – Justify.
7. What are the bases of rural market segmentation? How is rural market segmentation different from that of the urban market segmentation.

P.T.O.

8. What strategies the companies can adopt to get over the difficulties in the process of physical distribution in rural markets?
9. Discuss in detail the various steps involved in marketing research with special reference to rural markets.
10. What do you think are the advanced practices carried out in rural marketing in India in the present era?

(3 × 10 = 30 Marks)

PART – C

Compulsory

11. Case Study

Smart Food, an initiative which will initially focus on popularising millets and sorghum, has been selected by LAUNCH Food as one of the winning innovations for 2017. The global recognition and mentorship support of LAUNCH Food will help Smart Food to achieve major impacts globally by promoting the demand for millets and strengthen the value chains while ensuring that smallholder farmers benefit.

The Smart Food initiative is founded by the International Crops Research Institute for the Semi-Arid-Tropics (ICRISAT) and aims to build food systems where the food is good for you (highly nutritious), good for the planet and good for the smallholder farmers.

LAUNCH Food is a global competition where 11 innovations are selected each year for mentoring and linked with high level experts and organisations to accelerate the innovation, This year there were 280 submissions from 74 countries. The LAUNCH Food innovators will attend an event in San Francisco in March to present and discuss their innovation with key industries and investors.



LAUNCH was founded in 2009 by NASA, the US Agency for International Development, the US Department of State and NIKE, Inc., who joined together to identify showcase and support innovative approaches to sustainability challenges. LAUNCH Food is supported by the Australian Department of Foreign Affairs and Trade and the US Agency for International Development.

“Millets, including sorghum, are the first Smart Food we are focusing on. They are highly nutritious, have a low water and carbon footprint, and have so many multiple uses that are yet untapped,” said Smart Food initiator and leader, Joanna Kane-Potaka, Director Strategic Marketing and Communication, ICRISAT. “ They have been traditional foods across India and many countries in Africa but with low investments, their ‘value chains are significantly underdeveloped which makes it more difficult for the farmers to invest. Over a period of time they have become labeled as an old fashioned food. We plan to take a different approach and drive demand by first creating a new image and buzz around millets.”

Smart Food will be taken forward as a partnership and many organisations have already teamed up to popularise millets. In India, this includes the Indian Institute of Millet Research (IIMR), the National Institute of Nutrition (NIN), MS Swaminathan Research Foundation (MSSRF) and the Self Employed Women's Association (SEWA). In Kenya, work has started under the USAID Feed the Future Program focusing on the Smart Food – millets, sorghum and selected pulses. Efforts have been initiated in rural areas to integrate Smart Food into messages by health workers and encourage new creative ways to cook with these crops. A social media campaign has been launched and a Smart Food reality TV show started as a competition to develop modern recipes using Smart Food. Processors are also being engaged to develop healthy convenience Smart Food products.

Questions

- (a) Comment of the marketing strategy adopted by Smart food for
- (b) Do you think that 'Health' as a concept of marketing can be applied in all agricultural products?
- (c) Suggest some other innovative methods for marketing of rural produce.

(1 × 25 = 25 Marks)

Reg. No. :

Name :

**Fourth Semester M.B.A. (Full Time/Travel & Tourism) Degree Examination,
September 2022**

MGTM 06 RETAIL MARKETING

(2020 Scheme)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** questions. Each question carries 4 marks.

1. Give a brief overview on world retail scenario.
2. Give a brief note on the importance of retail market segmentation.
3. Write a short note on SCM.
4. Record the challenges related to CRM in retail.
5. Illustrate the issues in recruitment for retail industry.

(5 × 4 = 20 Marks)

PART – B

Write in detail on any **three** questions. Each question carries 10 marks.

6. Discuss the need and scopes of retail in India.
7. Discuss in detail about the store location analysis for a hyper market.
8. Describe the factors influencing the growth of e-tailing.

P.T.O.

9. Elucidate the challenges of rural retailing in India.
10. Give a detailed note on the impact of globalization on retail management in India.

(3 × 10 = 30 Marks)

PART – C

Compulsory

11. Case Study / research Oriented Questions.

Carrefour the French retail company started making efforts to enter international markets after a law was passed in France in 1963 to restrict the development of large stores. For international expansion, Carrefour adopted the route of forming alliances with local partners. Its first international venture was in Belgium, where it opened an outlet in association with Delhaize Frères-Le-Lion, in 1969. Carrefour expanded its operations outside Europe by opening a hypermarket in Brazil in 1975. In 1978, Carrefour developed a hard discount store format, under the banner Ed in France.

During the late 1980s, the economy of several Asian countries like Taiwan, Singapore, South Korea, Thailand etc. was rapidly growing. In order to reap the benefits of this growth, Carrefour started its Asian operations by entering Taiwan in 1989. It established a joint venture with Uni President Enterprises Corporation.

Carrefour identified China as one of the most important foreign markets, after the country partially opened its retail sector for foreign investments in 1992. Carrefour entered China in 1995 by forming a joint venture with the Chinese management consulting firm Zhong Chuang, and established a firm called 'Jia Chuang', in which it held the majority of shares.

Carrefour planned the expansion of its operations in China in a systematic manner by establishing regional offices. For instance, the headquarters of the East China region in Shanghai took care of expansion activities in that region. The headquarters of the Northwestern region was located in Xinjiang and it was responsible for expanding business in that region.

As a part of its global strategy, Carrefour had decentralized its operations, giving full freedom to store managers to operate their stores. Decentralization was one of the important factors for Carrefour's success in international markets, with

store managers being empowered to take decisions according to the local traditions and customs. Carrefour believed that its stores should reflect the local environment and complement the local culture. The western style hypermarket was customized by Carrefour to effectively cater to the needs and preferences of Chinese consumers.

The supply chain system that Carrefour had in China was quite flexible. Carrefour procured most of the goods from within China to cater to its local operations. Since its initial years of operation in China, about 85% of the stock sold was procured locally. This helped Carrefour maintain lower prices compared to other foreign retailers, who sold imported products.

Being one of the first foreign companies to enter the Chinese retail industry, Carrefour played a major role in bringing about a retail revolution in the country. It leveraged on its experience in the international markets and introduced a few of its global best practices into the Chinese market. In 2006 Carrefour, became the second largest retailer in the world, successfully completed eleven years of its operations in China. As of September 2006, Carrefour operated in China through its 80 hypermarkets⁴ and around 250 hard discount stores. China was Carrefour's sixth largest market, with sales of over €2.06 billion in 2005.

Discuss the case and answer the question below.

- (a) Critically examine the strategies of Carrefour given in this case.
- (b) What made them succeed China market?
- (c) Discuss the success probability of Carrefour in India. Also suggest the changes required for catering Indian Market.

(1 × 25 = 25 Marks)

Reg. No. :

Name :

Fourth Semester M.B.A. (Full Time/Travel & Tourism) Degree Examination,
September 2022

MGTOM 08 SERVICES OPERATIONS MANAGEMENT

(2020 SCHEME)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **ALL** the questions. **Each** question carries **4** marks.

1. Brief the features of Service Package.
2. Write short notes on : (a) Retail Discounting Model. (b) News Vendor Model.
3. Why Employee Analytics is considered as an important one in Services Operation Management?
4. Summarize the elements to be considered during service designs.
5. What are service recovery strategies?

(5 × 4 = 20 Marks)

PART – B

Write in detail on any **THREE** questions. **Each** question carries **10** marks

6. Explain various classification of services with its features.
7. Scan the role of information technology in service competitiveness.

P.T.O.

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8. Suggest suitable ways to improve demand responsiveness in the case of services.
 9. Analyse the problems and prospectus in globalization of services.
 10. Illustrate the use of walk through audit as a diagnostic instrument to evaluate the gaps in the service delivery system.

(3 × 10 = 30 Marks)

PART – C

Compulsory

11. In the following case study, you are a new employee and are excited and happy to begin your position in customer service with United Booksellers. Read about the company and your role in customer service, and then answer the questions at the end of the case study.

Background

United Booksellers is the fifth-largest retailer of publications on the West Coast in the United States. It started 15 years ago as a family-owned bookstore in Seattle, Washington, and has grown to over 125 stores in seven states. The organisation currently employs 3,000 employees, each of whom receives extensive customer service training before being allowed to interact with customers.

Recent issues of Booksellers Journal and Publishers Select magazine have heralded the quality service and friendly atmosphere of the organisation. United Booksellers has been praised for the appearance of the facilities, helpfulness and efficiency of employees, wide selection of publications, and intimate coffee shops where patrons can relax and read their purchases over a hot cup of flesh cappuccino.

Your Role

As a new customer service professional with United Booksellers, you are excited about starting your job, which will require continual customer contact. As a child, you watched your siblings perform customer service functions at the local Burger Mania Restaurant and always thought you'd like to follow their lead. Since you like people, enjoy a challenge, don't get stressed out easily, and have hopes of moving into management, you anticipate that this job should be just right for you. In this position, you'll be expected to receive new publications from publishers, log in receipts, stock shelves, assist customers, and occasionally work as backup cashier.



Questions:

1. Are there indicators of United Bookseller's service culture? If so. what are they?
2. If you were an employee, in what ways would you feel that you could contribute to the organisational culture?
3. If you were a customer, what kind of service would you expect to receive at United Booksellers? Why?

(1 × 25 = 25 Marks)
