

**QUESTION PAPERS FOR  
SUPPLEMENTARY THEORY  
EXAMINATION  
FEBRUARY-2020**



**MBA / EMBA/Ph.D  
1<sup>ST</sup>, & 3<sup>RD</sup> SEMESTER**

**QUESTION PAPERS FOR MBA (DSM) & EMBA  
SUPPLEMENTARY EXAMINATION, FEBRUARY 2020  
(Semester – I & III)**

**INDEX**

Sl.	Department	programme	Paper Code	SEM-I Page no.	SEM-III Page no.
1	Delhi School of Management	M.B.A	MGT	01-09	10-14
2			MGS	-----	15-21
3			MGF	-----	22-23
4			MGI	-----	24
5		EMBA	EMBA	25-35	36
6			EKTM	-----	37-38
7			ESCM	-----	-----

FIRST SEMESTER

MBA

END SEMESTER SUPPLEMENTARY EXAMINATION  
(Feb-2020)

MGT – 11 MANAGEMENT PROCESS & ORGANISATION  
BEHAVIOUR

Time: 3 Hours

Max. Marks : 60

**Note :** Answer all questions.  
All questions carry equal marks.  
Assume suitable missing data, if any.

Q1. Gaining an understanding of the management process provides the foundation for developing management skills and insight into the behavior of individuals and the organizations. Elucidate.

Q2. 'Formal planning must be used for several years before planning begins to affect performance.' Discuss the process of Planning in light of this statement.

Q3. Discuss the basic OB model and highlight the contribution of various disciplines in the study of organizational Behavior.

Q4. What is the perceptual process? What are common perceptual distortions? How can the perceptual process be managed?

Q5. Reinforcement theory focuses on 'systematically reinforcing each successive step that moves an individual closer to the desired response.' Do you agree? Justify your response.

MGT-12 FINANCIAL ACCOUNTING & COST ACCOUNTING

Time: 3 Hours

Max. Marks: 60

Note: Answer all five questions

Q.1. Write short note on the following:

- a) Accrual and Cash Basis of Accounting
- b) Prepaid Income and Expenditure
- c) Materiality Concept

Q.2. Pass Journal entries of M/s. Bhanu Traders, Delhi from the following transactions:

2018, April		Rs.
1	Commenced business with cash	1,50,000
2	Opened bank account with PNB	50,000
3	Purchased Furniture	20,000
7	Bought goods for cash from M/s. Rupa Traders, Delhi	30,000
8	Purchased goods from M/s. Hema Traders, Chandigarh	42,000
10	Cash Sales	30,000
14	Sold goods on credit to M/s. Gupta Traders, Kolkata	12,000
16	Rent Paid	4,000
18	Paid Electricity Expenses	1,000
20	Received cash from Gupta Traders	12,000
22	Goods returned to Hema Traders	2,000
23	Cash paid to Hema Traders	40,000
25	Bought postage stamps	100
30	Paid salary to Mohan	4,000

Inter- state transactions are subject to levy of CGST and SGST @ 6% each whereas inter- state transactions are subject to levy of IGST @ 12%. Out of the above transactions, transactions marked with (\*) are not subject to levy of GST.

Q.3. On 1<sup>st</sup> January, 2019 Radhe owed Rs. 50,000 to Polly. On 1<sup>st</sup> Feb, he accepted a draft for 3 months drawn on him by Polly for the amount. On the due date, the bill was dishonoured, the noting charges being Rs. 500. Give the Journal entries in the books of Polly in each of the following cases:

- a. Bill is held till maturity by Polly
- b. Polly endorses the bill in favour of Golly immediately and
- c. Bill is dishonoured with the bank at 12% p.a. immediately
- d. Bill sent for collection to the bank.

2 A

Q.4. Record the following transactions of Harry Marketing, Amritsar into proper subsidiary books, close subsidiary books on 31<sup>st</sup> January.

2019, January	
1	Purchased Readymade clothes from Mahinder of Delhi of the list price of Rs. 40,000 less 10% trade discount plus IGST @ 12%
5	Sold Readymade Clothes to Mohan, Amritsar for Rs. 10,000 less Trade Discount 10%, charged CGST and SGST @6% each.
6	Returned goods to Mahinder of the list price of Rs. 5,000
7	Shyam Singh, Delhi sold readymade (Men) clothes to us for Rs. 30,000 plus IGST @ 12%
8	Sold readymade clothes (Men) to Harish, Amritsar for Rs. 6,000. Trade Discount 10% plus IGST and SGST @ 6% each.
19	Sold readymade clothes to Mohan, Amritsar for Rs. 6,000. Trade discount 10% plus CSGT and SGST @6% each.
27	Sold readymade clothes to Mahesh, Varanasi for Rs. 8,000. Charged IGST @ 12%

Q.5. (a) Calculate Current Asset of the company from the following information:

- i. Inventory Turnover Ratio: 4 times
- ii. Inventory at the end is Rs. 20,000 more than inventory in the beginning
- iii. Gross Profit Ratio 25%
- iv. Current Liabilities Rs. 40,000
- v. Quick Ratio 0.75
- vi. Revenue from Operations, i.e., Net Sales: Rs. 3,00,000

(b) Calculate Inventory Turnover Ratio from the following information:

Opening Inventory Rs. 40,000; Purchase Rs. 3,20,000; and Closing Inventory Rs. 1,20,000.

State, giving reason, which of the following transactions would (i). Increase, (ii). Decrease, (iii). Neither increase nor decrease the inventory turnover ratio:

- a) Sale of goods for Rs. 40,000 (Cost Rs. 32,000)
- b) Increase in the value of closing inventory by Rs. 40,000
- c) Goods Purchased for Rs. 80,000.

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- 03 -

Total No. of Pages: 02

ROLL NO.....

FIRST SEMESTER

MBA DSM

SUPPLEMENTARY EXAMINATION

FEB-2020

**PAPER CODE: MGT 13**  
**Marketing Management**

Time: 3:00 Hours

Max. Marks : 60

**Note: Attempt any Five questions. All questions carry equal marks. Assume missing data if any.**

Q1. Attempt any two of the following:

- I. What are the components of integrated marketing communication?
- II. Discuss the value delivery network of Phonepe
- III. Distinguish between upstream and downstream partners in a company's supply chain.
- IV. Discuss the external factors affecting the marketing efforts of Dettol hand sanitizer.

Q2. Explain the different stages of adoption of mobile phones.

Q3. Suggest suitable Segmentation, Targeting and Positioning strategies for the following (Any Two):

- I. Mini Mobile Robotic printer – A mini portable pocket printer
- II. Moveo Scooter – Environment-friendly foldable electric scooter Moveo scooter is a lightweight scooter designed for the day to day comfort and easy operation.
- III. Taga Bike-Stroller – A parent bike: This product lets you cherish memories with your child. Inspired by the Dutch cargo bike (baskets) movement, Taga combines the fun of a bike with the functionality of a premium stroller. Enjoy your ride along with your baby who is seated right between your arms and faces forward.

Q4. Write short notes on (any two).

- I. Buyer Decision Making Process
- II. Psychographic Segmentation
- III. Product Life cycle

Q5. You are Mr. Madhu Sudhan Tiwari, heading the ABC air purification system. You have launched the air purification device in the year 2012 when all marketing consultants have predicted a latent demand in this area because of the rising asthmatic and other pollution related diseases. This air purification system was supposed to give the same revolution which water purifier gave to the industry, but last 2 year data suggest a very dismal scenario. Consumers are not buying air purification systems except in few pockets. Mr. Madhu Sudan Tiwari as a head of this product division is facing the dilemma and of breaking the consumer barrier for this new product in the market which. The price point of air purification system ranges from Rs 3500 to Rs 7500 of different variants with an operational running costs (including the service costs) is Rs 3000 annually. Kindly suggest Marketing Strategy to revive the growth for such category.

Q6. Do you think it's ethical to launch promotions specifically targeting kids? What are the ethical and legal issues associated with targeting children.

**-END-**

FIRST SEMESTER  
SUPPLEMENTARY EXAMINATION

MBA  
FEB - 2020

MGT-14 MANAGERIAL ECONOMICS

Time: 3:00 Hours

Max. Marks: 60

Note: Attempt any FIVE questions. All questions carry equal Marks. Assume suitable missing data, if any.

Q1. (a) To what extent do you think that price is the most important determinant of demand? Discuss the ways in which the concept of elasticity of demand might be of value to the managing director of an international supermarket chain. [6 marks]

(b) The research department of a company estimated price elasticity of demand of computers =  $-1.7$ . If company cuts the price by 5% will company sales increase enough to increase overall revenues? Interpret your answer. [6 marks]

Q2. (a) There are two groups of consumers planning to buy new cars. Each group has the same budget but has different preferences for 'automatic car' and 'mileage'. There exists a trade-off between the two 'goods': automatic car and mileage. Show the preferences of the two group of consumers through the indifference curve (IC) analysis and explain the shape of their ICs. [6 marks]

(b) Derive the average cost curves from Total cost curves. [6 marks]

Q3. (a) Explain the law of diminishing marginal returns with the help of a suitable example and diagram. Why a producer chooses second stage of production? [6 marks]

(b) Draw Isoquants if the two factors of production (Labour and Capital) are:



- (i) Perfect substitutes of each other
- (ii) Perfect complementary goods of each other

Explain the two cases with special focus on Marginal Rate of Technical Substitution. [6 marks]

Q4. (a) Take any recent example of price ceiling and explain how price ceiling result in deadweight loss? How does elasticity of demand affect deadweight loss? Explain in detail. [6 marks]

(b) A sales tax of Re. 1 per unit of output is levied on a firm whose output sells for Rs. 5 in a competitive industry.

- (i) How does this tax affect the cost curves of the firm?
- (ii) What will happen to price, output, and profit? [6 marks]

Q5. (a) Taking an example of a suitable industry explain how game theory is applicable in such a market structure. Why determination of equilibrium in such a market structure is difficult? [6marks]

(b) Price discrimination is an unfair practice. Comment and explain in detail. [6 marks]

Q6. Attempt all of the following:

- (a) What is stated by the law of diminishing marginal utility?
- (b) Distinguish between a substitute and a complement using diagram.
- (c) Distinguish between a normal, an inferior good and a luxury good using IC analysis.
- (d) What do you mean by shut down point? Explain with the help of cost and revenue curves. [3\*4=12 marks]

-END-

## MGT-15 Decision Sciences

Time: 3:00 Hours

Max. Marks : 60

Note: Answer ALL questions. All questions carry equal marks.  
Q.1 is compulsory. Select any two options out of the remaining  
Use of probability distribution tables is allowed.

Q1.a) You are required to write True/False, choose correct option(s) or solve or fill in the blanks. [6]

- i. The mean and variance of Normal distribution function are same. (True/False)
- ii. If  $P(A) = 0.6$ ,  $P(B) = 0.2$ ,  $P(A \cap B) = 0.4$ , find  $P(A \cup B)$ .
- iii. The total area under the curve for normal distribution is equal to -----
- iv. A random variable which follows normal distribution can take values in the range -----
- v. If  $X$  is normally distributed with mean 15 and standard deviation 2, find the value  $k$  such that  $P(X > k) = 0.24$
- vi. The probability that a consumer will be exposed to an advertisement for a certain product by seeing a commercial on television is 0.05. The probability that the consumer will be exposed to the product by seeing an advertisement on a billboard is 0.35. What is the probability that the consumer will be exposed to both advertisements ?

b) Compute the mean, 50th percentile, mode and standard deviation of the following sample data [6]

Class Interval	1-3	3-5	5-7	7-9	9-11	11-13
Frequency	4	12	13	19	7	5

Q.4 Answer any two: [6+6]

- a) Obtain the regression line for the following data and estimate value of  $y$  for  $x = 31$ . Also, compute coefficient of determination and comment of the result.

x	1	2	3	4	5	6	7	8
y	23	29	29	35	42	46	50	54

- b) To better identify its target market, Maruti conducted a market research study on a sample of 309 respondents to select one of three qualities that best described him or her as a driver. Each respondent was then asked to choose one of three Maruti models as her or his choice of the most suitable car. The purpose of the study was to determine whether a relationship existed between a driver's self-image and choice of an Maruti model. Test at  $\alpha = 0.05$

Maruti	Self-Image		
	Defensive	Aggressive	Enjoying
Wagon-R	26	95	18
Vitara Brezza	41	40	20
Baleno	24	13	32

- c) A cigarette manufacturing firm claims that its brand A out sells brand B by 8%. If it is found that 42 out of 200 smokers prefer brand A, and 18 out of 100 smokers prefer brand B. Test at 5% level of significance, whether 8% difference is a valid claim.

Q5. Write short notes on any two: [6+6]

- a) Types of errors in the context of statistical hypothesis testing.
- b) Advantages of sampling over population census
- c) Chi square test of independence

----- END -----

Q.2 Attempt any two :

[6+6]

- a) A survey of CPAs across the United States found that the average net income for sole proprietor CPAs is \$74,914. Because this survey is now more than ten years old, an accounting researcher wants to test this figure by taking a random sample of 112 sole proprietor accountants in the United States which showed a sample mean of \$78,695. Assume the population standard deviation of net incomes for sole proprietor CPAs is \$14,530. Use a 5% level of significance to test her hypothesis.
- b) A company that delivers packages within a large metropolitan area claims that it takes an average of 28 minutes for a package to be delivered from your door to the destination. Suppose you want to carry out a hypothesis test of this claim at 95% confidence by taking a sample of 100 packages, with an average delivery time of 31.5 minutes & standard deviation of 5 minutes.
- c) A mining company needs to estimate the average amount of copper ore per ton mined. A random sample of 50 tons gives a sample mean of 146.75 pounds. The population standard deviation is assumed to be 35.2 pounds. Give a 95% confidence interval for the average amount of copper in the "population" of tons mined. Also give a 90% confidence interval and a 99% confidence interval for the average amount of copper per ton.

Q.3 Answer any two:

[6+6]

- a) Consumers are asked to rate a company both before and after viewing a video on the company twice a day for a week. The data is displayed as follows. Use an alpha of .05 to test to determine whether there is a significant increase in the ratings of the company after the one-week video treatment. Assume that differences in ratings are normally distributed in the population.

Individual	1	2	3	4	5	6	7
Before	32	11	21	17	30	38	14
After	39	15	35	13	41	39	22

- b) Suppose that the makers of Duracell batteries want to demonstrate that their size AA battery lasts an average of at least 45 minutes longer than Duracell's main competitor, the Energizer. Two independent random samples of 100 batteries of each kind are selected, and the batteries are run continuously until they are no longer operational. The sample average life for Duracell is found to be 308 minutes. The result for the Energizer batteries is 254 minutes. Assume population s.d.<sub>1</sub> is 84 minutes and population s.d.<sub>2</sub> 67 minutes. Is there evidence to substantiate Duracell's claim that its batteries last, on average, at least 45 minutes longer than Energizer batteries of the same size? Use  $\alpha = .05$
- c) A locality has three play-schools, and education departments want to determine whether there is a difference in the average age of children enrolled at the three locations. The following data are the ages of randomly selected children at each play-school. Perform a one-way ANOVA to determine whether there is a significant difference in the mean ages of the children at three playschools. Use  $\alpha = .05$

Plant	Employee Age (in years)			
1	1	2	3	4
2	1	2	3	
3	1	2	3	4

Total no. of pages\_One  
FIRST SEMESTER  
Supplementary Examination

Roll No.....  
MBA  
Feb 2020

MGT-16 Legal Aspects of Management

Time: 3 Hours

Max. Marks: 60

Attempt five questions. First Question is compulsory. Attempt any four questions from the rest. All questions carry equal (12) Marks.  
Assume suitable missing data, if any.

Question 1. Point out with reasons whether the following agreements are valid or void:

- (i) If A invites B for dinner & B does not come after accepting it. What is the legality of this type of contract?
- (ii) X promises to sell a house worth ₹1000000 for ₹200000 only, will the inadequacy of the price make the transaction void?
- (iii) Mr X, a minor misrepresented his age, and gets a Honda bike on credit. On his failure to pay the instalment, what are the remedies available to the seller?

Question 2. Discuss the various ways through which a contract could be discharged?

Question 3. Explain the various steps involved in forming a company.

Question 4. Who is a consumer under Consumer Protection Act, 1986? Can an Uber driver be considered as a consumer?

Question 5. Explain the legal rules regarding minor's agreements.

Question 6. Discuss the differences between conditions and warranties defined under Sale of Goods Act 1930.

Question 7. Write Short Notes on (any Two):

- a) Goods under Sale of Goods Act 1930
- b) Deficiency under Consumer Protection Act, 1986
- c) Jus in Rem

5. [i] The following table gives the Expenditure and Sales data of a retail store based on a 5 month experiment to understand the effect. Fit the regression  $S = a + b \cdot E$  (Where S: Sales, E: Expenditure; a and b are constants). Present the calculations involved.

Month	Jan	Feb	March	April	May
Promotion Expenditure (In lakh)	2	3	4	5	6
Sales Revenue (in crores)	2	2	3	3	5

Find the predicted sales when promotion expenditure is 4.5 lakhs?

5 Marks

[ii] You have been asked to assess performance of an organization. Keeping in view various aspects of organizational performance, what are the different types of data which you consider important to collect for this.

5 Marks

6. Write short notes on any two of the following: 5X2=10 Marks

- Different forms of models in business analytics and types of inputs to decision models
- Type I and Type II errors in Hypothesis Testing
- Dimensions of data quality with illustrations
- Two examples of application of analytics in business

Total No. of Pages 4

THIRD SEMESTER

SUPPLEMENTARY EXAMINATION

MGT-31 BUSINESS ANALYTICS

Time: 3:00 Hours

Max. Marks: 50

Roll No. ....

MBA

FEB-2020

Note: Attempt five questions in all. Section A is compulsory. Assume suitable missing data, if any. Use of calculator is allowed.

SECTION A

1. You are required to write True/False, choose correct option(s) or solve or fill in the blanks. Each of parts i to x is of 1 mark.

10 Marks

- The range for Coefficient of Determination is -----
- If there is heteroscedasticity in a regression model, the model can be used for making good predictions (True/False)
- Durbin-Watson statistic is used for testing presence of -----
- One of the applications of Chi Square distribution is to test goodness of fit (True/False)
- The clusters should be so formed that the objects within a cluster are heterogeneous (True/False)
- Transportation problem is an example of -----analytics. (Descriptive or Prescriptive or Predictive)
- Every feasible solution to a linear programming problem P is also an optimal solution (True/False)

1  
0  
1

viii. In a logistic regression, the logit function is  $\text{Log} \left[ \frac{P(Y=1)}{1 - P(Y=1)} \right] = -5 + 0.30X$ . Then the equation for logit function  $\text{Log} \left[ \frac{P(Y=0)}{1 - P(Y=0)} \right]$  is (write the steps of solution):

- a.  $.0.3 - 5X$  (b)  $5 - 0.30X$  (c)  $5 + 0.30X$  (d)  $0.3 + 5X$

ix. In ANOVA, test for testing the hypothesis of no difference in population means is based on :

- (a) F test (b) Wald's test (c) Chi Square Test (d) z-test

x. Regression algorithms are \_\_\_\_\_ (supervised or unsupervised) learning algorithms.

**SECTION B**

2. [i] The hobbies in respect of two students are as follows:

Student 1 = {Fishing, Playing, Singing, Gardening, Painting, Travelling, Book Reading}

Student 2 = {Fishing, Cycling, Mountaineering, Singing, Book Reading, Travelling}

The hobbies which are not included in a set are disliked by the respective students. Considering liking as 1 and disliking as 0, present the above data in matrix form. Compute Jaccard coefficient and comment on similarity of the two students. **5 Marks**

[ii] Tourist place satisfaction ratings given by two tourists on a 4 point scale are as follows:

Tourist	Mussorie	Goa	Hainital	Dharamsala	Munnital	Chennai
Tourist 1	4	1	4	4	1	1
Tourist 2	1	4	1	1	4	4

Compute Cosine coefficient and comment on the similarity of the customer ratings. **5 Marks**

3. [i] List three challenges which are likely to be faced during data pre-processing stage of an analytics project. Explain with suitable illustrations. **6 Marks**

[ii] The following are sample tuples from faculty database of a B-School:

Name	Gender	Date of Birth	Joining Date	Area	Experience (years)	Performance Score	Rank
Sumit	M	03-08-1989	03-06-2019	Operations	4	85	4
Harish	F	01-05-1993	07-11-2019	HR	2	87	6
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Specify attribute type for each attribute. What type of transformation is possible on each attribute type? **4 Marks**

4. [i] State any three assumptions of a linear regression model? **3Marks**

[ii] The hypothetical performance level distances between pairs of five batsmen of a cricket team are given in the following matrix. Use single linkage hierarchical clustering algorithm to form clusters and present in the form of a dendrogram. **7 Marks**

Objects	1	2	3	4	5
1	0				
2	9	0			
3	3	7	0		
4	6	5	9	0	
5	11	10	2	8	0

-12-

Total No. of Pages 1

Roll no.....

III SEMESTER

**MBA**

**SUPPLEMENTARY EXAMINATION**

**FEB 2020**

**MGT-32 CORPORATE GOVERNANCE**

*Time: 3:00 Hours*

*Max. Marks : 50*

**Note :** Answer 4 out of 5 question. Question 1 is mandatory.  
Assume suitable missing data, if any.

- Q.1 Discuss briefly the 5 fundamental corporate governance theories. **20 Marks**
- Q.2 Different Cultures requires different ethics. Support your view with two examples. **10 Marks**
- Q.3 [a] Differentiate between Defacto and Shadow director. **5 Marks**  
[b] Differentiate between Law and Morality with an example. **5 Marks**
- Q.4 Who is a whistle-blower. What is insider trading. Discuss some scams of Corporate Governance. **10 Marks**
- Q.5 What is subsistence marketplace. Write a short note on bottom of pyramid. Discuss with an example. **10 Marks**

Total no. of pages-2

SEMESTER III

SUPPLEMENTARY EXAMINATION

MGT 33: STRATEGIC MANAGEMENT

Roll No. \_\_\_\_\_

M.B.A.

FEB - 20

Time: 3 hours

Max Marks: 60

*Instructions: Attempt any 4 questions (from Q.2-Q.6). Question No. 1 is compulsory. All questions carry equal marks.*

1. Meters Limited is a company engaged in the designing, manufacturing, and marketing of instruments like speed meters, oil pressure gauges, and so on, that are fitted into two and four wheelers. Their current investment in assets is around Rs. 5 crores and their last year turnover was Rs. 15 crores, just adequate enough to breakeven. The company has been witnessing over the last couple of years, a fall in their market share prices since many customers are switching over to a new range of electronic instruments from the range of mechanical instruments that have been the mainstay of Meters Limited. The Company has received a firm offer of cooperation from a competitor who is similarly placed in respect of product range. The offer implied the following: (i) transfer of the manufacturing line from the competitor to Meters Limited; (ii) manufacture of mechanical instruments by Meters Limited for the competitor to the latter specifications and brand name; and (iii) marketing by the competitor. The benefits that will accrue to Meters Limited will be better utilization of its installed capacity and appropriate financial compensation for the manufacturing effort. The production manager of Meters Limited has welcomed the proposal and points out that it will enable the company to make profits. The sales manager is doubtful about the same since the demand for mechanical instruments is shrinking. The chief Executive is studying the offer.

- a. What type of strategy has been proposed by the competitive firm? What benefits Meters Limited will get by accepting the proposal? (4)
- b. What is stability strategy? Should Meters Limited adopt it? (4)
- c. What are your suggestions to the Chief Executive? (4)

2(a) Explain the different kinds of business level strategies. State the type of business level strategy which might be used in the following cases:

- i. Small pizza place in crowded college,
- ii. Detergent manufacturing seeking to bring out new product in an established market
- iii. New mobile phone company (6)

2(b) "Good strategy execution requires a team effort. All managers have strategy executing responsibility in their areas of authority and all employees are active participants in the strategy execution process." In the light of the above, discuss in brief, various measures which management should take to execute strategy effectively. (6)

3(a) Explain the BCG Matrix. Identify the following products of Google Company in which quadrant of BCG matrix do they fall into:

- i. Google Search Engine
- ii. Google Ads
- iii. Google Wallet
- iv. Google Nexus Phone (6)



3(b) "Some decisions are made in a flash by one person (entrepreneur or CEO) who has brilliant insight and is quickly able to convince others to adopt his idea. Other decisions are developed out of a series of small choices that over time pushes an organization move in one direction." In the light of the above statement, explain the different modes of strategic decision making with the help of suitable examples. (6)

4(a) Identify and explain the business model being adopted by the following companies:

- i. Walt Disney
  - ii. Quikr
  - iii. Reliance Telecom
- (6)

4(b) "Structure follows strategy" or "strategy follows structure". Which one of these is true. Validate your point. (6)

5(a) Write short notes on the following

- i. Balanced Score Card
  - ii. Six Sigma
- (6)

5(b) Assume you are in FMCG industry in India. On the basis of CAGE framework, rank the following countries in which you should expand out of Malaysia, Australia, Brazil, and China. Explain with suitable reasons. (6)

6(a) "Harley Davidson, GM, Walt Disney, and Digital Equipment Corporation (DEC), among many others, which all at one time were held up as examples of managerial excellence, have gone through periods where their financial performance was poor and they clearly lacked any competitive advantage." In the light of the above statement, explain why does a company lose its competitive advantage and fail? How can a company avoid failure and build a sustainable competitive advantage? (6)

6(b) Identify and explain the international entry modes to be adopted in the following cases:

- i. American Locomotive company sold locomotives and diesel engines in Australia and got paid in cash, which according to the agreement with Australia, they were spent for purchase of Australian cutting tools from the same company.
- ii. McDonnell Douglas agreed to a deal with Thailand for eight top of the range F/A - 18 strike aircraft. Thailand agreed to pay \$578 million of the total cost in cash, and McDonnell Douglas agreed to accept \$93 million in a mixed bag of goods including Thai rubber, ceramics, furniture, frozen chicken and canned fruit.
- iii. A private developer undertakes all activities necessary to produce a project, including land purchase, permits, plans and construction, and sells the ready project to the housing authority. (6)

END

SUPPLEMENTARY EXAMINATION

Feb-2020

MGS-03 Logistics Planning and Strategy

Time: 3:00 Hours

Max. Marks : 60

Note: Answer any five questions. Assume suitable missing data.  
Use the attached case study for solving questions.

- Q.1 "We are more a logistics company than a food service chain". Evaluate this statement of Mr. Pawan Bhatia. [12]
- Q.2 Analysts felt that Domino's took a cue from McDonald's supply chain model in India. Compare the supply chain models of both companies. Why do you think Domino's model was considered more complicated? [12]
- Q.3 For Domino's what would be a better strategy, to offer services as 3PL or 4PL, if they are to enter into partnership with an organization. Support your answer. Whether Domino's has extended any such facility to other operators. [12]
- Q.4 Why did Domino's decide to revamp its supply chain operations in India? Establish the linkage between Supply chain and logistics based on your understanding of the case. [12]
- Q.5 How was the new logistics model superior than the old model? Briefly explain the benefits Domino's derived after the revamp. Do you feel that the revamped model is still relevant to 2020 era. [12]
- Q.6 What was the significance of Pizza Hotline? Was it an essential element of operations strategy or there can be other better alternatives. [12]
- Q.7 Identify and describe various constituents of logistics management as applicable to Domino's. [12]

-END-

## Domino's India Logistics Management

"We are more a logistics company than a food service chain."

"Supply chain management is the factor that differentiates the winners and the losers in this business."

- Pawan Bhatia, former CEO, Domino's Pizza India.

### Introduction

In early 2000, Pawan Bhatia (Bhatia), the CEO of Domino's Pizza India (Domino's) was a man in a hurry. Ever since Bhatia took over as the CEO of Domino's in November 1999, he had been frantically reworking the pizza chain's India strategy. Bhatia was planning to open 150 new outlets by the end of 2002 covering 23 cities, including Bhubaneswar (Orissa) and Jamshedpur (Bihar). In late 1999, Indocean Chase, the private equity fund bought a 25% stake in Domino's operations in India from the Delhi-based industrial family, the Bhartias, who held Domino's franchise in India. Domino's told investment bankers at the fund that it planned to go in for an initial public offering (IPO) in the next two years. Indocean Chase advised Domino's to go beyond its 16 outlets in Delhi to exploit the potential in the pizza delivery business. Unless a well-thought-out expansion plan was put into place, the IPO was unlikely to find too many takers. As part of its expansion plans Domino's revamped its entire supply chain operations, from sourcing raw materials to shipping them for processing at a central location to delivering it to the customer's.

Initially, Domino's had a simple model. It had three self-contained commissaries in New Delhi, Mumbai and Bangalore which bought their own wheat, tomatoes and other ingredients, processed them, then delivered them in refrigerated trucks to each outlet. However, volumes were expected to increase when Domino's planned to open new outlets. Therefore, the existing model had to be revamped. Bhatia said, "It's crucial for us to build a low-cost supply chain operation which takes costs out of the system and in turn gives us greater pricing flexibility in the marketplace."

Analysts felt that Domino's had to rethink its supply chain operation because it was the biggest area of costs. Since 75% of Domino's customers ordered either from office or home, it did not have to lease large plots of land in prime locations to attract traffic. Instead, it needed an efficiently managed call centre to bring better returns (Refer Exhibit I).

### Background Note

In the late 1950s, Dominick De Varti (Varti) owned a small pizza store named DomiNick's Pizza on the Eastern Michigan University campus in Ypsilanti, Michigan. In 1960, two brothers who were students of the University of Michigan - Thomas S. Monaghan (Thomas) and James S. Monaghan (James) - bought the store for US\$900. In 1961, James sold his share of business to Thomas.

The pizza business did well and by 1965, Thomas was able to open two more stores in the town - Pizza King and Pizza from the Prop. Within a year, Varti opened a pizza store in a neighbourhood town with the same name, DomiNick's Pizza. Thomas decided to change the name of his first store, DomiNick's Pizza, and one of his employees suggested the name Domino's Pizza (Domino's). The advantage of this name Thomas felt was that it would be listed after DomiNick in the directory. Domino's philosophy rested on two principles - limited menu

and delivering hot and fresh pizzas within half-an-hour. In 1967, it opened the first franchise store in Ypsilanti, and in 1968, a franchise store in Burlington, Vermont.

However, the company ran into problems when its headquarters (the first store) and commissary were destroyed by fire. In the early 1970s, the company faced problems again when it was sued by Amstar, the parent company of Domino Sugar for trademark infringement. Thomas started looking for a new name and came up with Red Domino's and Pizza's Dispatch. However, there wasn't any need for it because Domino's won the lawsuit in 1980.

In 1982, Domino's Pizza established Domino's Pizza International (DPI) that was made responsible for opening Domino's stores internationally. The first store was opened in Winnipeg, Canada. Within a year, DPI spread to more than 50 countries and in 1983, it inaugurated its 1000th store (Refer Exhibit II for worldwide revenues). Around the same time, new pizza chains like Pizza Hut and Little Caesar established themselves in the US. Domino's Pizza faced intense competition because it had not changed its menu of traditional hand-tossed pizza. The other pizza chains offered low-priced breadsticks, salads and other fast food apart from pizzas. Domino's faced tough competition from Pizza Hut in the home delivery segment also. Little Caesar was eating into Domino's market share with its innovative marketing strategies.

By 1989, Domino's sales had reduced significantly and cash flows were affected due to the acquisition of assets. In 1993, Thomas took measures to expand Domino's product line, in an attempt to revive the company and tackle competition. The company introduced pan pizza and bread sticks in the US. In late 1993, Domino's introduced the Ultimate Deep Dish Pizza and Crunchy Thin Crust Pizza. In 1994, it rolled out another non-pizza dish - Buffalo Wings. Though Domino's did not experiment with its menu for many years, the company adopted innovative ways in managing a pizza store. Thomas gave about 90% of the franchisee agreements in the US to people who had worked as drivers with Domino's. The company gave ownership to qualified people, after they had successfully managed a pizza store for a year and had completed a training course. Domino's also gave franchises to candidates recommended by existing franchisees. Outside the US, most of Domino's stores were franchise-owned. Domino's was also credited for many innovations in the pizza industry and setting standards for other pizza companies. It had developed dough trays, corrugated pizza boxes, insulated bags for delivering pizzas, and conveyor ovens.

In 1993, Domino's withdrew the guarantee of delivering pizzas within 30-minutes of order and started emphasizing on Total Satisfaction Guarantee (TSG) which read: "If for any reason, you are dissatisfied with your Domino's Pizza dining experience, we will re-make your pizza or refund your money." Domino's entered India in 1996 through a franchise agreement with Vam Bhartia Corp in Delhi. With the overwhelming success of the first outlet, the company opened another outlet in Delhi. By 2000, Domino's had outlets in all major cities in India.

When Domino's entered India, the concept of home delivery was still in its nascent stages. It existed only in some major cities and was restricted to delivery by the friendly neighbourhood fast food outlets. Eating out at 'branded' restaurants was more common. To penetrate the Indian market, Domino's introduced an integrated home delivery system from a network of company outlets within 30 minutes of the order. Goutham Advani (Advani), Chief of Marketing, Domino's Pizza India, said, "What really worked its way into the Indian mind set was the promised 30-minute delivery." Domino's also offered compensation: Rs.30/- off the price tag if there was a delay in delivery. For the first 4 years in India, Domino's concentrated on its 'Delivery' strategy.

### *Domino's Logistics Model*

Analysts felt that Domino's took a cue from McDonald's supply chain model (Refer Box and Exhibit III for McDonald's model). However, they opined that the level of complexity in McDonald's system in India was not as high as that of Domino's. Commented Bhatia, "McDonald's operations are not as spread out as ours. They are in four cities while we are in 16. Centralizing wouldn't work on such a geographical scale."

McDonald's had one of the best logistics models in India. To maintain consistency and quality of its products, McDonald's shipped all the raw materials—lettuce, patties et al to a cold storage close to the main market (Refer Exhibit IV for McDonald's outsourcing). Based on a daily demand schedule that was prepared a day in advance, the required amount of raw material was transported to individual outlets.

Thus in early 2000, Domino's came out with its own logistics model. It began at the point Domino's purchased wheat for making the pizza dough. Domino's first decided the procurement strategy for its key raw materials: wheat, baby corn, tomatoes and spices. For instance, wheat was cheapest in Jalandhar's (Punjab) wholesale markets. Domino's refrigerated trucks got the wheat back to the commissary in Delhi. Commissary processed the wheat and prepared the pizza dough.

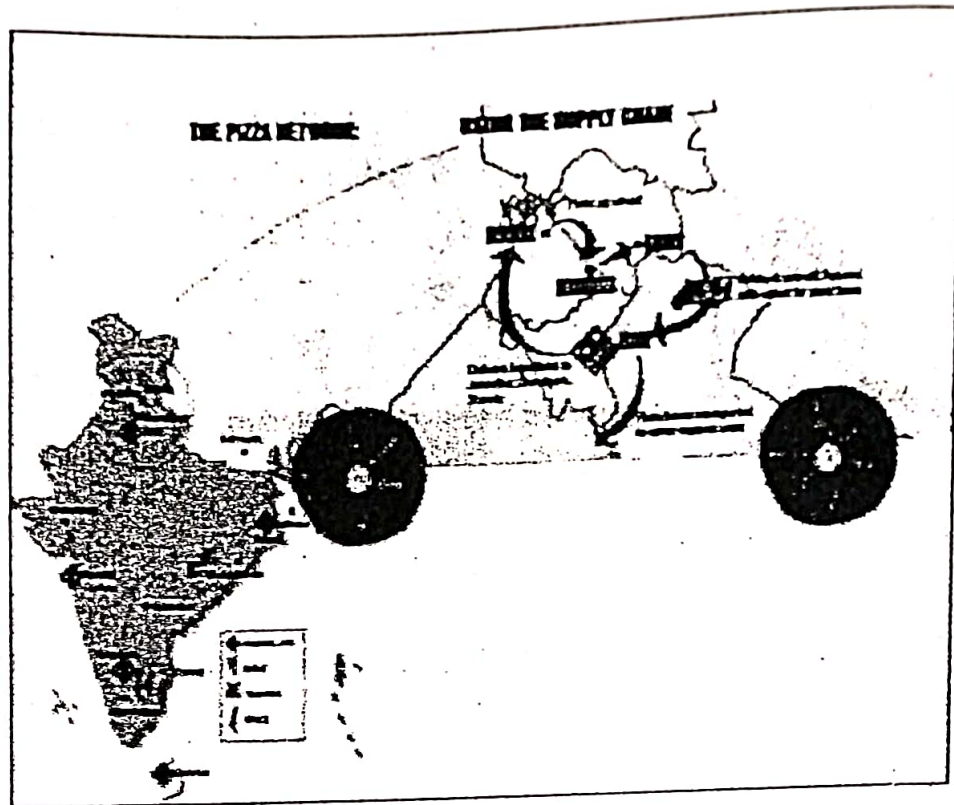
The pizza dough and other items prepared in commissaries were then sent to the retail outlets again in refrigerated trucks. The temperature inside the truck was fixed based on the distance between the retail outlets and the commissaries. This was to set the dough at a particular level when it reached the outlets. The retail outlets had to use up the processed dough within three days of delivery. If they failed to do so for some reason the entire quantity was discarded. To get to Jalandhar, the trucks had to pass Chandigarh. Chandigarh with a cosmopolitan population, was a potential market for Domino's products.

Therefore, Domino's opened an outlet there. The cost of entry was low because there was no additional costs incurred on transportation of products. Domino's opened an outlet in every potential market, which fell enroute between the commissary in Delhi and Jalandhar, its prime sourcing base. The same logic was extended to Shimla. Shimla was just a three-hour drive away from Chandigarh; it had a large market, especially in the tourist season. On the way back to Delhi, the trucks could pick up cheese from Karnal, a town on the Chandigarh-Delhi highway, and transport it to its commissaries across the country.

Earlier, if Domino's had to open a new outlet, the commissary in Delhi would have to process the raw material and send it to the outlet. The truck would return empty. With the revamped supply chain, Domino's was able to leverage its fleet much better (Figure 1 explains how Domino's new hub-and-spoke model worked. There were two hubs in the northern region—the commissary in Delhi and the principal sourcing area in Jalandhar. The spokes were Shimla and Chandigarh).

The logistics model adopted by Domino's offered some obvious benefits including lower transportation costs, cheaper procurement and economies of scale. Domino's had already cut out the duplication in procurement and processing of raw materials across each of the three commissaries. The old model of self-contained commissaries had another disadvantage: adding new outlets did not translate into greater economies of scale.

Bhatia planned to extend the model to other parts of the country as well. The commissary was to be located near the largest market in that region. Bhatia said, "Our roll-out began only after



Source: Businessworld, June 12, 2000.

we mapped out our procurement strategy." Based on the agricultural map of India, Domino's looked for the best product at the lowest cost. Thus, tomatoes would come from Bhubaneshwar, spices from the south, baby corn from Nepal (where it's 40% cheaper than in India) and vegetables from Sri Lanka (Refer Table I). Similarly, Domino's India planned to extend its operations to Nepal, Sri Lanka and Dhaka. The company planned to establish a commissary in Sri Lanka.

**Table I**  
**Outsourcing the Ingredients**

Wheat	Jalandhar (Punjab)
Cheese	Karnal, Haryana
Tomatoes	Bhubaneshwar, Orissa
Spice	South India
Baby Corn	Nepal
Exotic Vegetables	Sri Lanka
Pepperoni	Australia
Jalapeno	Spain

Source: Businessworld, June 12, 2000.

Domino's also identified specialty crops in each region. The commissary in that region was entrusted with the task of processing that specialty crop. For instance, the commissary for the eastern region in Kolkata was responsible for buying tomatoes, processing them and then sending them to all the other commissaries. Similarly, the northern commissary had to deliver

pizza bases. This way, Domino's minimized duplication as well as the dangers of perishability. Once the new model was formalized, Bhatia planned to use Domino's 25 refrigerated trucks to transport products for other companies on the same route. For instance, if an operator in Kochi (Kerala) needed to transport specialty cheese, he could use the Domino's fleet to transport his products.

Said Bhatia, "Not too many people have refrigerated trucks in the country. And we can offer them quality service because we will be giving them standards we use for ourselves." Company sources said that enquiries from clients for such transport facilities had started coming in. Bhatia said he was in the process of selecting a person to head the logistics operation, which would be spun off as a separate profit centre. Bhatia seemed confident that the profit centre had the potential to bring in Rs 10 bn by 2006. However, he said the profit center would not be allowed to impede the growth of the pizza business, Domino's core operation. Only those deliveries that did not delay or deroute the truck would be considered.

Domino's hoped to lower its prices by saving from the logistics model and third-party transportation. In April 2000, Domino's announced a cut in pizza prices to Rs 49. Domino's was also targeting large corporate offices, railway stations, cinema halls and university campuses for faster growth. It had already established an outlet at Infosys corporate office in Bangalore and at three cinema halls - PVR in Delhi, Rex in Bangalore and New Empire in Kolkata. Domino's also classified its outlets into Super stores, Express stores and Regular stores. Super stores were those, which generated high traffic and therefore had more counters than the regular outlets (the outlet in Churchgate, Mumbai).

Express stores were those where people were expected to walk in and order rather than ask for home delivery (university campuses, offices or cinema halls).

Exhibit -1 : The Pizza Hotline

In April 2000, Domino's introduced a common toll-free number in all the 16 cities it operated in. Said Bhatia, "If an executive travels 15 days a month, he is hard pressed for time. So his meals are usually quick affairs and chances are he'd call for a pizza." That's where the service, which had been branded as the Hunger Helpline, would come in handy. But once the service was put into operation, local residents also started using it. In fact, at some outlets, a majority of the calls were routed through the Helpline. Operated through MTNL's toll-free 1-600 service, the service was manned by Easy Call, which set up the 20-person call center in west Delhi's Janakpuri locality. Domino's officials felt that the helpline would ultimately become a source of valuable consumer data. Said Bhatia, "We plan to become a micro-managed home retailer through customization. So at the back end, this data is tremendously important." The way it worked seemed simple: each time a customer called, his location was identified and the order was transferred to the nearest Domino's outlet, which then took on the task of delivering the order 30 minutes.

Source: Businessworld, June 12, 2000.

Exhibit -II : Domino's Worldwide Revenues

Year	Worldwide Sales in US\$ billion
1990	2.6
1993	2.4
1994	2.5
1999	3.36
2000	3.54

Source: www.dominos.com

Exhibit -III : McDonald's Supply Chain

In India, McDonald's chose Mumbai-based Radhakrishna Foodland Private Limited (RFPL) as a distribution agent which acted as a hub for all its vendors. Iceberg lettuce from Ooty, the mutton patties from Hyderabad or the sesame seeds buns from Punjab were all brought to RFPL's distribution centre (storage) in its refrigerated vans. RFPL then stored the products in controlled conditions in Mumbai and New Delhi, and supplied them to McDonald's outlets on a daily basis.

By transporting the semi-finished products at a particular temperature, the Cold Chain ensured freshness and adequate moisture content in the food. Temperature was maintained inside the storage chamber of the specially-made trucks throughout the journey. Drivers were instructed specifically not to switch off the chilling system to save electricity even in case of traffic jams.

McDonald's built another cold storage with equipment worth about Rs.7.5 million in Delhi in 1998. RFPL was responsible for McDonald's Inventory management. It had to anticipate future requirements and contingencies and plan for the optimum utilization of the refrigerated vehicles.

There were 30 suppliers across the country. Trikaya Agriculture supplied Iceberg lettuce, Vista Processed Foods Ltd. supplied chicken and vegetables, Dynamix Dairy supplied cheese, Amrit Food supplied milk and milk products, and Ramakrishna Foodland acted as the distribution centre for Delhi and Mumbai. Restaurants were not supposed to stock inventory for more than three days.

This required round-the-clock monitoring of pick-ups and truck movements. Using Hazard Analysis Critical Control Point (HACCP) standards, McDonald's had standards for all of its processing plants and its outlets. Since most of the items were perishable, these standards covered the entire delivery schedule. In-city delivery, the truck was monitored from the time it left the distribution centre till it reached the restaurant.

The products were transported from the suppliers' end to the distribution centre in refrigerated and insulated vehicles. RFPL was also responsible for cleanliness (including the personal hygiene of the drivers), and packing and temperature control of the food (digital probes were inserted into items selected at random) it transported. There were data logs to track the movement of each batch. This meant that in case of a complaint from a restaurant, the source from which the food item came, could be identified, isolated, and dumped.

McDonald's insisted on standardization by its suppliers. Vista Processed Foods & Kitran Foods, which supplied pies, nuggets, vegetable, and chicken patties, commissioned a new facility for the purpose in 1996, complete with insulated panels, temperature control, and chill rooms.

Source: ICMR

Exhibit -IV : MacDonald's Outsourcing the Ingredients

Cheese	Dynamix Dairy Industries Ltd., Pune
Dehydrated onions	Jain Foods, Jalgaon
Iceberg lettuce	Trikaya Agriculture, Pune; Meena Agritech, New Delhi; Ooty Farms and Orchards, Ooty
Chicken patty	Vista Foods, Talaja
Veg. Patty, Veg. Nuggets, Pineapple pie, Apple pie.	Kitran Foods, Talaja
Chicken (dressed)	Riverdale, Talegaon
Buns	Cremica Industries, Phillaur
Eggless mayonnaise	Quaker Cremica Pvt. Ltd., Phillaur
Sesame seeds	Ghaziabad
Fish fillet patties	Amalgam Foods Ltd., Kochi.
Vegetable for the patties	Finns Frozen Foods, Nasik and Jain Foods, Jalgaon
Mutton and Mutton Patties	Al Kabeer, Hyderabad

Source: www.strategicnewspapers.com, June 5, 2000.

Source: ICMR IBS Center for Management Research



**THIRD SEMESTER  
SUPPLEMENTARY EXAMINATION**

**MBA  
February 2020**

**MGF-04**

**FINANCIAL MARKETS AND INSTITUTIONS**

**Time: 3:00 Hours**

**Max. Marks : 60**

**Note:** Attempt any FIVE questions. All questions carry equal marks.  
Assume suitable missing data, if any.

1. (a) Explain the process of IPO in detail. What is the role of Lead managers? [6]
- b) How has ASBA lead to reform in the IPO process? Which recent guideline in 2019 has further reformed the process and how? [6]
  
2. (a) Explain the capital market reforms in the Indian capital market with the introduction of National Stock Exchange offering competition to then Bombay Stock Exchange. [6]
- (b) How is the problem of information asymmetry resolved by financial intermediaries? Explain in the light of adverse selection and moral hazard problems. [6]
  
3. (a) Using hypothetical examples of mutual fund schemes, explain various performance measures and/or ratios to evaluate the schemes. [6]
- b) Answer the following:
  - (i) Differentiate between open-ended and closed-ended funds. [2]
  - (ii) What do you mean by tracing error in context of mutual funds? [2]
  - (i) What is the recent benchmarking criterion mandated by SEBI to benchmark returns of mutual funds scheme with the market index? [2]
  
4. (a) What do you mean by Universal Banking and the rationale behind it? Explain the fallacy of 'too big to fail'. [6]
- b) Compare the existing Government of India pension scheme with that of the scheme prevailing pre 2004. Discuss their features and provisions. [6]

Q5. (a) Keeping in view the current economic conditions, explain the inversion of yield curve. [6]

(b) Explain the effect of following on interest rates (through demand and supply curve of bonds):

(i) Increase in inflation rate in the economy

(ii) Business cycle expansion in economy [6]

Q6. (a) How do insurance companies price insurance premiums? How can insurance companies increase the size of insurance reserves without actually increasing the amount of premiums over time? [6]

(b) Differentiate:

(i) Venture Capitalist and Private Equity

(ii) Market segmentation theory and Liquidity premium theory of interest rate

(iii) Commercial Deposits and Commercial Papers [6]

**END**

-24-

Total No. of Pages : 1

Roll no.....

3<sup>rd</sup> SEMESTER

**MBA**

**SUPPLEMENTARY EXAMINATION**

**FEB 2020**

**MGI-03: Data Base Management**

**Time: 3:00 Hours**

**Max. Marks : 60**

**Note : Attempt any 5. All questions carry equal marks.  
Assume suitable missing data, if any.**

Q.1 With Example, Differentiate between Super key, Candidate Key, Primary Key and Foreign Key. 12 Marks

Q.2 What is a Transaction. Discuss its ACID Properties. 12 Marks

Q.3 Differentiate between NoSQL Databases from Relational Databases. 12 Marks

Q.4 Illustrate with example different types of joins. 12 Mark

Q.5 Attempt Any two:  
[a] Explain with example Second normalization. 6 Marks  
[b] Explain with example Third normalization. 6 Marks  
[c] Explain with example BCNF normalization. 6 Marks

Q.6 Differentiate between B Tree, B+ Tree, Hash Index and Bitmap Index. 12 Marks

Q.7 Explain Generalization and Specialization. Demonstrate generalization and Specialization using E-R diagram. 12 Marks

END

Total No. of Pages 1

Roll No. ....

FIRST SEMESTER

EMBA

END SEMESTER SUPPLEMENTARY EXAMINATION  
(Feb-2020)

EMBA 101 MANAGEMENT PROCESS & ORGANISATIONAL  
BEHAVIOUR

Time: 3 Hours

Max. Marks : 60

**Note :** Answer All questions.  
All questions carry equal marks.  
Assume suitable missing data, if any.

Q1. 'Managing change is prime duty of today's managers'. Explain the statement in relation to emerging horizons of management in changing environment.

Q2 Critically examine Maslow's theory of motivation. Make a comparison between the motivation theories propounded by Herzberg and Maslow. Which of these theories would you prefer in the Indian context? Give reasons.

Q3 "Leadership is the process of persuasion and example by which an individual (or leadership team) induces a group to take action that is in accord with the leader's purposes or the shared purposes of all." Describe Leader Power and its various bases.

Q4 'All command groups are task groups but all task groups need not be command groups as task groups can cut across the organization.' Discuss the group behavior in light of this statement.

Q5 Write short notes on the following:

- a. Tall verses Flat structure
- b. Accountability
- c. Matrix organization
- d. Joint Stock company

EMBA-102 FINANCIAL ACCOUNTING

Time: 3 Hours

Max. Marks: 60

Answer all five questions

Write short note on the following:

- Accrual and Cash Basis of Accounting
- Prepaid Income and Expenditure
- Materiality Concept

Pass Journal entries of M/s. Bhanu Traders, Delhi from the following transactions:

2018, April		Rs.
1	Commenced business with cash	1,50,000
2	Opened bank account with PNB	50,000
3	Purchased Furniture	20,000
7	Bought goods for cash from M/s. Rupa Traders, Delhi	30,000
8	Purchased goods from M/s. Hema Traders, Chandigarh	42,000
10	Cash Sales	30,000
14	Sold goods on credit to M/s. Gupta Traders, Kolkata	12,000
16	Rent Paid	4,000
18	Paid Electricity Expenses	1,000
20	Received cash from Gupta Traders	12,000
22	Goods returned to Hema Traders	2,000
23	Cash paid to Hema Traders	40,000
25	Bought postage stamps	100
30	Paid salary to Mohan	4,000

Inter-state transactions are subject to levy of CGST and SGST @ 6% each whereas inter-state transactions are subject to levy of IGST @ 12%. Out of the above transactions, transactions marked with (\*) are not subject to levy of GST.

On 1<sup>st</sup> January, 2019 Radhe owed Rs. 50,000 to Polly. On 1<sup>st</sup> Feb, he accepted a draft for 3 months drawn on him by Polly for the amount. On the due date, the bill was dishonoured, the noting charges being Rs. 500. Give the Journal entries in the books of Polly in each of the following cases:

- Bill is held till maturity by Polly
- Polly endorses the bill in favour of Golly immediately and
- Bill is dishonoured with the bank at 12% p.a. immediately
- Bill sent for collection to the bank.

Q.4. Record the following transactions of Harry Marketing, Amritsar into proper subsidiary books, close the subsidiary books on 31<sup>st</sup> January.

Date	Description
019, January	Purchased Readymade clothes from Mahinder of Delhi of the list price of Rs. 40,000 less 10% trade discount plus IGST @ 12%
	Sold Readymade Clothes to Mohan, Amritsar for Rs. 10,000 less Trade Discount 10%, charged CGST and SGST @6% each.
	Returned goods to Mahinder of the list price of Rs. 5,000
	Shyam Singh, Delhi sold readymade (Men) clothes to us for Rs. 30,000 plus IGST @ 12%
	Sold readymade clothes (Men) to Harish, Amritsar for Rs. 6,000. Trade Discount 10% plus IGST and SGST @ 6% each.
9	Sold readymade clothes to Mohan, Amritsar for Rs. 6,000. Trade discount 10% plus CSGT and SGST @6% each.
7	Sold readymade clothes to Mahesh, Varanasi for Rs. 8,000. Charged IGST @ 12%

Q.5. (a) Calculate Current Asset of the company from the following information:

- i. Inventory Turnover Ratio: 4 times
- ii. Inventory at the end is Rs. 20,000 more than inventory in the beginning
- iii. Gross Profit Ratio 25%
- iv. Current Liabilities Rs. 40,000
- v. Quick Ratio 0.75
- vi. Revenue from Operations, i.e., Net Sales: Rs. 3,00,000

(b) Calculate Inventory Turnover Ratio from the following information:

Opening Inventory Rs. 40,000; Purchase Rs. 3,20,000; and Closing Inventory Rs. 1,20,000.

State, giving reason, which of the following transactions would (i). Increase, (ii). Decrease, (iii). Neither increase nor decrease the inventory turnover ratio:

- a) Sale of goods for Rs. 40,000 (Cost Rs. 32,000)
- b) Increase in the value of closing inventory by Rs. 40,000
- c) Goods Purchased for Rs. 80,000.

---END---

Total No. of Pages: 02

ROLL NO.....

FIRST SEMESTER

**EMBA DSM**

**SUPPLEMENTARY EXAMINATION**

**FEB-2020**

**PAPER CODE: EMBA-103**

**Marketing Management**

*Time: 3:00 Hours*

*Max. Marks : 60*

**Note: Attempt any Five questions. All questions carry equal marks. Assume missing data if any.**

Q1. Attempt any two of the following:

- I. Distinguish between Production concept and Marketing Concept
- II. Discuss the external environmental forces that affect an organization's marketing efforts
- III. Discuss what are the major channel alternatives available to different kinds of organizations

Q2. An organic farm based company is working on the idea of developing a range of pickles (Mango, Chilly, etc). The concept is based on sourcing organic raw materials and developing the pickles . You have been hired as a marketing manager for this company. Kindly detail out the marketing mix. The company is planning to launch this product in Delhi NCR. The additional information for the pickle market is as follows:

- Market share of Nilons is 30%, Mother is 24%, Saras is 10% and rest is unorganised.
- Growth rate is 30% annually

Q3. Suggest suitable Segmentation, Targeting and Positioning strategies for the following (Any Two):

- I. Rainy Pot – An Auto watering Planters: Rainy Pot waters the plant in the exact required amount for optimal health.

- II. Magic clean – A Jelly cloth to clean hard places :This jelly cloth can easily reach small gaps.
- III. Modobag – A carry on to carry you: The next time you travel, instead of hauling your suitcase, let your luggage carry you around. The Modobag is the world's first motorized, smart and connected carry-on that makes your travel up to three times faster than walking.

Q4. Write short notes on (any two).

- I. Dynamic Pricing
- II. Psychological Pricing
- III. Product Line
- IV. Marketing Myopia

Q5. Like living organisms, products do follow life cycle with different stages. Explain what product life cycle and how it helps organizations in devising corporate strategies with the help of examples.

Q6. Microsoft's venture capital fund, M12, led a financing round in SuperAwesome, the developer of a kid-safe mobile programmatic advertising platform. SuperAwesome's funding from Microsoft's venture capital arm is a significant endorsement of the startup's mobile marketing platform aimed at kids. Marketing to kids raises serious legal and ethical issues, and SuperAwesome aims to provide an online environment that protects the privacy of children, while letting kids-oriented brands reach a target audience on mobile devices. Do you think it's ethical? What are the ethical issues associated with targeting children.

-END-



EMBA-104 MANAGERIAL ECONOMICS

Time: 3:00 Hours

Max. Marks: 60

Note: Attempt any 5 questions. All questions carry equal Marks. Assume suitable missing data, if any.

Q1. (a) Dell faced the dilemma regarding its pricing strategy for computers. Should it increase its prices to boost cash flow or adopt a price cut strategy? How and what should the company decide? [6 marks]

(b) The research department of a company estimated price elasticity of demand of computers = - 1.7. If company cuts the price by 5% will company sales increase enough to increase overall revenues? Interpret your answer. [6 marks]

Q2. (a) There are two groups of consumers planning to buy new cars. Each group has the same budget but has different preferences for 'automatic car' and 'mileage'. There exists a trade-off between the two 'goods': automatic car and mileage. Show the preferences of the two group of consumers through the indifference curve (IC) analysis and explain the shape of their ICs. [6 marks]

(b) Explain the relationship between total cost curves and average cost curves using diagrams. [6 marks]

Q3. (a) In studying for an exam, student is very likely to have experienced various phases of marginal returns. In the light of this statement, discuss Law of Variable Proportions using diagram. According to you, which stage is best for the student? [6 marks]

(b) Give an example of Homogenous Production function. Give the equation and relate it to returns to scale. [6 marks]

Q4. (a) A perfectly competitive firm is incurring losses in the short run. The dilemma the manager is facing is to either shut down the plant or to continue to operate. What factors would affect the manager's decision in such a situation. Explain with the help of diagrams. Also, explain what is a shut-down point? [6 marks]

(b) A pharmaceutical firm that was producing a generic drug soon acquires a patent and becomes the only firm that can see the drug. Analyze the situation in terms of deadweight loss. [6 marks]

Q5. (a) The cement industry is an example of which market structure. Explain the basic features of such a market structure. [6 marks]

(b) Explain the conditions of profit maximization of the firm using total principle and marginal principle. [6 marks]

Q6. Attempt all of the following:

(a) "Individual demand depends on the demand of others". In the light of the statement explain what is externality? Explain the two types of externality with suitable graphs and examples [6 marks]

(b) Differentiate between:

(i) Learning effect and economies of scale using cost curves

(ii) Producer surplus and consumer surplus using IC analysis.

[6 marks]

-END-

- b) There is a box containing 10 balls distributed as follows,  
*Three are colored and dotted ; One is colored and striped  
 Two are gray and dotted ; Four are gray and stripes*
- What is the probability of drawing a dotted ball ? What is the probability of drawing a striped ball ?
  - What is the probability of drawing a gray or striped ball ? What is the probability of drawing a striped and gray ball ?
  - Someone draws a gray ball from the box. What is the probability that it is dotted ?
  - Someone draws a dotted ball from the box. What is the probability that it is colored ?
- c) A company has three manufacturing plants, and company officials want to determine whether there is a difference in the average age of workers at the three locations. The following data are the ages randomly selected workers at each plant. Perform a one-way ANOVA to determine whether there is a significant difference in the mean ages of the workers at the three plants. Use  $\alpha = .05$

Plant	Employee Age (in years)			
1	29	27	30	27
2	32	33	31	34
3	25	24	24	25

- Q5. Write short notes on any two: [6+6]
- Utility of ANOVA in hypothesis testing
  - Types of errors in the context of statistical hypothesis testing.
  - Advantages of sampling over population census
- END -----

Total No. of Pages 4  
 FIRST SEMESTER

Roll No. ....  
**EMBA**

**SUPPLEMENTARY EXAMINATION Feb-2020**

**EMBA-105 Quantitative Methods**

Time: 3:00 Hours

Max. Marks : 60

**Note:** Answer ALL questions. All questions carry equal marks.  
**Q.1** is compulsory. Select any two options out of the remaining questions. Use of probability distribution tables is allowed.

- Q1.a) You are required to write True/False, choose correct option(s) or solve or fill in the blanks. [6]
- The mean and variance of t-distribution function are same. (True/False)
  - If  $P(A) = 0.2$ ,  $P(B) = 0.5$ ,  $P(B | A) = 0.4$ , find  $P(A \cup B)$ .
  - The total area under the curve for  $t$  distribution is equal to ----.
  - A random variable which follows  $t$  distribution can take values in the range -----
  - If  $X$  is normally distributed with mean 12 and standard deviation 3, find the value  $k$  such that  $P(X > k) = 0.42$
  - The probability that a consumer will be exposed to an marketing campaign for a certain product by seeing a commercial on internet is 0.25. The probability that the consumer will be exposed to the product by seeing an advertisement on a newspaper is 0.45. What is the probability that the consumer will be exposed to both activities?

- b) Compute the mean, 50th percentile, mode and standard deviation of the following sample data [6]

Class Interval	250-260	260-270	270-280	280-290	290-300
Frequency	8	10	16	14	10

Q.2 Attempt any two :

[6+6]

a) A survey of CPAs across the India found that the average net income for sole proprietor CPAs is Rs 74,914. Because this survey is now more than fifteen years old, an accounting researcher wants to test this figure by taking a random sample of 200 sole proprietor accountants in the United States which showed a sample mean of Rs 76,695. Assume the population standard deviation of net incomes for sole proprietor CPAs is Rs 12,500. Use a 10% level of significance to test her hypothesis.

b) A sample of 87 professional working women showed that the average amount paid annually into a private pension fund per person was \$3352. The population standard deviation is \$1100. A sample of 76 professional working men showed that the average amount paid annually into a private pension fund per person was \$5727, with a population standard deviation of \$1700. A women's activist group wants to "prove" that women do not pay as much per year as men into private pension funds. If they use  $\alpha = 0.01$  and these sample data, will they be able to reject a null hypothesis that women annually pay the same as or more than men into private pension funds?

c) A manufacturer of golf balls claims that they control the weights of the golf balls accurately so that the variance of the weights is not more than 1 mg<sup>2</sup>. A random sample of 31 golf balls yields a sample variance of 1.62 mg<sup>2</sup>. Is that sufficient evidence to reject the claim at an  $\alpha$  of 5%?

Q.3 Answer any two:

[6+6]

a) A random sample of 10 viewers of Home Shopping Network was selected for an experiment. All viewers in the sample had recorded the amount of money they spent shopping during the holiday season of the previous year. The next year, these people were given access to the cable network and were asked to keep a record of their total purchases during the holiday season. Home Shopping Network managers want to test the null hypothesis that their service does not

increase shopping volume, versus the alternative hypothesis that it does at  $\alpha = 0.05$ .

	1	2	3	4	5	6	7	8
Current Year's Shopping	405	125	540	100	200	30	1,200	265
Previous Year's Shopping	334	150	520	95	212	30	1,055	300

b) A company that delivers pizza within a large metropolitan area claims that it takes exact 29 minutes for a package to be delivered from restaurant to the customer. Suppose you want to carry out a hypothesis test of this claim at 90% confidence by taking a sample of 100 deliveries, with an average delivery time of 31.5 minutes & standard deviation of 5 minutes.

c) A particular type of printer ribbon is produced by only two companies, Alamo Ribbon Company and South Jersey Products. Suppose Alamo produces 65% of the ribbons and that South Jersey produces 35%. Eight percent of the ribbons produced by Alamo are defective and 12% of the South Jersey ribbons are defective. A customer purchases a new ribbon. What is the probability that Alamo produced the ribbon? What is the probability that South Jersey produced the ribbon? The ribbon is tested, and it is defective. Now what is the probability that Alamo produced the ribbon? That South Jersey produced the ribbon?

Q.4 Answer any two:

[6+6]

a) Obtain the equation of regression line for the following data. And estimate Y for X = 29. Also compute the coefficient of determination and comment on the result.

X	25	26	27	27	28	29	30	32
Y	27	28	25	28	32	32	29	31

**SUPPLEMENTARY EXAMINATION****Feb-2020****EMBA-106 Productions and Operations Management****Time: 3:00 Hours****Max. Marks : 60**

**Note: Q.1 is compulsory. Attempt any two options for remaining Questions. All questions carry equal marks. Assume suitable missing data, if any**

Q.1. Boseman Oil and Petroleum (BOP) is one of many oil companies operating offshore petroleum platforms in the Gulf of Mexico. The company identifies offshore sites for exploration drilling and constructs drilling platforms. Once exploration activities are successful, the platforms are converted to a production platform to extract crude oil and natural gas. BOP operates multiple platforms and an onshore facility that serves as the primary interface between the platforms. Boats with specialized crews provide logistics services between the platforms and the onshore facility. The boats deliver fuel, water, equipment, and other needed supplies multiple times a day to the platforms. Accurate and timely delivery of materials is absolutely necessary for successful platform operations.

BOP had traditionally focused on exploration and production activities, paying little attention to operating costs. However, operating costs had been increasing rapidly. A particularly significant cost was the operating of boats and crews needed to provide logistics services between platforms and the onshore facility. The boats are highly specialized, with built-in storage tanks and unique cargo space designs. The boat crews are specially trained, and operating the boats and crews is highly expensive. Although BOP is dependent on the boat deliveries, it does not use the boats at full capacity and they are often idle.

Jeff Kessinger, director of offshore operations for BOP, is now faced with the decision of how to reduce operating costs. One option is to outsource the logistics service to a company specializing in providing offshore logistics services. Logistics-Offshore Inc. is such a company, owning and maintaining its own fleet of boats and crews. Logistics-Offshore could be hired to perform this function. BOP could sell its boats and focus on oil exploration. Jeff is aware that outsourcing is an important strategic decision and there is much to consider. He is not sure where to begin.

(Source: ISBN 10:0-470-32504-6)

**[6+6]**

- i. Identify the potential strategic advantages and disadvantages for BOP in outsourcing the boat logistics service to Logistics-Offshore. Explain the strategic implications of each.
- ii. Identify the type of information Jeff Kessinger needs to gather and evaluate in order to make his decision.

Q.2 Attempt any TWO of the following [6+6]

- i. The following table contains the demand for first nine months of a year.

Month	Actual Demand
1	12
2	17
3	20
4	19
5	24
6	21
7	31
8	28
9	36

Forecast the demand for remaining months of the year with help of exponential smoothing, using an  $\alpha$  of 0.20 ( $\alpha$  is the first order smoothing constant)

- ii. Demand for MP3 players for the seven months is as follows,

Month	Demand (units)
January	74
February	79
March	80
April	90
May	105
June	142
July	122

Using linear regression analysis, estimate the demand for the August.

- iii. Explain different concepts of Total Quality Management.

Q.3 Attempt any TWO of the following [6+6]

- i. Assessing the capability of a process that puts pressurized grease in an aerosol can. Design specifications call for an average of 60 psi  $\pm$  5. An upper specification limit of 65 psi and a lower specification limit of 55 psi. A sample average 61 psi with a standard deviation of 2 psi. What is the capability of the process? Interpret the result.
- ii. What is a product life cycle? Describe its influence on forecasting.
- iii. What are control charts? Explain different types of control charts?

Q.4 Attempt any TWO of the following [6+6]

- i. A specific forecasting model was used to forecast demand for a product. The forecasts and the corresponding demand that subsequently occurred are shown below. Use the MAD, MSE and MAPE to evaluate the accuracy of the forecasting model.

	Actual	Forecast
October	700	660
November	760	840
December	780	750
January	790	835
February	850	910
March	950	890

- ii. Describe DMAIC approach of six sigma. Also, what do you understand by process shift in six-sigma.
- iii. What do you understand by design of manufacturing systems? Elaborate on any two manufacturing layouts?

Q.5 Attempt any TWO of the following [6+6]

- i. Operations management at a hospital
- ii. Role of *human resources* in improving Operational efficiency.
- iii. Contrast between breakdown and predictive maintenance

-END-

Total no. of pages-1

- 36 -

Roll No. \_\_\_\_\_

SEMESTER III

M.B.A.

SUPPLEMENTARY EXAMINATION

FEB - 2020

EMBA 302 International Business Management

Time: 3 hours

Max Marks: 60

Please keep your answers brief and to the point. Provide suitable examples wherever possible.

Attempt any 10 questions from below. All questions carry equal marks (6 each)

Q 1: Explain the different type of accesses enabled by International business and how these accesses results into higher profits for firms.

Q 2: Please provide 3 pros and 3 different cons of International business. Please refrain from providing exact opposite of pros as cons.

Q 3: List any six different types of transactions in International business.

Q 4: Write in brief about the following:

- a) Entrepot
- b) Consignment trade
- c) Role of banks in international trade

Q 5 : Briefly describe any three global trends impacting international business

Q 6: Explain the following in very brief:

1. Protective Principle of International law
2. Civil/ Code Law
3. Clearing agent
4. WTO
5. IMF
6. NAFTA

Q 7: Explain any three points from any two of the following with respect to Legal issues in international business:

- a) Operational Issues
- b) Strategic Issues
- c) IPR related Issues

Q 8: Why it is difficult to use any universal scheme to assess performance and potential of a country's economic environment?

Q 9: Explain with three examples how cultural environment affects international business and how a potential conflict may be avoided?

Q 10: Exchange rate movement affects business decisions. Explain with examples.

Q 11: Describe various types of technology transfer and methods used for transferring technology.

Q12: Describe different types of instruments used by governments for trade control

01 05 10 15 20 25 30 35 40 45 50 55 60 65 70 75 80 85 90 95

rd \_\_\_\_\_ SEMESTER

MBA Executive -

Feb 2020

Make up EXAMINATION

Paper Code: EKTM-08

TITLE OF PAPER: E-Business and E-Commerce

: 3:00 Hours

Max Marks: 60

: a) Question number 1 and Question number 2 are Mandatory. Choose any 3 questions to answers from remaining 4 questions assume suitable missing data, if any

Multiple Choice Questions, Choose the correct option.

(1X10)

-commerce is often seen as simply buying and selling using the internet but do the following perspectives apply to e-commerce?

- business process perspective
- online perspective
- communications perspective
- service perspective

All of the above

When you look at e-commerce and e-business, which is the most realistic relationship between these two concepts?

- commerce is a subset of E-business
- commerce has some overlap with E-business
- commerce is broadly equivalent to E-business
- business is a subset of E-commerce

None of the above

-government is becoming more accepted as an important feature within government in many countries. What does it provide?

All of the above

- Facilities for dissemination of information and online services at local and national levels
- The facility to securely communicate between governments and government departments
- The ability to gather taxes more efficiently

Which one is an example of Pure EC:

- Netflix
- Amazon
- Walmart
- BookMyShow

Click and mortar business are?

- Businesses that have only physical presence
- Businesses that have both an online and an offline presence
- Businesses that have neither online nor offline presence

None of above



- 6) Which one of these is not a part of organizational strategy?
  - A. Strategy Formulation
  - B. Strategy Implementation
  - C. Strategy Assessment
  - D. Strategy Insurance
- 7) Which one is not a component of Operational CRM
  - A. Sales Force Automation (SFA)
  - B. Enterprise marketing automation (EMA)
  - C. Customer service and support (CSS)
  - D. Operational Customer Service (OCS)
- 8) Which process is responsible for discussing reports with customers showing whether services have met their targets?
  - A. Continual Service Improvement
  - B. Business Relationship Management
  - C. Service Level Management
  - D. Availability Management
- 9) \_\_\_\_\_ is a ransomware Trojan bug. This malware can come from many sources including email attachment, can encrypt files on your computer, so that you cannot read these files.
  - A. Cryptolocker
  - B. Denial of Service (DoS)
  - C. Botnet
  - D. Trojan Horse
- 10) Which one of these is not a part of Territory Assignment?
  - A. Industry Based
  - B. Named Accounts
  - C. Business Accounts
  - D. Geography Based

Q.2 What are the key drivers of E-Commerce, please explain. What is a Payment Gateway and how is it different from a Payment Processor? Also list down the limitations of payment gateways.

(20)

Q3. Name and describe the 5 stages of Strategy. Also list down Porter's Five Forces Model as influenced by the internet.

(10)

Q4. Name 3 types of territory assignment and explain the use of Operational CRM in E-Business.

(10)

Q5. What is GDPR? Briefly describe any 4 laws and regulations that needs to be considered while operating an E-Commerce business.

(10)

Q6. Write short notes:

(10)

- a) Types of Payment Gateways
- b) Cyber Warfare

XXXXX