



MBA II Year – IV Semester (2019-21) Main Examinations, June-July, 2021

CONSUMER BEHAVIOUR

Programme:	MBA	Date:	05-07-2021
Subject Code/Course code:	MBA2020-407	Duration:	3 Hours
Subject Name/Course Name:	Consumer Behaviour	Max. Marks:	60 Marks
Name of the Student:		Roll No.:	
Bloom's Taxonomy Level	BL1 Remember	BL2 Understand	BL3 Apply
		BL4 Analyze	BL5 Evaluate
			BL6 Create

SECTION – A (50 Marks)

			Bloom's Level	Marks
1	A)	Define Consumer Behaviour. Explain the Scope of Consumer Behaviour.	BL2	10 M
	OR			
	B)	Demonstrate the different Theories of Consumer Personality with suitable examples.	BL2	10 M
2	A)	Illustrate the concept and strategic applications of Conditioning in Marketing.	BL2	10 M
	OR			
	B)	Interpret the important aspects of Information Processing Theory.	BL2	10 M
3	A)	Examine the influences of Reference groups on Consumer Behaviour.	BL4	10 M
	OR			
	B)	Analyze the application of AIO model in Lifestyle Segmentation.	BL4	10 M
4	A)	What is Information Search? Distinguish between Low Involvement and High Involvement Information Search.	BL4	10 M
	OR			
	B)	What are various types of diffusion? List and explain the factors that are responsible for the spread of innovation.	BL4	10 M
5	A)	Elaborate Howard Sheth Model of Consumer Behaviour.	BL6	10 M
	OR			
	B)	Define Consumerism. Explain the roots and benefits of Consumerism.	BL5	10 M

SECTION – B (10 Marks) - CASE STUDY

6	A)	KFC India – Relishing on Consumer Learning? “.....While the idea was to showcase how serious KFC is towards segregation of veg and non-veg products in their kitchens – the brief was to convey this in a fun and entertaining manner – without taking away from the seriousness of the message. We feel confident that this quirky love story between a veg and non-veg burger does that beautifully,” said Ajay Gahlaut, Creative Head, Ogilvy & Mather.18, KFC had also altered its tagline from ‘finger licking good’ to ‘so veg, so good’ in India. The campaign was considered a huge success and as a result the company’s sales increased by 60% after ‘So Veg So Good’ campaign.19 “Our ‘So Veg, So Good’ range, which has helped us broaden the brand’s relevance, has been received very positively by consumers. Considering the sentiments and beliefs of our vegetarian customers, we at KFC maintain stringent standards to ensure that there is absolutely no mixing of vegetarian and non-vegetarian offerings at our stores. Everything from the utensils, ingredients and	BL5	10 M
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		<p>staff are segregated. We wanted to convey this message to our consumers yet keep it entertaining and informative, and this video does exactly that” remarked DhruvKaul, Director Marketing, KFC India.....”</p> <p>Questions:</p> <ol style="list-style-type: none">1. Are there any differences in the way people learn generally and they learn as consumers? Substantiate your opinion with relevant arguments. (3M)2. Would there be any difference between the way an individual consumer learns and the way a group of consumers learn? (3M)3. Learning measures and outcomes can be different for different consumers, what’s your analysis for KFC India’s consumers? (4M)		
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ST. JOSEPH'S DEGREE & PG COLLEGE (AUTONOMOUS)

MBA II Year – IV Semester (2019-21) Main Examinations, June-July, 2021

ENTREPRENEURSHIP & STARTUP MANAGEMENT

Programme:	MBA	Date:	23-06-2021
Subject Code/Course code:	MBA2020-402	Duration:	3 Hours
Subject Name/Course Name:	Entrepreneurship & Startup Management	Max. Marks:	60 Marks
Name of the Student:		Roll No.:	
Bloom's Taxonomy Level	BL1 Remember	BL2 Understand	BL3 Apply
	BL4 Analyze	BL5 Evaluate	BL6 Create

SECTION – A (50 Marks)			Bloom's Level	Marks
1	A)	Explain in detail the characteristics of an Entrepreneur. Also state the various types of Entrepreneurs.	BL2	10 M
	OR			
	B)	Summarize the issues and challenges of Rural Entrepreneurship in India? Give suitable examples.	BL2	10 M
2	A)	What are the various skills required by an Entrepreneur?	BL1	10 M
	OR			
	B)	Explain in detail McClelland's N-Ach theory and relate it to an Entrepreneur's motivation.	BL2	10 M
3	A)	Examine the role of Creativity and Innovation in Social Entrepreneurship especially during this COVID 19 pandemic.	BL4	10 M
	OR			
	B)	Discuss the role of Entrepreneurial partnering in International Entrepreneurship.	BL4	10 M
4	A)	Assess the role of National Innovation & Startup Policy 2019 in engaging the students of Higher Education Institutes to carry various Innovation and Entrepreneurial activities.	BL5	10 M
	OR			
	B)	Discuss the role of Organizations in promoting Intrapreneurship.	BL6	10 M
5	A)	Critically evaluate the role of Accelerators in the growth and development of Startups.	BL5	10 M
	OR			
	B)	Bootstrapping and Crowd Funding are backbone for startups. Defend this statement with suitable examples.	BL5	10 M
SECTION – B (10 Marks) - CASE STUDY				
6	A)	Thomas William's New Business Startup: Thomas Williams (Thomas) had worked for 'Newsroom' a news daily for almost five years. Although the company had gone through tough times many times it had always managed to turn around. The top line and bottom-line of the company improve dramatically every time from what they had been earlier due to the company wide quality improvement program. The exhilaration, however, was short lived. Forced by Intense competition, cost escalations, and the resultant depressing margins, the company's CEO, John Thomas (John) decided to downsize the organisation. The downsizing decision, as could be expected, was devastating for 100 employees, including Thomas.	BL5	10 M

	<p>After recovering from the setback, Thomas started to search for employment elsewhere. Despite his enormous efforts of job hunt, Even after many months he was unable to land a job. His savings were almost depleted; nevertheless, he was nurturing a plan to start his own business. He borrowed money from his father, friends and relatives. On a rainy Tuesday morning, he decided to start work for himself by setting up his own business. He was Relieved to give up the stress of job hunting, and was excited about the prospects of being his own Boss. He thought that at least, in his own business he would control part of his own destiny instead of being subject to the decisions of others.</p> <p>Thomas had joined NewsRoom in 2006, after completing his graduation. Within 5 years in NewsRoom he had established himself as an expert in advertising layout and also successfully completed a part-time technical course in web page design. He loved his work as a web page designer and had confidence in his own abilities and skills. His training allowed him to blend design, color and web page layout in attractive and effective ways.</p> <p>Within days he had put together a simple business plan to create a web page design consultancy Mawi Business Solutions (MBS), to offer web page design services. There were plenty of potential customers in Hyderabad and he knew that many of his former colleagues from art school will be interested to work with him.</p> <p>He took up office space for rent and purchased a few used computers and software from his last employer and ordered stationery E and office supplies.</p> <p>Thomas I was apprehensive about monetary conditions as the borrowed cash was also depleting very fast, but he also had confidence and willingness to work hard. He was also fearful of being completely on his own. Nevertheless, Thomas was determined to make it big. In the first few days, Thomas lined up design projects from local businesses. He spent part of each day working on the projects, And the remainder of his time was spent on looking for new clients. At first, business was a little slow, but once customers realized Thomas' expertise in his work, more orders started coming in.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. State the qualities of Mr. Thomas which made him an entrepreneur. 2. Where do you see 'News Room' today, if it had adopted Intrapreneurship as a turnaround strategy? 	
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ST. JOSEPH'S DEGREE & PG COLLEGE (AUTONOMOUS)

MBA II Year – IV Semester (2019-21) Main Examinations, June-July, 2021

FINANCIAL RISK MANAGEMENT

Programme:	MBA	Date:	25-06-2021
Subject Code/Course code:	MBA2020-403	Duration:	3 Hours
Subject Name/Course Name:	Financial Risk Management	Max. Marks:	60 Marks
Name of the Student:		Roll No.:	
Bloom's Taxonomy Level	BL1 Remember	BL2 Understand	BL3 Apply
		BL4 Analyze	BL5 Evaluate
			BL6 Create

SECTION – A (50 Marks)					Bloom's Level	Marks																											
1	A)	What is Risk Management? Explain Risk Management process.			BL2	10 M																											
	OR																																
	B)	Explain in detail about internal and external Risk reporting process.			BL2	10 M																											
2	A)	What is VaR? What are the different methods used in computation of VaR?			BL3	10 M																											
	OR																																
	B)	Discuss about Non-Insurance methods of Risk Management.			BL3	10 M																											
3	A)	Explain the Risk management with Futures contracts.			BL2	10 M																											
	OR																																
	B)	On January 1st price of PQR company share is Rs. 450 and two parties enter into a forward contract for delivery of 1000 shares of PQR company on April 15 th at price of Rs. 460/- find out the profit or loss profile of seller and buyer if the price of PQR company share is expected to be (a) Rs. 470 b. Rs. 400 on 15 th April.			BL5	10 M																											
4	A)	Define Swaps. Explain the various types of swaps.			BL3	10 M																											
	OR																																
	B)	ABC and XYZ companies have been offered the following rates per annum on a Rs. 200 Million 5 year loan. <table><tr><th>Company</th><th>Fixed rate</th><th>Floating rate</th></tr><tr><td>ABC</td><td>12%</td><td>LIBOR + 0.1%</td></tr><tr><td>XYZ</td><td>13.4%</td><td>LIBOR + 0.6%</td></tr></table> Company ABC requires a floating rate loan, company XYZ requires a fixed rate loan. Design a swap that will net a bank acting as intermediary 0.1% p.a. and be equally attractive to both companies.			Company	Fixed rate	Floating rate	ABC	12%	LIBOR + 0.1%	XYZ	13.4%	LIBOR + 0.6%	BL5	10 M																		
Company	Fixed rate	Floating rate																															
ABC	12%	LIBOR + 0.1%																															
XYZ	13.4%	LIBOR + 0.6%																															
5	A)	Define Options. What are the types of Options?			BL5	10 M																											
	OR																																
	B)	From the following information related to options state whether each one of these are at-the-money, in-the-money or out-of-the-money <table><tr><th>Sl. No.</th><th>Option</th><th>Stock Price</th><th>Exercise Price</th></tr><tr><td>1</td><td>Call</td><td>60</td><td>55</td></tr><tr><td>2</td><td>Call</td><td>40</td><td>40</td></tr><tr><td>3</td><td>Put</td><td>114</td><td>100</td></tr><tr><td>4</td><td>Put</td><td>108</td><td>116</td></tr><tr><td>5</td><td>Put</td><td>14</td><td>19</td></tr><tr><td>6</td><td>Call</td><td>38</td><td>34</td></tr></table>			Sl. No.	Option	Stock Price	Exercise Price	1	Call	60	55	2	Call	40	40	3	Put	114	100	4	Put	108	116	5	Put	14	19	6	Call	38	34	BL4
Sl. No.	Option	Stock Price	Exercise Price																														
1	Call	60	55																														
2	Call	40	40																														
3	Put	114	100																														
4	Put	108	116																														
5	Put	14	19																														
6	Call	38	34																														

SECTION – B (10 Marks) - CASE STUDY				
6	A)	Mr. Akshay wants to earn by writing call option on RIL'S stock. The current price of the stock is Rs. 28 and Akshay wants to write a 4 month call option with the striking price of Rs. 30. Akshay wants to determine the appropriate premium to charge for the call option. The stock's standard deviation is 3. The riskless rate of interest is assumed to be 10 percent. Determine the premium value.	BL5	10 M



ST. JOSEPH'S DEGREE & PG COLLEGE
(AUTONOMOUS)

MBA II Year – IV Semester (2019-21) Main Examinations, June-July, 2021

INDUSTRIAL RELATIONS & LABOUR LAWS

Programme:	MBA	Date:	02-07-2021
Subject Code/Course code:	MBA2020-406	Duration:	3 Hours
Subject Name/Course Name:	Industrial Relations & Labour Laws	Max. Marks:	60 Marks
Name of the Student:		Roll No.:	
Bloom's Taxonomy Level	BL1 Remember	BL2 Understand	BL3 Apply
		BL4 Analyze	BL5 Evaluate
			BL6 Create

SECTION – A (50 Marks)				Bloom's Level	Marks
1	A)	Summarize the Evolution of Industrial Relations in India.	BL1	10 M	
	OR				
	B)	Explain the provisions of the Industrial Disputes Act, 1947 in detail.	BL2	10 M	
2	A)	Elucidate the process of Collective Bargaining in detail.	BL4	10 M	
	OR				
	B)	What is PRD? As a HR Manager identifies the conditions you will develop for effective PRD.	BL4	10 M	
3	A)	Classify the Labour Laws of India in detail.	BL5	10 M	
	OR				
	B)	Discuss ESI Act 1948 and Employee provident funds and miscellaneous provision act 1952.	BL4	10 M	
4	A)	Examine Wage administration in India since the beginning of Industrial era.	BL5	10 M	
	OR				
	B)	Examine the provisions of The sexual Harassment at workplace Act, 2013.	BL5	10 M	
5	A)	Elaborate the provisions of Trade Unions Act, 1926.	BL4	10 M	
	OR				
	B)	Examine the functioning of Collective Bargaining in India.	BL5	10 M	
SECTION – B (10 Marks) - CASE STUDY					
6	A)	<p>In the area of management of workers and labour relations, many managers seem to have developed a sense of hopelessness as well as helplessness. The major problems of industrial relations are believed to arise from the ever – rising economic expectations of workers, inter-union rivalries, agitational approach adopted by trade unions for political ends, government's interference in labour-management relations at various levels and such other factors. In this situation, managers legitimately wonder how they can control their relations with workers and unions in the interest of their organizational goals. In view of the growing unrest among workers and the pressures exerted upon management by employees, unions and politicians, managers raise questions regarding the limits of managerial authority and privilege corresponding to the responsibility they bear for delivering goods and services to their organizations.</p> <p>1. Based on the above case, explain the basic industrial relations structure using a pluralistic model.</p> <p>2. Examine the significance of Industrial Relations in maintaining cordial relations among employers and employees in an organization</p>	BL5	10 M	



ST. JOSEPH'S DEGREE & PG COLLEGE (AUTONOMOUS)

MBA II Year – IV Semester (2019-21) Main Examinations, June-July, 2021

INTERNATIONAL FINANCE

Programme:	MBA	Date:	28-06-2021
Subject Code/Course code:	MBA2020-404	Duration:	3 Hours
Subject Name/Course Name:	International Finance	Max. Marks:	60 Marks
Name of the Student:		Roll No.:	
Bloom's Taxonomy Level	BL1 Remember	BL2 Understand	BL3 Apply
	BL4 Analyze	BL5 Evaluate	BL6 Create

SECTION – A (50 Marks)

			Bloom's Level	Marks
1	A)	Explain the evolution of International Financial System.	BL2	10 M
	OR			
	B)	Differentiate sterilized and unsterilized intervention with suitable examples.	BL2	10 M
2	A)	Explain the role and functions of International Monetary Fund?	BL3	10 M
	OR			
	B)	Define Euro Bank. Explain various types of banking offices.	BL4	10 M
3	A)	Discuss about the objectives and recommendations of Tarapore Committee.	BL6	10 M
	OR			
	B)	Explain the structure of foreign exchange market in India.	BL5	10 M
4	A)	Discuss in detail about international portfolio diversification.	BL6	10 M
	OR			
	B)	A project costing \$50 million is expected to generate after-tax cash flows of \$10 million a year forever. Risk free rate is 3%, asset beta is 1.5, required return on market is 12%, cost of debt is 8%, annual interest costs related to project are \$2 million and tax rate is 40%. Calculate the adjusted present value of the project.	BL5	10 M
5	A)	Explain the meaning and concept of Transaction, Translation exposure and accounting standard for translation exposure in India.	BL4	10 M
	OR			
	B)	Elaborate the taxation methods.	BL4	10 M

SECTION – B (10 Marks) - CASE STUDY

6	A)	In India, Agriculture is the back bone of the Indian Economy but Industrial Development was considered as one of the important sector. In the year 1991 during the Regime of Congress Government under the leadership of our Prime Minister, Late shri P.V Narasimha Rao Garu India opened the Avenues for many Companies under LPG.MNC'S play a vital role in the Economic Development of the country and adds to the National Development, Question: What are the important advantages and disadvantages according you discuss?	BL5	10 M
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ST. JOSEPH'S DEGREE & PG COLLEGE (AUTONOMOUS)

MBA II Year – IV Semester (2019-21) Main Examinations, June-July, 2021

LOGISTICS & SUPPLY CHAIN MANAGEMENT

Programme:	MBA	Date:	09-07-2021
Subject Code/Course code:	MBA2020-409	Duration:	3 Hours
Subject Name/Course Name:	Logistics & Supply Chain Management	Max. Marks:	60 Marks
Name of the Student:		Roll No.:	
Bloom's Taxonomy Level	BL1 Remember	BL2 Understand	BL3 Apply
	BL4 Analyze	BL5 Evaluate	BL6 Create

SECTION – A (50 Marks)			Bloom's Level	Marks
1	A)	Explain in detail the conceptual framework for Supply Chain Management.	BL2	10 M
	OR			
	B)	Examine in detail the contributions of value chain analysis for the successful functioning of SCM?	BL4	10 M
2	A)	Discuss the objectives of inbound and outbound logistics?	BL4	10 M
	OR			
	B)	Distinguish between logistics management and supply chain management.	BL4	10 M
3	A)	Critically examine the vendor managed inventory with respect to its advantages and disadvantages.	BL4	10 M
	OR			
	B)	Discuss in detail the Bullwhip effect with an appropriate illustration.	BL4	10 M
4	A)	Differentiate between 1PL, 2PL, 3PL, 4PL, 5PL with illustrations.	BL5	10 M
	OR			
	B)	Elucidate on the significance of third party logistics service providers.	BL4	10 M
5	A)	Elucidate the role of HRM in SCM.	BL4	10 M
	OR			
	B)	Discuss the role of SCOR modeling in SCM performance management	BL4	10 M

SECTION – B (10 Marks) - CASE STUDY

6	A)	<p>Lotus Thread Company limited (LTCL) is examining the logistics related systems to identify various decision areas like</p> <p>(a) To have a Central Warehouse (CWH) or not? If yes, how many warehouses are needed?</p> <p>(b) It is observed at LTCL that inventory related costs are more significant than the transportation costs.</p> <p>Discussion Questions</p> <p>1. What factors need to be considered establish a Central Warehouse and how do you decide on the number of warehouses needed?</p> <p>2. What type of strategy would you recommend to LTCL in this scenario to reduce inventory costs?</p>	BL6	10 M
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ST. JOSEPH'S DEGREE & PG COLLEGE (AUTONOMOUS)

MBA II Year – IV Semester (2019-21) Main Examinations, June-July, 2021

PERFORMANCE & COMPENSATION MANAGEMENT

Programme:	MBA	Date:	30-06-2021
Subject Code/Course code:	MBA2020-405	Duration:	3 Hours
Subject Name/Course Name:	Performance & Compensation Management	Max. Marks:	60 Marks
Name of the Student:		Roll No.:	
Bloom's Taxonomy Level	BL1 Remember	BL2 Understand	BL3 Apply
	BL4 Analyze	BL5 Evaluate	BL6 Create

SECTION – A (50 Marks)			Bloom's Level	Marks
1	A)	Define Performance management system and discuss the process and cycle of PM.	BL1	10 M
	OR			
	B)	Explain the various approaches in measuring Performance.	BL1	10 M
2	A)	Discuss about 360 degree Appraisal. Identify the factors distorting the appraisal process.	BL2	10 M
	OR			
	B)	What is PRD? As a HR Manager identifies the conditions you will develop for effective PRD.	BL1	10 M
3	A)	Describe briefly the various factors shaping Performance.	BL5	10 M
	OR			
	B)	Write an overview on various types of Performance measures used by organizations.	BL4	10 M
4	A)	Write about Pay for Performance Method along with its strengthening and possible limitations.	BL5	10 M
	OR			
	B)	Explain Compensation management and write about types of Compensation.	BL5	10 M
5	A)	Analyze the contemporary strategic compensation challenges a HR manager has to face with the present COVID scenario.	BL4	10 M
	OR			
	B)	Evaluate the components of International Compensation programs.	BL5	10 M
SECTION – B (10 Marks) - CASE STUDY				
6	A)	Siddarth Ray (Ray), a B.Tech (I) engineer from IIT Kharagpur, established Ray Tech Pvt. Ltd. (Ray Tech) in January 2011. He, along with two of his friends in January 2011(who later became CTO and CFO respectively at Ray Tech), began designing the software to store and share healthcare records and by September 2011, he was ready with the software, which he named it as Reporton. This software allowed doctors to upload and store a patient's complete medical history prescriptions, reports and payment schedules online and access it with other doctors from any location. After consulting with many doctors and with their feedback, software was launched commercially which would help them. It became a huge hit where more than 30,000 doctors subscribed it for Rs 2000/-per month. In March 2013, Ray Tech, launched another product Finddoc.com where patients has the feasibility to find doctors in a particular area and do booking. By	BL4	10 M

	<p>feeding the keywords this website would help them by giving the details of list of doctors (who were thoroughly verified by the company), fees, timings, contact details. Booking and listing doesn't cost the patients but charged the doctors and practitioners. Company offered free listing and Premium listing where premium listing offered better visibility to the subscriber, highlighting the subscribers contact details which would charge Rs 5000/- as annual subscription that was opted by 30% of doctors. The company covers 10 cities now with two products handled by 500 people like design and IT (60%) Marketing (20%) Finance (11%) operations and HR each 3% and 6% respectively. However, in December 2013, management observed that there is a delay in work process in areas like marketing feedback, maintenance of databases, customer service and development of new products which was due to non cooperation and coordination among technical and marketing teams. Technical teams were divided into two teams for two different products but marketing remained the same and took care of both the products marketing as the clientele was the same. Though both teams are competent, individually both teams felt their contribution makes the difference in making the company successful which has led to rising differences coordination problems and further delaying the projects,</p> <p>On January 6th 2015, Mr. Ray called for top management meeting and asked them to design a new incentive plan/ benefit sharing plan for both the teams such that it would improve the cooperation, identity, competence and involvement of the team members across the teams. CPO of the company remarked that Scanlon Plan would meet the requirements of company.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1) Discuss about various incentive plans that could be advised to Ray Tech Pvt. Ltd which can be implemented for teams across the organization. 2) As per the remark of CPO how would you design a Scanlon Plan for its teams? 		
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ST. JOSEPH'S DEGREE & PG COLLEGE
(AUTONOMOUS)

MBA II Year – IV Semester (2019-21) Main Examinations, June-July, 2021

SERVICES MARKETING

Programme:	MBA	Date:	07-07-2021
Subject Code/Course code:	MBA2020-408	Duration:	3 Hours
Subject Name/Course Name:	Services Marketing	Max. Marks:	60 Marks
Name of the Student:		Roll No.:	
Bloom's Taxonomy Level	BL1 Remember	BL2 Understand	BL3 Apply
	BL4 Analyze	BL5 Evaluate	BL6 Create

SECTION – A (50 Marks)			Bloom's Level	Marks
1	A)	Define a service. Write the differences between goods and services.	BL2	10 M
	OR			
	B)	Explain any five popular ways of classifying the services with examples.	BL1	10 M
2	A)	Describe in brief about service marketing mix elements.	BL1	10 M
	OR			
	B)	What is SERVQUAL? Describe the differences between customer expectations and perceptions of a service.	BL2	10 M
3	A)	Discuss in detail the strategies for dealing with Inventory characteristic of a service.	BL6	10 M
	OR			
	B)	What is service marketing triangle? Explain the concept of internal marketing.	BL5	10 M
4	A)	Discuss about the marketing mix elements in banking services in the Indian perspective.	BL6	10 M
	OR			
	B)	What do you mean by tourism marketing? Discuss the opportunities and challenges in marketing tourism services in the present pandemic.	BL6	10 M
5	A)	Explain the recent trends in the international marketing of services.	BL5	10 M
	OR			
	B)	What are the drivers for global services marketing?	BL4	10 M
SECTION – B (10 Marks) - CASE STUDY				
6	A)	In recent years, many foreign nationals are finding that Indian hospitals are on par with international hospitals in terms of service and expertise. This is one of the compelling factors driving the growth of the ‘medical tourism market’ in India. Consider the case of Escorts Heart Institute and Research Center (EHIRC) in New Delhi. It is a premier heart care center, which has impressive record of performing 4000 heart operations annually, with a less than 1% mortality rate. Apollo Hospitals, Asia’s largest hospital chain, has performed 49,000 cardiac surgeries since its inception in 1978 with a success rate of 98.5% in its 35 hospitals spread across various parts of India. The hospital has 4000 specialists in various streams. Another major reason for the increased number of foreigners coming to India for	BL6	10 M

	<p>medical treatment is the cost factor. The courses of treatment available in India are far cheaper than the same in other countries.</p> <p>Inspite of the efforts made by corporate hospitals and governments, poor infrastructural facilities are hampering the growth of medical tourism in the country. Many cities don't have the requisite infrastructure such as international flight connectivity, roads, good hotels and guest houses required to house the patient's family, and communication facilities like telephone and internet connectivity. Unfriendly insurance regulations in India for foreign patients also deter foreigners from choosing India as a destination for health care services. Foreign patients are also confused about the different pricing policies adopted by different hospitals for the same treatment. A standard pricing across the country will make it easier for foreign patients to make a comparison of service quality in various hospitals and arrive at a decision. Lack of international accreditation is another factor that discourages foreign patients and insurance organizations from coming to India.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. What are the various factors that attract foreign patients to India? 2. Discuss the problems and challenges for the growth of medical tourism in India. 		
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ST. JOSEPH'S DEGREE & PG COLLEGE (AUTONOMOUS)

MBA II Year – IV Semester (2019-21) Main Examinations, June-July, 2021

STRATEGIC MANAGEMENT

Programme:	MBA	Date:	21-06-2021
Subject Code/Course code:	MBA2020-401	Duration:	3 Hours
Subject Name/Course Name:	Strategic Management	Max. Marks:	60 Marks
Name of the Student:		Roll No.:	
Bloom's Taxonomy Level	BL1 Remember	BL2 Understand	BL3 Apply
		BL4 Analyze	BL5 Evaluate
			BL6 Create

SECTION – A (50 Marks)

			Bloom's Level	Marks
1	A)	Illustrate the elements of Strategic Management.	BL2	10 M
	OR			
	B)	Explain the role of competitive strategy in hyper competitive conditions.	BL2	10 M
2	A)	List the External Environmental factors that can affect an organization's strategy. Explain in detail.	BL4	10 M
	OR			
	B)	What are the components of Porter's Five Forces Model? Explain.	BL2	10 M
3	A)	What are the Business Level strategies and explain its significance?	BL2	10 M
	OR			
	B)	What are the four perspectives of Balanced Scorecard? Explain.	BL4	10 M
4	A)	Discuss Offensive and Defensive strategies.	BL6	10 M
	OR			
	B)	Explain about Unbundling and Outsourcing strategies.	BL5	10 M
5	A)	What do you mean by Strategic Leadership? Explain the qualities of a strategic leader.	BL5	10 M
	OR			
	B)	What is Organisational Structure? Explain the link between Strategy and Structure.	BL4	10 M

SECTION – B (10 Marks) - CASE STUDY

6	A)	Crafting a Vision & Mission Statement for Competition Commission of India In 2012, the Competition Commission of India ('CCI' or 'the commission'), a statutory body created under the Competition Act 2002 ('the Act') to enforce competition laws came under enormous publicity glare when it slapped a penalty of INR 6400 crore on account of violation of anti trade policies by eleven' cement companies. The cement case and subsequently several other high-profile cases increased public awareness about the newly formed competition regulator. However, competition law was new for India and there was an urgent need to make companies and people aware about competition regulation across the breadth and length of the country. It was envisaged that with increased awareness about CCI and its role, the number of cases and their complexity would substantially go up in future. And given the size of India, the CCI will need enormous resources and expertise to	BL5	10 M
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enforce competition laws. It was apparent that for the CCI to play an active role in shaping the competition eco-system in the country, in line with its mandate and expectations from multiple stakeholders, it would have to sustain and augment the momentum gathered by high profile cases. Recognizing the need for change and to craft a future roadmap for then ascent organization, Ashok Chawla, the Chairperson of CCI, invited two professors from the Indian Institute of Management, Ahmedabad (IIMA) in 2013 to create a Vision and Mission ('V&M') statement for the organization. To enforce the Act, the Government of India established the Competition Commission of India (CCI), as competition regulator in 2003. Though the CCI started functioning in 2003, the enforcement function of the Commission related to Sec.3 and 4 of the Act became operational only in 2009 when six commission members joined in to form collegiums. Subsequently, Sec. 5 and 6, related to combination matters, came into force in 2011. As per the Act, CCI was a statutory, quasi-judicial, autonomous, and collegiums based regulatory body entrusted with the powers of search and seizure. Its mandate was to prevent practices that could have an adverse effect on competition, to promote and sustain competition in markets, to protect the interests of consumers and to ensure freedom of trade.

Organization Structure and Role of Divisions:

The CCI's main functions related to advocacy, investigation and enforcement. It had a divisional structure with combination, Anti-trust and DG Investigation (Independent Investigation Cell) as the three major divisions. The other divisions were advocacy division, capacity building division, economics division, legal division, investigation, and secretariat.

Combination and Anti-Trust were the two enforcement divisions of the Commission, whereas the DG office was entrusted with investigation. The DG office conducted detailed investigation as and when matters were notified to it by the Commission. The two enforcement divisions and the DG office worked through multi-disciplinary case analysis units (CAUs). Each case unit had two or three members with the number varying with the complexity of the case and availability of manpower. The CAU members were drawn from the three streams of Economics, Legal, and Financial Analysis and reported to the Advisor of the concerned division. The Investigation, Economics and Legal divisions provided expert advice on the DG's report to the Commission. The day to day administration of the Commission was looked after by the Secretariat and the Advocacy division performed the second major role mandated to the Commission in the Act, i.e., advocacy to various stakeholders. The Capacity Building division was responsible for the internal and external training needs of the employees.

Questions:

1. Describe the importance of Crafting Vision and Mission for CCI.
2. What is the role of Organizational structure in the Vision and Mission statements?
