

[This question paper contains 4 printed pages.]

Sr. No. of Question Paper : 1749

Roll No.....

Unique Paper Code : 101631

Name of the Course : Bachelor of Business Studies (BBS)

Name of the Paper : Business Policy and Strategy

Semester : VI (2015)

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Answer any **four (4)** questions from Q. 1 to Q 5. (Case Study) is compulsory.
3. Each questions carries 15 marks.

1. Write short notes on **three (3)**:

- (a) Stakeholders in an organisation
- (b) Core competence
- (c) Strategic Gap Analysis
- (d) Differentiate Horizontal Integration and Vertical Integration

(5 marks each)

2. What do you understand by the term 'strategy'? With examples, elaborate on the four most frequently/widely used strategic approaches. Taking examples, describe how a company's strategy affects its business model.

(10,5)

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3. (a) Define environmental analysis. Discuss components of a company's external environment. (5)
- (b) Taking the example of the Maruti Suzuki Ciaz, create and elaborate upon (with reasoning) Porter's Five Forces Model. (10)
4. (a) Technological advances offer both opportunities and threats. Can technology be used as a weapon against competition and lead to sustainable growth? Elucidate with an example. (7)
- (b) Under what environmental conditions are price wars most likely to occur in an industry? What are the implications of price wars for a company? How should a company try to deal with the threat of price war? Elucidate with an example. (8)
5. (a) Explain the BCG matrix. With the help of examples, illustrate the various strategies that a company can use for the SBU's under each quadrant of the matrix. (10)
- (b) Explain how Value Chain Analysis helps in identifying a company's strengths and weakness. (5)

6. **Case Study (Compulsory):**

Educomp Solutions Limited

"By all conventional yardsticks of corporate evaluation - return on equity, return on capital employed, and cash flow - ESL's numbers are excellent. The company's business model is unique and unprecedented. It lacks peers for comparison purposes."

- Prashanth Nayak, Manager, IL&FS Invest Mart, August 2008.

On September 29, 2008, India based Educomp Solutions Limited (Educomp) was listed in Forbes '200 Best under a Billion' for Asia-Pacific region. For this list, Forbes selected those companies which had pre-tax profits of at least 5% in that year and five years returns on capital of at least 5%. These companies were then judged on sustained gains in sales, return on equity, and earnings. Analysts said that with sales of US\$ 71 million for the fiscal year 2007-08, Educomp had been selected because of its promising growth potential and its unique business model.

Founded in 1994 Educomp operated in the education sector by providing Information Technology (IT) enabled solutions to the students, parents and schools. Educomp served the K-12 (12th standard) segment of academia both in India and other countries like the US, Singapore, China and Sri Lanka. The company also operated schools through its subsidiaries and joint ventures with other institutions. Educomp offered products that helped teachers and parents to make the process of educating children more effective. Besides the K-12 segment, Educomp also expanded into developing educational products that were employment oriented like courses in business management, marketing, accounting, insurance and interior design.

Educomp categorized its offerings into business- to- business (B2B) and retail & consulting. Its B2B division comprised SmartClass, ICT and Professional Development products. Educomp's retail & consulting division included of Mathguru, ETEN, [CA Preparation Institute], Millennium Schools, Vidya Prabhat schools, learninghour.com, learnhub, RTW [Pre school], and EuroKids. Educomp's B2B division contributed 91.7% and retail & consulting division contributed 8.3% to the company's sales of Rs. 5011.7 million for FY 2008-09.

SmartClass was a digital initiative aimed at private schools. It was an instructor led content system. SmartClass helped teachers in private schools in using digital resources such as graphics, 3D images and video clips in addition to the traditional chalk and board method for teaching.

Educomp had products like CD-ROMs and platforms like websites and schools that catered to the retail segments. The company's RTW and EuroKids catered to the preschool segment of education. Educomp followed the franchising route to expand these pre-schools. RTW was the first structured and process driven IP in early child education in India.

Educomp recognized the scope and opportunity for providing IT-enabled learning solutions in Indian schools in the mid-1990s. As usage of computers in schools during early 1990s was at a nascent stage, Educomp started its operations by setting up computer labs at schools.

Educomp entered into contracts with its customers binding them for certain period of time. Such a contract based business provided visibility to Educomp's revenues, and reliable estimates of cash flows, analysts felt, would enable Educomp to plan its capital outlays more effectively.

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As of June 2009, Educomp provided services to 23,000 schools and 12 million learners and educators across the world. It was the leading K-12 online education company in India. Educomp expanded through both organic and inorganic routes. It acquired equity stakes in various companies in the education sector in several countries as a part of its global expansion strategy. It collaborated with several renowned institutes like Indian Institute of Technology (IIT) to develop content relevant for the target segment of the company.

Educomp planned to serve 15 million learners by 2010 and aimed to be in the top five K-12 education companies worldwide by 2012. Its tie up with Raffles Education Corporation to provide K-12 solutions in China would help it in working towards this goal as China is one of the world's largest K-12 education markets.

“Our children are not equipped with the right kind of skill-sets which would make them employable candidates in the future. Therefore, we need to make sure that all children are made part of this digitally aware generation and have the same levels of exposure to IT.”

- SoumyaKanti, President, ICT Division, Educomp, May 2009.

Case Study Questions:

- (1) Discuss how a strong product and first mover advantage could help a startup become a market leader in context of Educomp.
- (2) Analyze growth strategies of Educomp.
- (3) Examine the challenges Educomp faces in the near future. (5 marks each)

[This question paper contains 3 printed pages.]

Sr. No. of Question Paper : 1750

Roll No.....

Unique Paper Code : 101632

Name of the Course : **Bachelor of Business Studies**

Name of the Paper : Legal Aspects of Indian Business

Semester : VI (2015)

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Quote relevant Cases and Sections wherever applicable.
3. Attempt **any 5** questions. **All** questions carry equal marks.
4. Parts of a questions must be answered together.

1. (a) "All contracts are agreements but all agreements are not contracts". Comment on this statement explaining the essential elements of a valid contract. (8)
- (b) X sees a book displayed on the shelf of a book store with a price tag of Rs. 500/-. He tenders Rs. 500/- on the counter and asks for the book. The bookseller refuses to sell saying that the book has already been sold to someone else and he does not have another copy of that book in the stock. Define offer and acceptance and in its context, comment if the bookseller is bound to sell the book to X? (7)
2. (a) "No consideration No contract" Comment on the statement stating the exceptions to this rule. (8)

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- (b) A minor fraudulently represented to a moneylender that he was of full age, and obtained a loan of Rs. 50,000. Does the moneylender have any right of action against the minor for the money lent, or for the damages for fraudulent misrepresentation?
- Also, to what extent can a minor be held liable for the benefits obtained by him under any transaction? (7)
3. What is meant by 'Supervening Impossibility'? Cite giving examples, the cases where the Doctrine of Supervening Impossibilities apply and does not apply? (15)
4. (a) A dealer in radio gives a 'Murphy' radio to a customer on the terms that Rs. 100/- should be paid by him immediately and Rs. 200/- more in two monthly equal installments. It was further agreed that if the radio is found defective, the customers may return it within a week but not later. The customer made a default in paying the last installment. In the context of a 'sale' and 'an agreement to sell', comment what remedy does the seller have on such default. (8)
- (b) Describe the 'Doctrine of Caveat Emptor' and state the exceptions to the rule. (7)
5. (a) "A seller cannot convey a better title to the buyer than he himself has." Discuss the rule and the exceptions to it giving examples. (8)
- (b) A sells certain goods to B, the property in the goods is to pass to B on delivery which is to take place on 1st August, 2012, and the payment to be made by B on 1st June 2012. B refuses to pay the price on the due date on the plea that the property in the goods has not passed to him. Can A sue B for the price before the delivery of the goods takes place? State the rules with respect to the delivery of the goods under Sale of Goods Act 1930. (7)
6. (a) What is the significance of a 'Prospectus'? Briefly explain the contents of the prospectus. (8)
- (b) What are the requisites of a negotiable instrument? (7)

7. Differentiate between any **three** of the following:

- (a) Void agreement and illegal agreement
- (b) A contract of Indemnity and a Contract of Guarantee.
- (c) Fraud and Misrepresentation
- (d) Conditions and Warranties
- (e) Statutory company and an Incorporated/Registered company. (3×5)

[This question paper contains 3 printed pages.]

Sr. No. of Question Paper : 1751

Roll No.....

Unique Paper Code : 101633

Name of the Course : BBS

Name of the Paper : Financial Markets and Services

Semester : VI (2015)

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt any **five** questions.
3. **All** parts of any questions should be attempted together.
4. **All** questions carry equal marks, within a question all parts carry equal marks.

1. (a) Explain the role of RBI in regulation of money market.
(b) What is Margin? Explain VAR margin. An investor wishes to purchase a stock currently priced at Rs. 1250 per share. The stock has given a mean daily return of Rs. 180 for the last 6 months while its standard deviation of daily returns is 40%. Assuming 95% accuracy and the investor buys 10 shares, determine the VAR margin for the stock to be purchased by the investor.

(Z value corresponding to 95% area under normal curve = ± 1.65)

2. Differentiate between:

- (i) Merger and Acquisition

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- (ii) Operating and Financial Lease
 - (iii) Recourse and Non Recourse Factoring
3. (a) The following data are furnished by the Hypothetical Leasing Ltd (HLL):
- Investment cost : Rs 500 lakh
 - Primary lease term : 5 years
 - Estimated residual value after the primary period : Nil
 - Pre-tax required rate of return : 24 per cent

The HLL seeks your help in determining the annual lease rentals under the following rental structures:

- Equated
 - Stepped Up (an annual increase of 15 per cent),
 - Ballooned (annual rental of Rs 80 lakh for years 1–4)
- (b) Explain Retail Investors, Qualified Institutional Buyers and Non Institutional Investors with respect to the Book Building Process. If an NRI were to invest in an IPO, in which of the above categories will he/she fall?
4. (a) Angel Investors are a kind of Venture Capital Investors which are a type of Private Equity. Elaborate.
- (b) Differentiate between Term Insurance and Endowment Policy with respect to Life Insurance. A 27 year old man buys a ten year pure endowment plan (in its original form) which is expected to fetch Rs.1000. Assuming an interest rate of 8% p.a., what premium the company should charge from him assuming no load factor is considered while determining the premium.

(L 27 = 96,40,922; L37 = 94,58,921; D27 = 16,486; D28 = 16,362;
D28 = 16,526; D30 = 16,785; D31 = 17,235; D32 = 17,873; D33 = 18,602;
D34 = 19,518; D35 = 20,618; D36 = 21,996; D37 = 23,553.)

5. (a) Explain the process of Securitization with respect to Mortgage Backed Securities.
 - (b) Explain the post issue obligations of merchant bankers.
6. Write short notes on the following:
- (i) Poison Pill
 - (ii) IPO Grading
 - (iii) FPO

[This question paper contains 3 printed pages.]

Sr. No. of Question Paper : 1752

Roll No.....

Unique Paper Code : 101634

Name of the Course : Bachelor of Business Studies

Name of the Paper : Advertising and Brand Management

Semester : VI (2015)

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt **all** questions.

1. It's the season for Banking, Financial services and Insurance and several insurance ads are crowding our television screens these days. Given the narrow window of opportunity—the last three months of the financial year when everyone is scrambling to save on taxes—it would seem natural for all to try and get a share in the pie. And given there are more than 20 insurance brands, it becomes an imperative.

Quite a few ads have been released in the last few weeks. One of them being – '*HDFC Life*'. Given the success of *HDFC Life*'s earlier advertising campaign 'Sar Uttha Ke Jiyo' which was aimed at financial independence in old age, this campaign is about securing your child's future. It is the father-child bond that is being emphasized this time. Leo Burnett agency has created a story about a father and his attempts to make his daughter who wears a prosthetic leg, stand on her feet, literally and figuratively.

- (a) Critically appraise the creative approach, advertising execution and message design used in the above commercial. (10)

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- (b) In light of the given information, how successful do you think 'HDFC Life' will be in creating a place for itself in the customers mind. Justify. (5)
- (c) 'Which media scheduling technique will you suggest for the above advertisement and Why?' (5)
2. (a) What is Product Placements, and why has it become popular as an advertising medium? (5)
- (b) Explain how the different forms of interactive and alternative new media are changing the way advertising works. (5)
3. (a) Describe the various elements of a print ad, clearly highlighting their role in delivering a advertisement message. (5)
- (b) Explain the various Budgeting decision rules for advertising. (5)
4. Domino's vision is focused on 'Exceptional people on a mission' to be the best pizza delivery company in the world! Domino's is committed to bringing fun and excitement to the lives of customers by delivering delicious pizzas to their doorstep, and all its strategies are aimed at fulfilling this commitment towards its large and ever growing customer base. Recently, Domino's India overtook its UK counterpart in store count to become the largest international market for the company outside the US.
- (a) What are the promotional strategies that led to the success of Domino's in the Indian Market? (5)
- (b) Apart from promotional strategies, what else do you think the company worked on to achieve this position? (5)
- (c) With the ever increasing competition, what promotional strategies should Domino's adopt to maintain its market share? (5)

5. (a) Brands have physical as well as psychological features; explain with the help of an example. (5)
- (b) Mention branding of any three categories which have transitioned from commodities to brands. Why do organisations do this? (5)
6. (a) Some of the companies have undertaken a process of Corporate Rebranding like Airtel. Why would a company invest millions of rupees in creating a symbol or sign which is ambiguous and mean little to an average mind. Explain using the identity perspective. (6)
- (b) What is the relevance of Communication models in the field of advertising? (4)

[This question paper contains 3 printed pages.]

Sr. No. of Question Paper : 1753

Roll No.....

Unique Paper Code : 101635

Name of the Course : BBS

Name of the Paper : Industrial Relations and Labour Legislation

Semester : VI (2015)

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Answer **all** Questions. Internal choice is given.
3. Number the questions clearly and correctly.

1. Answer all parts:

- (a) What is Industrial relations. Discuss Dunlop's System Approach to Industrial Relations?
- (b) What are the obligations on the part of the employer in respect of Payment of Gratuity?
- (c) Discuss the model Grievance Redress Procedure. (5 marks each)

2. Alfa Enterprises has 300 workers on its rolls. The workers of this company who belong to Alfa Labour Union (ALU) have finally had enough of being treated badly at their workplace. The rules and regulations governing unions are not being followed, and several workers have been unduly dismissed without following the proper procedure. The factory supervisor, Jagan Seth, is very rude and abusive towards

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the workers. A day before only he refused Seema, a worker in the factory, time off from work to attend her Sister's funeral. The workplace is very filthy, and area around the machinery is unsafe. The workers also do not receive proper wage slips and do not know what deductions are being made. They are an unhappy lot and together discussed what their next move should be. Narayan, who is in the packing unit, suggested that they should call a strike. He believes that this is the last resort to get top management to pay attention to their grievances and to change its attitude towards the workers. They have tried on many previous occasions to address their grievances with Jagan Seth, the supervisor, but nothing has changed. The workers called on their shop incharge, Shriram, who again brought the grievances to the attention of Jagan Seth, their immediate supervisor, but nothing happened. The workers then held a ballot during which all but one voted in favour of going on strike. The shop incharge Shriram, then served a 48-hour notice on Jagan Seth that the workers were going to embark on industrial action in the form of a strike.

(a) Is Narayan's suggestion to go on strike appropriate? Explain your reasons.

(6)

(b) What can the workers do if their strike action fails to elicit any response from the management of the company?

(6)

3. "The obstacles to the development of Trade Unions in India are largely internal; they come from labour itself." Elucidate this statement and discuss the various obstacles in the growth of Trade Unions in India. (12)

OR

Explain how political affiliation affects the working of trade unions? Discuss briefly the salient features of Trade Union Act of 1926? (12)

4. "Collective Bargaining assumes collective wisdom of both labour and management". Discuss the importance of collective bargaining to both employer and employees. What are the different levels in collective bargaining? Discuss the trend and practice of Collective Bargaining in India. (4+4+4=12)

5. "Workers Participation in Management is essential to Industrial Democracy and Socialistic pattern of society". In the light of the statement, discuss the objectives and advantages of workers' participation in management. What are the key requirements for effective Workers Participation in Management? Do you think Workers Participation in Management is successful in India? (6+4 +2=12)
6. Answer both parts:
- (a) What is meant by 'Industrial Dispute'? Describe briefly the causes of industrial disputes in India? (6)
- (b) What are obligations of employer under Provident Fund Act? What is pensionable service? Write in detail. (6)

OR

Factories Act provides a comprehensive framework to govern issues relating to health, safety and welfare of factory workers. Do you agree? Evaluate the provisions of the act relating to the health safety and welfare of workers. (3+9=12)

[This question paper contains 6 printed pages.]

Sr. No. of Question Paper : 1754

Roll No.....

Unique Paper Code : 101636

Name of the Course : **Bachelor of Business Studies**

Name of the Paper : Income Tax and Planning

Semester : VI (2015)

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt 5 questions in all.
3. Question No. 1 is compulsory.

1. Mr Mubarak was working as a Manager at basic pay. Rs. 7,200 pm with Glamour Arts Ltd, Srinagar. He was receiving Rs. 2,000 pm as Dearness Allowance (100 % forming part of retirement benefits) and Rs. 4,000 pm as House Rent allowance. He stays in his own house. He received Rs. 28,000 as travelling allowance and he could spend only Rs. 25,000. His salary accrues on 1st of every month. He retired from service w.e.f. January 2014 and received the following amounts:

- (a) Retirement Gratuity Rs 1,62,000 (He retired after rendering 34 years service and his salary during 2013-14 was Rs 7,200 pm;
- (b) His pension was fixed at Rs. 2,800 pm. He gets 3/4th of his pension commuted for a lumpsum of Rs 2,10,000;
- (c) He received Rs 1,24,000 as refund from Recognized Provident Fund. Half of it consists of his own contribution plus interest thereon;
- (d) Leave Encashment of Rs 36,000 being five months' salary received on 31st January, 2014.

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You are required to compute Mr Mubarak's salary income for the Previous Year ending 31st March, 2014. (15)

2. (a) X, a foreign national, furnished the following particulars of his income relevant for previous year 2013-14

| | |
|---|---------|
| (i) Profit on sale of plant in UK (1/3 received in India) | 90,000 |
| (ii) Profit on sale of plant in Chennai (1/2 received in USA) | 210,000 |
| (iii) Interest on company deposit in India | 48,000 |
| (iv) Dividend declared by Indian Co. | 64,000 |
| (v) Interest received from a foreign co outside India (on capital utilised outside India) | 70,000 |

Find gross total income and income tax of X, if X is an Resident, but not ordinary resident. (5)

- (b) Mrs. Y owns 2 houses for residential purpose, following are the details

| | House 1 | House 2 |
|----------------------------------|----------|----------|
| Municipal Valuation | 1,30,000 | 1,90,000 |
| Fair Rent | 1,28,000 | 1,95,000 |
| Standard Rent (Rent Control Act) | 1,20,000 | 1,80,000 |
| Municipal Taxes paid | 10% | 10% |
| Repairs | 1,400 | 11,200 |

Mrs. Y borrows Rs. 1,90,000 @ 20 % p.a. for construction of both the houses.

(Date of borrowing : 01/06/2007; Date of Repayment : 10/05/2018).

Construction of all the houses is completed in May 2013. Determine income from house property for the AY 2014-15 (10)

3. Radhey Shyam, a business man in Kolkata provides the following information from his business. Calculate the taxable income and tax liability for PY 2013-14.

Profit and Loss A/c

| Particulars | Amount (in Rs) | Particulars | Amount (in Rs) |
|---------------------------|------------------|---------------|------------------|
| Opening Stock | 52,000 | Sales | 46,25,500 |
| Purchases | 40,04,375 | Closing Stock | 1,05,000 |
| Salaries and Wages | 87,500 | | |
| Rent and Rates | 65,500 | | |
| Commission | 10,750 | | |
| Household Expenses | 10,000 | | |
| Income Tax for 2013-14 | 18,050 | | |
| Advertisement | 2,500 | | |
| Postage and Telegram | 2,000 | | |
| Interest on own capital | 42,000 | | |
| Reserve for Bad Debt | 1,700 | | |
| Depreciation on Furniture | 9,000 | | |
| Net Profit | 4,25,125 | | |
| | 47,30,500 | | 47,30,500 |

Other Information:

- (1) Closing Stock and opening stock have been undervalued by 10%.
- (2) Depreciation on Furniture as per Income Tax provisions amounts to Rs 8,600
- (3) Sales include Rs 20,625 as goods withdrawn for personal purposes (purchased at Rs.13,925 and market value being Rs 22,620)
- (4) Purchases include consultancy fees of Rs 50,000 (10% of which is tax deducted at source but deposited on 10/01/2015)
- (5) Household expenses include Rs 3000 as contribution to PPF

- (6) On 10th September, 2013, RadheyShyam has received a gift of Rs. 48,000 from a friend in USA. The entire amount is invested in NSC VIII issue.
- (7) RadheyShyam purchased notified bonds of Infrastructure Company on 2nd March, 2014 for Rs. 51,000. (15)
4. (a) Discuss the provisions in relation to clubbing of the income of a minor child. (5)
- (b) X and Y give the following information

Residential house property in Kolkata

| | X (Rs.) | Y (Rs.) |
|---|-------------------|-------------------|
| Date of transfer | December 30, 2013 | September 5, 2013 |
| Date of Purchase | June 30, 1992 | April 26, 1986 |
| Sale Consideration | 30,00,000 | 20,50,000 |
| Value adopted for Stamp Duty purpose | 35,00,000 | 27,50,000 |
| Cost of Acquisition | 2,00,000 | 74,000 |
| Expenses on transfer | 40,000 | 12,000 |
| Amount deposited in Capital gains Deposit | 21,00,000 | 12,00,000 |

Account Scheme on July 20, 2014

To get the exemption u/s 54, the following residential house properties are purchased in Chennai by X and Y by withdrawing from the deposit account

| | | |
|---------------------|---------------|---------------|
| Date of Purchase | June 20, 2015 | March 1, 2015 |
| Cost of Acquisition | 15,00,000 | 9,00,000 |

Find out the following in case of X and Y-

Capital gain chargeable to tax for the AY 2014-15. If X does not want to purchase or construct another property, what is the earliest date when he can withdraw, the unutilized amount from the deposit account.

(CII for P.Y. 1986-87 – 140, 1992-93 – 223, 2013-14 – 939) (10)

5. (a) Discuss the provisions of the deduction in respect of donations to certain funds, charitable instruments under Section 80 G. (5)
- (b) Calculate income and income tax liability of the assessee for the AY 2014-15, if following information is provided.

| | |
|---|----------|
| Income from House property | 2,08,500 |
| Business Income | 95,000 |
| Short term Capital gains | 4,12,000 |
| Long term Capital gains | 1,92,500 |
| Income from owning and maintaining race horses | 1,05,000 |
| Income from card games | 2,06,000 |
| B/f business loss of AY 2010-11 | 1,02,000 |
| Unabsorbed depreciation allowance of AY 2008-09 | 1,96,000 |
| Long term Capital Loss AY 2012-13 | 2,37,200 |
| B/f loss from owning and maintaining horse races AY 2012-13 | 1,15,000 |
| Speculation loss AY 2010-11 | 20,000 |
| | (10) |

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6 Write short notes on following (Any 3)

- (a) Tax Avoidance vs. Tax Planning
- (b) Carry forward and set off of speculation loss (Sec 73)
- (c) Computation of income from winnings from lotteries, crossword puzzles, horse races and card games
- (d) Tax treatment of Agricultural Income (3×5)

[This question paper contains 4 printed pages.]

Sr. No. of Question Paper : 1755

Roll No.....

Unique Paper Code : 101637

Name of the Course : Bachelor of Business Studies

Name of the Paper : Retail Management

Semester : VI (2015)

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt all questions.

1. Case Study

According to sports Authority chief operating officer, the goals of the chain with regard to the customer's in-store experience are to promote Sports Authority as the "authority" and to provide product information that communicates value, price and savings. The Company's chief executive says, "We are the number one sporting goods brand in India. We refer it in our name, and we try to create in-store the message that we are the authority with the information."

In comparison to its old atmosphere that was disjointed, Sports Authority's new efforts use consistent tools and a dramatic value message. The two key parts of the new sports authority in-store experience are the revamped store design and the in-store television network.

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The company is in the midst of creating a new look for their store that reinforces its position as “the authority” on athletics. Instead of its previous warehouse look, where merchandise was “stockpiled high on the rafters,” Sports Authority is now using separate boutiques. Whereas the old store design had an apparel department in the center and departments such as footwear and fitness at the store’s edge, the new design features such specialty shops as a water shop (with beach toys and fishing supplies), a wheel shop (with roller blades and bicycles), and a team shop for seasonal sports. Many departments have unique floor treatments. At the water shop, for example, the floor tiles look like water.

To brighten up each store and facilitate shopping, each department has a different color brand to identify it. A blue band is used for water sports and a red band for the team sports shop. Departments are also color coded to highlight products for specific gender or age groups. And to reinforce the “authority” image, each aisle has detailed information about the vendor, the correct size for sports equipment, vital safety information, and how to maintain or repair a product. The Sports Authority’s end of aisle displays are coded to match the departments. When displays contain a brand’s logo is de-emphasized in comparison to the item’s price and savings relative to its list price.

A big part of Sports Authority’s new in-store experience is in-store television network. In-store television network provides sports related news, product information, and tips by sports celebrities. The network broadcasts half-hour segments – with 20 minutes of entertainment (such as tips and information from professional athletes and experts, and professional team and player profiles) and 10 minutes of advertising. The content is produced by RMS Networks, a media firm having a five-year agreement with Sports Authority. RMS designs the in-store television network content based on what is being sold at Sports Authority.

Vikas Shrivastav, Sports Authority’s senior vice president of marketing and advertising, says, “We saw the programming RMS was doing for other retailers, and it seemed perfect for the sporting goods environment. “The in-store television network is being broadcast in new Sports Authority stores and in those that are being renovated. During its testing phase, the stores with the in-store television network saw sales increase by 10%.

Questions

- (1) Evaluate Sports Authority's new store design in light of the retailer's objectives. (5)
 - (2) Discuss the pros and cons of Sports Authority's use of specialty boutiques instead of its previous warehouse format. (5)
 - (3) Develop a promotional campaign for Sports Authority to capitalize on "the authority" image. (5)
2. (a) Retailers use television advertising to build brand image. Television advertisers have identified many types of markets on the basis of the day, time and type of show during which their ads may appear. Which parameters will you select for advertising the following categories of merchandise: paint, cars, health club membership and kid's toys? Why?
- (b) The same brand of personal computer is sold by specialty computer stores, discount stores, category specialists, online retailers and warehouse stores. Why would a customer choose one retail format over the others? (7.5×2=15)
3. (a) In many malls, quick service food retailers are located together in an area known as food court. What are the advantages and disadvantages of this location for the food retailers?
- (b) What retail locations are best for department stores, specialty apparel stores and warehouse stores? Discuss your rationale. (7.5×2=15)
4. (a) Explain in detail the emerging trends in Indian Retail? What impact you expect it will have on traditional *Kirana* stores?
- (b) Being a management graduate, what remedial measures you would suggest to unorganized retailers to stay in competition and increase sales turnover and profit thereof? (7.5×2=15)

P.T.O.

5. Write Short Notes on any three of the following:

- (1) Merchandise Pricing
- (2) Management of Retail Outlet
- (3) Inventory Management
- (4) CRM

(5×3=15)

[This question paper contains 3 printed pages.]

Sr. No. of Question Paper : 1756

Roll No.....

Unique Paper Code : 101638

Name of the Course : BBS

Name of the Paper : International Human Resource Management

Semester : VI (2015)

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt **all** questions.

1. Discuss the different approaches to the management of International human resources. What are the merits and demerits of Ethnocentric, Polycentric and Geocentric HRM strategies? (12)

2. Read the Case and answer the questions that follow:

The International Hiring Dilemma

Pinnacle Office Systems is a worldwide manufacturer of photocopying equipment and other associated office productivity products headquartered in Texas, USA. It plans to hire a manager to help set up a new manufacturing facility in India for a period of at least three years. The Indian operation will start in about five months and the plant will be supervised by a US based Team and the expatriate manager will report directly to the team director. Pinnacle Office systems uses a combination of HCNs, PCNs and TCNs and tries to rotate its managers in different assignments so as to develop them for taking up international assignments. A committee appointed to identify the manager has these choices for the position:

P.T.O.

- (a) Hank Ketcham: Hank is a technical man and associated with the firm for 25 long years and specialist in Greenfield projects. His assignments to Europe have been shorter assignments but successful ones. He is due to retire in another four years. He and his family cannot speak any language except English. Their children are based in US itself.
- (b) Daniel Warne: Daniel has been with Pinnacle for the past fifteen years and has traveled all over Europe and Latin America. He and his wife can speak Spanish besides English and his wife is also a Director-Operations in a Pharmaceutical company. He is always open and ready to tackle foreign assignments.
- (c) Matilda Moore: She has studied in Europe and America and has been on foreign assignments to Australia too. She is well versed in English and French and is single. Presently she is heading a plant which is almost near the size of the planned Indian operation. She has expressed her desire for taking up an international assignment to further her experience.
- (d) Tony Fernandes: Tony joined the company's Spain operations nine years ago after completing his studies in the US and is presently heading Pinnacle's Spanish facility. He is single and has learnt to speak French and Spanish. He has traveled all over Asia especially in India where he has friends who were in his college in US. His friends come from influential business and political families in India. He is competent, though he does not have too much international managerial experience.

Questions:

- (a) Who should be chosen for the foreign assignment and why? (7)
- (b) What problems can these candidates face in the position identified and what can Pinnacle do in minimizing these problems? (8)
3. What are the challenges of International Performance Management? Discuss the major criteria associated with appraisal of Expatriate managerial performance? (12)

4. What are the issues in determining expatriate compensation? What approaches are used as basis for determining Expatriate compensation? (12)
5. What are the components of pre-departure training. (9)
6. Write short notes on any **three**
 - (1) Diversity Management
 - (2) Work life balance
 - (3) Female Expatriates
 - (4) Trade union influence on IHRM
 - (5) High performance work systems (3*5=15)