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Reg. No. : .....

Name : .....

**Fourth Semester M.B.A. (Full Time/Travel and Tourism) Degree  
Examination, October 2023**

**MGT 541 – STRATEGIC MANAGEMENT**

**(2020 Scheme)**

Time : 3 Hours

Max. Marks : 75

**SECTION – A**

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

1. Give a brief overview of Strategic management.
2. Give a brief note on the importance of vision and mission.
3. Write a short note on industry analysis.
4. Record the challenges related to strategy implementation.
5. Illustrate few methods for review and control.

**(5 × 4 = 20 Marks)**

**SECTION – B**

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

6. Discuss the nuances of any industry of your choice using porter's Five force analysis.
7. Discuss in detail about the Integration and Intensive strategies with examples.
8. Describe the cultural aspects involved in the choice of a strategy.

P.T.O.



9. Elucidate the connection between strategy and structure in an organisation.
10. Discuss the characteristics of an effective evaluation systems.

(3 × 10 = 30 Marks)

### SECTION – C

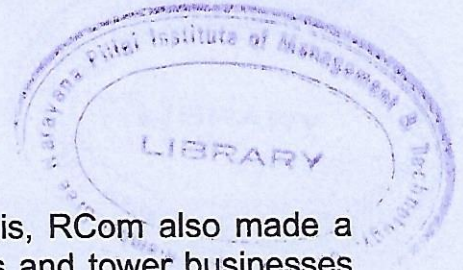
#### Compulsory

11. Case Study/research oriented question.

In the year 2005, Anil Ambani (Anil), younger son of Indian business tycoon Dhirubhai Ambani (Dhirubhai), has got the telecom, energy, and financial services businesses as a part of his share from the family-owned conglomerate Reliance Industries Limited (RIL). The businesses acquired by Anil were considered to be lucrative with a lot of potential to grow in future, especially the telecom business, Reliance Infocomm (later renamed as Reliance Communications or simply RCom since 2005). The amount of Rs. 45 billion incurred on the handsets sold through the introductory offer was written off as a loss. By then (between the years 2005-08), the competition had become intense and a large number of telecom companies had already entered the market and were offering quality services at affordable prices. It was during the year 2008 that RCom started offering services on both CDMA and GSM technologies. GSM would also function as a complementary service to the existing COMA services offered by the company. As on December 30, 2008, the GSM services covered 11,000 towns and 340,000 villages, while the CDMA services were offered in 20,000 towns and 450,000 villages....

The company mainly experimented with CDMA technology while its rivals invested on the GSM technology. Though CDMA provided the benefits of a GSM technology, it was only restricted to 2G and 3G wireless technologies; it did not support 4G and 5G standards. Anil's telecom business was at its peak in the initial years and remained in the second position for a long while, while competition increased. By 2015 RCom fell to the fourth position in the market behind Airtel, Vodafone and Idea...

In a move to overcome the debt burden and withstand the competition, RCom initiated measures for consolidation and sent proposals to the Telecom Regulatory Authority (TRAI) for approval of the merger of RCom with another India-based telecom company, Aircel, in December 2016. Both the companies



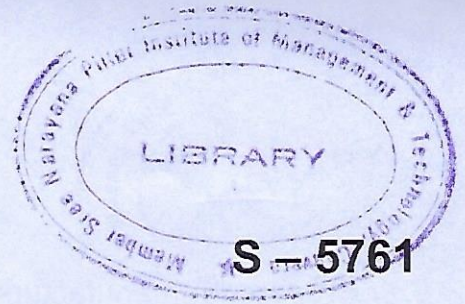
decided to merge their wireless businesses. Besides this, RCom also made a proposal for the sale of its tower business. The wireless and tower businesses constituted around 60% to 70% of RComs revenues. Further the strategic merger and sale of both the businesses was expected to reduce the debt burden of RCom from Rs.450 billion to Rs.220 billion. Finally while addressing shareholders at the 14<sup>th</sup> Annual General Meeting Anil said that to clear the dues to various stakeholders, the group would quit the telecom business and venture into the reality sector.

Discuss the case and answer the question below.

- (a) What are the strategic mistakes that can be located in this case?
- (b) What strategy would have stemmed the company in changing the direction?
- (c) Discuss the pros and cons of the idea of quitting the business and reinvesting into reality sector.

**(1 × 25 = 25 Marks)**





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**Fourth Semester M.B.A. (Full Time/Travel and Tourism)  
Degree Examination, October 2023**

**MGTF 08 : ADVANCED COST AND MANAGEMENT ACCOUNTING  
(2020 Scheme)**

Time : 3 Hours

Max. Marks : 75

**PART – A**

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

1. Examine the applications of differential cost analysis.
2. State the essentials for the success of cost control.
3. Explain activity based costing.
4. Elaborate responsibility accounting.
5. Differentiate cost accounting and management accounting.

**(5 × 4 = 20 Marks)**

**PART – B**

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

6. Elaborate relevance cost analysis and differential cost analysis. Enumerate the significance of differential cost analysis.
7. Explain cost reduction and essentials of cost reduction programmes. How cost reduction is different from cost control?
8. Briefly discuss the following
  - (a) TQM
  - (b) BPR
  - (c) JIT

P.T.O.



9. Prepare a manufacturing overhead budget and ascertain the manufacturing overhead rates at 50% and 70% capacities. Following particulars are given at 60% capacity:

Variable overhead:

Indirect materials Rs.6,000

Indirect labour Rs. 18,000

Semi-variable overheads:

Electricity (40% fixed) – 30,000

Repairs and maintenance (20% fixed) – Rs. 3,000

Fixed overhead:

Depreciation – Rs. 16,500

Insurance – Rs. 4,500

Salaries – Rs. 15,000

Estimated direct labour hours- 1,86,000 hrs

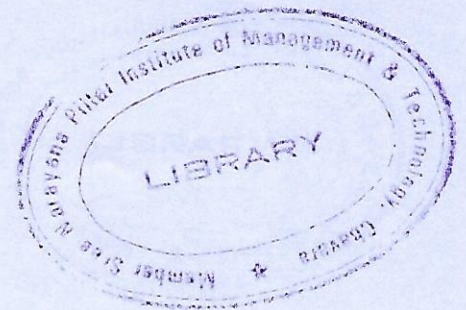
10. Balance sheet of M/S Black and White, as on 1<sup>st</sup> January 2010 and 31 December 2010 were as follows:

Balance sheet

Liabilities	1.01.10	31.12.10	Assets	1.01.10	31.12.10
Creditors	40,000	44,000	Cash	10,000	7,000
Mr. White's loan	25,000	–	Debtors	30,000	50,000
Loan from RN Bank	40,000	50,000	Stock	35,000	25,000
Capital	1,25,000	1,53,000	Machinery	80,000	55,000
			Land	40,000	50,000
			Building	35,000	60,000
	<u>2,30,000</u>	<u>2,47,000</u>		<u>2,30,000</u>	<u>2,47,000</u>

During the year machine costing Rs. 10,000 (accumulated depreciation Rs. 3,000) was sold for Rs. 5,000. The provision for depreciation against machinery as on 1<sup>st</sup> January 2011 was Rs. 25,000 and on 31<sup>st</sup> December 2011 Rs. 40,000. Net profit for the year 2011 amount to Rs. 45,000. You are required to prepare cash flow statement.

(3 × 10 = 30 Marks)



## PART – C

Answer any **one** question. Each question carries **25** marks.

11. A company is at present working at 90% of its capacity and producing Rs. 13,500 units per annum. It operates a flexible budgetary control system. Following figures are obtained from its budget:

	90% Rs.	100% Rs.
Sales	15,00,000	16,00,000
Fixed expenses	3,00,500	3,00,500
Semi-fixed expenses	97,500	1,00,500
Variable expenses	1,45,000	1,49,500
Limits made	13,500	15,000

Labour and material cost per unit is constant under present conditions. Profit margin is 10 per cent.

- (a) You are required to determine the differential cost of producing 1500 units by increasing capacity to 100 per cent.
  - (b) What would you recommend for an export price for these 1500 units taking into account that overseas prices are much lower than indigenous prices.
12. From the following Balance sheet of X Ltd on 31 December 2011 and 2012, you are required to prepare:

- (a) A schedule of change in working capital
- (b) Fund flow statement

Liabilities	2011 Rs.	2012 Rs.	Asset	2011 Rs.	2012 Rs.
Share capital	1,00,000	1,00,000	Goodwill	12,000	12,000
General reserves	14,000	18,000	Building	40,000	36,000
Profit and loss a/c	16,000	13,000	Plant	37,000	36,000
Sundry creditors	8,000	5,400	Investment	10,000	11,000



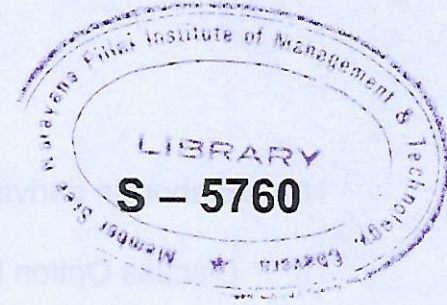
Liabilities	2011 Rs.	2012 Rs.	Asset	2011 Rs.	2012 Rs.
Bills payable	1,200	800	Stock	30,000	23,400
Provision for taxation	16,000	18,000	Bills receivable	2,000	3,200
Provision for doubtful debts	400	600	Debtors	18,000	19,000
			Cash/Bank	6,600	15,200
	<u>15,56,000</u>	<u>1,55,800</u>		<u>15,56,000</u>	<u>1,55,800</u>

The following additional information has also been given:

- (i) Depreciation charged on Plant was Rs. 4,000 and on Building Rs. 4,000.
- (ii) Provision for taxation of Rs. 19,000 was made during the year 2012.
- (iii) Interim Dividend of Rs.8,000 was paid during the year 2012.

**(1 × 25 = 25 Marks)**

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**Fourth Semester M.B.A. (Full Time/Travel and Tourism) Degree  
Examination, October 2023**

**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. State the significance of derivatives in risk management.
2. Examine how asset allocation is a hedging strategy.
3. Briefly explain Badla system in Indian stock market.
4. Enumerate the role of RBI.
5. Discuss the types of risk in derivative trading.

**(5 × 4 = 20 Marks)**

**PART – B**

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

6. Explain different types of derivatives.
7. Describe hedging models.

P.T.O.



8. Elaborate derivatives trading at NSE and BSE.
9. Discuss Option hedging strategies.
10. Compare and contrast ARIMA and GARCH MODELS for different derivative instruments.

**(3 × 10 = 30 Marks)**

**PART – C**

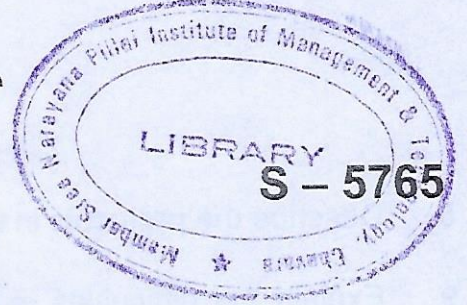
**Compulsory**

11. Write a brief description on Derivative markets in India.

**(1 × 25 = 25 Marks)**



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**Fourth Semester M.B.A. (Full Time / Travel and Tourism)  
Degree Examination, October 2023**

**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. Describe different types of knowledge facilitating for supply chain decisions.
2. Discuss on the value of supply chain knowledge.
3. Describe the retrieval ways of supply chain information.
4. How to build the framework for knowledge management?
5. What do you understand by a successful knowledge management strategy?

**(5 × 4 = 20 Marks)**

**PART – B**

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

6. Discuss on the aspects and pillars of knowledge management.
7. Explain the process of knowledge capturing for effective supply chain decision making.

P.T.O.



8. Describe the protocols in knowledge documentation, storage and sharing.
9. Explain the difficulties in implementation of Knowledge management in supply chain practices.
10. Discuss on the failures in implementing knowledge management in the field of supply chain.

(3 × 10 = 30 Marks)

PART – C

Compulsory

11. Case Study / Research Oriented Question

Knowledge acquisition may be basically described as generational because knowledge is continuously created from past stored information and new ones gathered from the environment. The supply chain knowledge may be new knowledge obtained from social and collaborative processes. New knowledge can be formed through specific processes including; action learning that involves problem solving, focus on required learning, and implementation of solutions. Systematic problem-solving calls for a disciplined mindset in reductionism and holistic thinking, attention to details, and pushing the boundaries of the assessment of the underlying causes. – Explain the process in acquisition of knowledge in the supply chain based on each enterprise repository in the supply flow.

(1 × 25 = 25 Marks)





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**Fourth Semester M.B.A. (Full Time / Travel and Tourism) Degree  
Examination, October 2023**

**MGTL 08 : RETAIL SUPPLY CHAIN MANAGEMENT**

**(2020 Scheme)**

Time : 3 Hours

Max. Marks : 75

**PART – A**

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

1. What is supply chain management evolution?
2. What is different between supply chain and retail chain?
3. What is Direct Store Delivery (DSD)?
4. How do you start fruit and vegetable distribution business?
5. Why important is Airport retailing?

**(5 × 4 = 20 Marks)**

**PART – B**

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

6. Explain shipment planning features.
7. What are the key characteristics of an assortment plan? Explain.
8. Explain the objectives of retail Transport.

P.T.O.



9. Discuss the segmentation of six characteristics.
10. Analysis the retail product in banking.

(3 × 10 = 30 Marks)

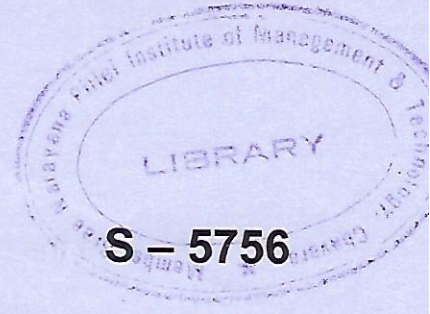
PART – C

Compulsory

11. What were the supply chain management process adopters by Wal Mart and how far they are effective? Discuss with your own example.

(1 × 25 = 25 Marks)





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**Fourth Semester M.B.A.(Full Time / Travel and Tourism) Degree  
Examination, October 2023**

**MGTOM 06 : TOTAL PRODUCTIVE MAINTENANCE**

**(2020 Scheme)**

Time : 3 Hours

Max. Marks : 75

**PART – A**

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

1. What are the differences between TPM and traditional manufacturing?
2. Bring out the types of maintenance.
3. Narrate the concepts of Zero Defects and TPM'.
4. Explain the techniques of Wear Debris Monitoring.
5. Highlight the purposes of Maintenance Management Information Systems.

**(5 × 4 = 20 Marks)**

**PART – B**

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

6. How does TPM take production, quality, cost, safety and cross-functional teams into account?
7. Explain various replacement models in Planned Maintenance.

P.T.O.



8. What are the points you would consider to formation of Master Plan? Explain.
9. Elaborate the human factors in Maintenance.
10. Critically evaluate Toyota Production System. Also explain its impact on real time environment.

**(3 × 10 = 30 Marks)**

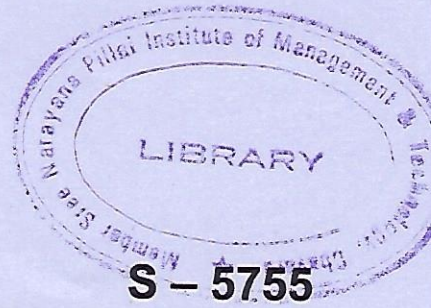
### **PART – C**

#### **Compulsory**

11. You are the manager of your local campus bookstore, After studying TPM, you have determined that you need a more transparent, clear strategic focus for the bookstore. You have identified four strategic goals for the bookstore in the near term: (a) grow the customer base, (b) lower administrative costs. (c) adopt new technology, and (d) expand the size of the store. With these strategic goals in mind, prepare a strategic plan summary table. Be sure to identify objectives, metrics, and ownership.

**(1 × 25 = 25 Marks)**





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**Fourth Semester M.B.A. (Full Time / Travel and Tourism)  
Degree Examination, October 2023**

**MGTM 08 : RURAL MARKETING**

**(2020 Scheme)**

Time : 3 Hours

Max. Marks : 75

**SECTION – A**

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

1. Describe the socio-cultural factors that influence consumer behaviour in rural markets in India.
2. What is the significance of STP in rural markets?
3. What are the features relevant when developing a rural brand?
4. What are the advancements in technology that could help a rural marketer?
5. What is the relevance of e-CRM in rural marketing? Substantiate your answer with valid points.

**(5 × 4 = 20 Marks)**

**SECTION – B**

Answer in detail any **three** questions.

6. What are opportunities and challenges to rural marketing in India?
7. What are the characteristic features of rural consumers?
8. What are the important steps in new product development for a product for rural markets?

P.T.O.

9. Discuss the challenges to promotion of products among rural consumers.
10. Briefly describe the following types of marketing and its characteristic features.  
(a) Social marketing (b) Network marketing

**(3 × 10 = 30 Marks)**

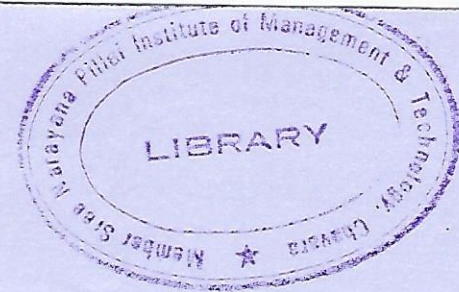
**SECTION – C**

**(Compulsory)**

11. After reading the case described below, answer the questions at the end.

XYZ AgroTech is a leading agricultural technology company that aims to address the challenges faced by rural farmers in maximizing crop yield and reducing dependence on traditional farming methods. With a dedicated team of scientists and engineers, XYZ AgroTech focuses on developing innovative products that align with the specific needs and constraints of rural agriculture. This case study presents the journey of XYZ AgroTech in developing a new product, "CropBoost," specifically designed for rural farmers.

To begin the new product development process, XYZ AgroTech conducted extensive market research in rural areas. The research aimed to understand the current farming practices, challenges faced by farmers, and their needs and preferences. Surveys, interviews, and focus group discussions were conducted with farmers, agricultural experts, and local stakeholders. The research revealed the need for an affordable and easy-to-use product that enhances crop yield, improves soil health, and minimizes the use of chemical fertilizers. Based on the insights gathered from market research, XYZ AgroTech initiated the product ideation process. The company's research and development team brainstormed ideas and concepts that aligned with the identified needs of rural farmers. Through rigorous discussions and evaluations, the concept of "CropBoost" emerged as a potential solution. CropBoost is a bio-organic fertilizer enriched with essential nutrients and beneficial microorganisms that enhance soil fertility and crop growth. With the concept finalized, XYZ AgroTech proceeded to the product design phase. The company collaborated with agricultural scientists and chemists to develop the formulation for CropBoost. Extensive lab testing and field trials were conducted to ensure the efficacy and safety of the product. Several prototypes were developed and refined based on feedback from farmers and agronomists, leading to the final design of CropBoost.

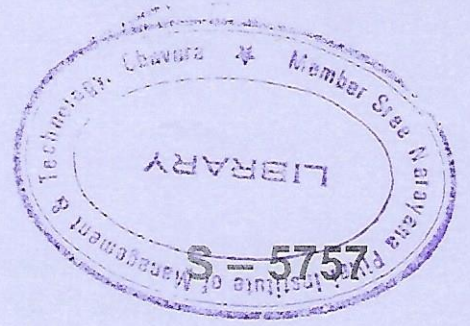


To ensure effective distribution and adoption of CropBoost in rural areas, XYZ AgroTech devised a comprehensive marketing strategy. The company identified local agro-dealers and cooperatives as key distribution partners. Training programs were conducted to educate distributors and farmers about the benefits and correct usage of CropBoost. The marketing campaign focused on highlighting the positive impact of CropBoost on crop yield, soil health, and environmental sustainability. Strategies such as farmer demonstrations, village-level events, and promotional materials in local languages were implemented to generate awareness and build trust among rural farmers. After months of preparation, XYZ AgroTech officially launched CropBoost in rural markets. The initial response from farmers was positive, with a significant uptake of the product. Post-launch, XYZ AgroTech closely monitored the products performance and collected feedback from farmers through surveys and on-ground interactions. The feedback helped in identifying areas for improvement and fine-tuning the marketing strategies. Continuous engagement with farmers and distributors played a crucial role in building brand loyalty and driving further adoption of CropBoost.

- (a) What were the key challenges faced by XYZ AgroTech in developing a *new* product for rural farmers?
- (b) How did XYZ AgroTech ensure that the new product, Cropboost, met the specific needs of rural farmers?
- (c) What were the key components of XYZ AgroTech's marketing strategy for promoting Crop-Boost in rural markets?
- (d) How did XYZ AgroTech evaluate the success of the new product, CropBoost, after its launch in rural markets?
- (e) What were the key factors contributing to the successful adoption of CropBoost in rural markets?

**(1 × 25 = 25 Marks)**





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**Fourth Semester M.B.A. (Full Time / Travel and Tourism) Degree  
Examination, October 2023**

**MGTOM 07 : WORLD CLASS MANUFACTURING  
(2020 Scheme)**

Time : 3 Hours

Max. Marks : 75

**PART – A**

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

1. What do you understand by 'Toyota Production System'?
2. Brief the total quality strategies for manufacturing success.
3. Explain about Fuzzy Logic.
4. Sum up the Indian Scenario in manufacturing innovations.
5. Note down the advantages of AI in WCM.

**(5 × 4 = 20 Marks)**

**PART – B**

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

6. Narrate the process of strategic decisions in Manufacturing Management.
7. Explain Porters Dynamic Diamond Theory and its importance to WCM.
8. Scan the impact of Robust Design Concepts in Manufacturing. Explain with real time example.

P.T.O.

9. What do you understand by Quick Response Manufacturing? What are the forces involved in it?
10. Make a comparative study on the usefulness of Artificial intelligence and Business intelligence in World Class Manufacturing.

(3 × 10 = 30 Marks)

### PART – C

#### Compulsory

11. Chrysler pioneered its immensely popular mini van in 1984, which quickly became the best selling product the company had ever built. Within five years, Chrysler held more than 50% of market share of mini vans. In 1989 Chrysler offered a new automatic transmission as an option in some of its models of mini van and luxury automobiles. The new transmission immediately ran into trouble when many customers reported serious problems.

Claiming that it had made improvement to reduce the initial problem, Chrysler continued to use transmission. Meanwhile the centre of auto safety, a consumer group that monitors the auto industry charged that Chrysler had not tested the transmission before introducing it. The group's claim was supported by data on owner complaints and frequency of repairs. During the first years of ownership itself, about 20% of the owners were reporting problems with the new transmission.

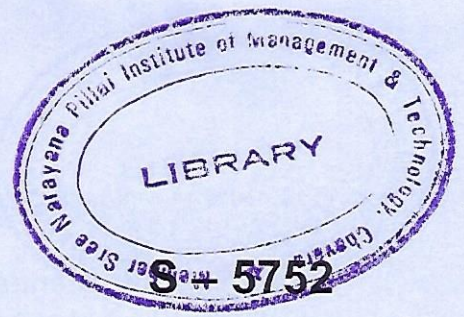
For the 1991 model, Chrysler extensively modified the design of the vehicle but continued to use the same problematic transmission as standard equipment, with most of the large engines in high demand.

As a result, the Chrysler which was placed at the top in magazine "Consumer reports" for many years, dropped to bottom of the list in 1991, citing the transmission in particular as well as other signs of deteriorating quality. A new Toyota model captured the top spot of the year.

Questions:

- (a) Make the brief presentation of the case.
- (b) To what factors might you attribute Chrysler's failure to maintain market leadership?
- (c) How might a stronger focus on quality have helped Chrysler?
- (d) What might have Chrysler done differently? Give suggestions.

(1 × 25 = 25 Marks)



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**Fourth Semester M.B.A. (Full Time/Travel and Tourism)  
Degree Examination, October 2023**

**MGTH 08 : LEADING AND MANAGING DIVERSITY IN ORGANISATIONS**

**(2020 Scheme)**

Time : 3 Hours

Max. Marks : 75

**SECTION – A**

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

1. What are the benefits of workplace diversity?
2. List out the characteristics of culture in workplace.
3. State the importance of motivating employees in workplace.
4. Explain the concept of Corporate Social Responsibility.
5. Write a brief note on Workforce diversity in India.

**SECTION – B**

**(5 × 4 = 20 Marks)**

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

6. Write an essay on managing diversity on workforce.
7. Explain about the corporate culture and its types.

P.T.O.



8. Explain the central role that managers play in the effective management of diversity.
9. Give a brief account on organizational diversity.
10. Discuss about the ethical decision making.

(3 × 10 = 30 Marks)

SECTION – C

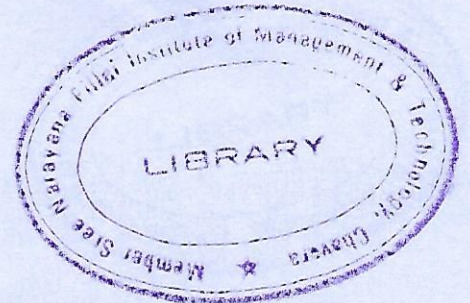
11. Compulsory.

A strong link exists between leadership and diversity. Leadership is about empowering people, bringing out the best in others. You bring out the best in people by making them feel accepted, respected and connected. When people feel good about themselves and the organisation, they perform better individually and as part of a team, resulting in an organisation that performs better. These are the same objectives and desired results of diversity strategies.

Merck has integrated its diversity initiatives with a leadership model designed to “promote and develop the leadership skills of all Merck people.” This model includes: accepting all differences and integrating all ideas, treating all employees with dignity and respect and promoting collaboration with others and building effective working relationships. By using leadership as a way to foster and maintain diversity, Merck has been able to weave diversity into the fabric of its culture. These same values are embodied in the diversity strategies of many of the Top 50 Companies for Diversity and can be summarised as acceptance, respect and connection.

Acceptance

There was a time in this country's history when it was a liability to be different; the objective at that time was assimilation. The thought was that our strength came from being the same. In light of a global market and economy, that concept is no longer applicable. Marcus Buckingham, in his book “Go Put Your Strengths to Work”, states that “true teamwork only occurs when a complimentary set of strengths come together in a coordinated whole.” Most teambuilding theories work from the same premise. With assimilation we lose individuality and that set of complementary strengths and thus we lose the power of the team. By contrast, we gain more strength by accepting people with differences; differences in opinions, cultures, beliefs and education. If a person feels accepted they will be more motivated to support the organisation's goals and mission.



## Respect

The Golden Rule states we should treat people the way we would want to be treated. With so much diversity in our society, that rule often gets people into trouble. Not everyone wants to be treated the same way. In today's world, respect includes treating people the way they want to be treated - what Dagit calls, the Platinum Rule.

Each and every person has something unique and special about them. Respect is also demonstrated by first acknowledging and then valuing those unique qualities and ultimately utilising the differences of individuals toward a common goal or mission. Some people show their gifts openly while others need a little more prodding. In order to bring these gifts to the surface, it sometimes requires taking the time to get to know people and listening to their viewpoints without letting ego or personal bias get in the way.

## Connection

The difference between a group of people and a team is connection. A group of people may work in the same office but they work independently, without interaction or reliance on each other. Individuals in the group are focused on achieving their own goals and the goals of the organisation are secondary, if they come to play at all.

A team, on the other hand, is a group of individuals with common goals and objectives. They help and aid each other, working together toward the accomplishment of those goals and objectives. When people feel connected they can turn a group of disconnected individuals into a cohesive team striving toward the same goals. In this way each person and thus the team, performs better and everyone benefits.

Using leadership skills to promote these simple values can have an incredible impact in creating an environment where everyone, regardless of who they are, where they were born or their educational background, feels welcomed and supported. This is an important key not only to managing diversity, but to retaining all employees.

## Questions

- (a) How does the concept of leadership model designed to "promote and develop leadership skills to Merck people" impact on effective management of diversity leadership?
- (b) How does team building create better acceptance of workers?
- (c) What is the importance of valuing the individuals at work?

**(1 × 25 = 25 Marks)**

