

**PGDM/GLC/IFM
2019 – 2021 BATCH
QUESTION PAPERS
SEMESTER I**



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ITM BUSINESS SCHOOL, KHARGHAR, NAVI MUMBAI

SEMESTER - I (END TERM) EXAMINATION SCHEDULE

PROGRAMME OF PGDM (MARKETING, FINANCE, OPERATIONS & SCM, BUSINESS ANALYTICS, FIN. TECH, DIGITAL MARKETING & TRANSFORMATION, HUMAN RESOURCE MANAGEMENT, INTERNATIONAL BUSINESS, RETAIL MANAGEMENT & MARKETING AND FINANCIAL MARKETS)

BATCH: 2019 - 2021

The written examination will be conducted in the following order:-

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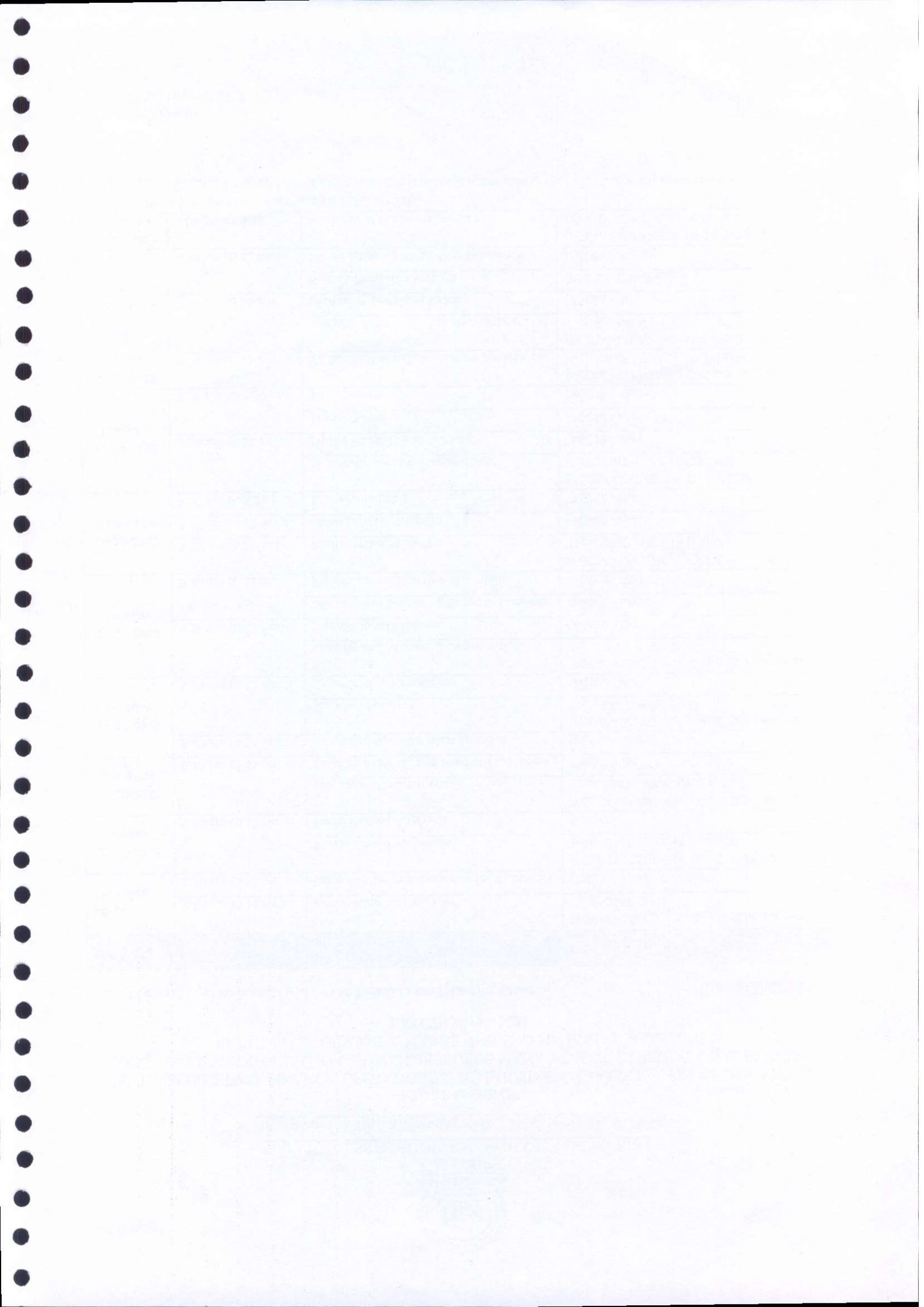
EXAM DATE & DAY	TIME	SUBJECT	SPECIALISATION
10-10-2019	9.30 am to 12 Noon	Accounting for Managers	[PGDM - MKTG, FIN, OPS & SCM, BA, Fin. Tech, DMT & FM]
10-10-2019	9.30 am to 11 am	Introduction to Accounting for Managers	[PGDM - HRM, IB & RMM]
11-10-2019	9.30 am to 12 Noon	Marketing Management	[PGDM - MKTG, FIN, OPS & SCM, BA, Fin. Tech, DMT, HRM, IB & RMM]
11-10-2019	9.30 am to 12 Noon	Fixed Income Analytics	[PGDM - FM]
12-10-2019	9.30 am to 11 am	Life Style Management	[PGDM - MKTG, FIN, OPS & SCM, BA, Fin. Tech, DMT, HRM, RMM & FM]
12-10-2019	9.30 am to 11 am	Country Profiling and Market Evaluation	[PGDM - IB]
14-10-2019	9.30 am to 11 am	Introduction to Decision Sciences	[PGDM - RMM]
14-10-2019	9.30 am to 12 Noon	Decision Sciences	[PGDM - MKTG, FIN, OPS & SCM, BA, Fin. Tech, DMT, HRM & IB]
14-10-2019	9.30 am to 12 Noon	Quantitative Techniques	[PGDM - FM]
15-10-2019	9.30 am to 12 Noon	Leading and Managing Organisation	[PGDM - MKTG, FIN, OPS & SCM, BA, Fin. Tech, DMT & HRM]
15-10-2019	9.30 am to 12 Noon	International Business	[PGDM - IB]
15-10-2019	9.30 am to 12 Noon	Leading and Managing Retail Organisation	[PGDM - RMM]
15-10-2019	9.30 am to 11 am	Principles and Practice of Banking	[PGDM - FM]
16-10-2019	9.30 am to 11 am	Managerial Economics	[PGDM - MKTG, FIN, OPS & SCM, BA, Fin. Tech, DMT, HRM, IB & RMM]
16-10-2019	9.30 am to 12 Noon	Managerial Economics	[PGDM - FM]
17-10-2019	9.30 am to 11 am	Equity Markets and Trading	[PGDM - FM]
17-10-2019	9.30 am to 11 am	Enterprise system Management	[PGDM - MKTG, FIN, OPS & SCM, BA, Fin. Tech, DMT, HRM, IB & RMM]
17-10-2019	9.30 am to 11 am	French 1	[PGDM - IB]
17-10-2019	2.00 pm to 3.30 pm	Basic French	[PGDM - RMM]
18-10-2019	9.30 am to 11 am	Verbal Skill and Quantitative Analysis 1	[PGDM - MKTG, FIN, OPS & SCM, BA, Fin. Tech, DMT, HRM, IB, RMM & FM]
18-10-2019	9.30 am to 11 am	Introduction to Operations Management	[PGDM - MKTG, FIN, OPS & SCM, BA, Fin. Tech & DMT]
19-10-2019	9.30 am to 11 am	Managing People at Work	[PGDM - IB]
19-10-2019	9.30 am to 12 Noon	Human Resource Management	[PGDM - HRM]
19-10-2019	9.30 am to 12 Noon	Introduction to Retail Management	[PGDM - RMM]
31-10-2019	2.00 pm to 4.30 pm	Managerial Communication 1	[PGDM - MKTG, FIN, OPS & SCM, BA, Fin. Tech, DMT, HRM, IB, RMM & FM]

Students should observe the examination rules strictly.

As per academic calendar Semester - I examination last paper is scheduled on 31st Oct. 2019. Please make a note of the same.

Navi Mumbai
30th September 2019

Controller of Examination





INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: ACCOUNTING FOR MANAGERS

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 2:30 Hrs.

Max. Marks: 60

Instructions:

1. Part A is compulsory.
2. Solve any 4 questions from Part B.
3. All Questions in Part B carry equal marks.

Part A

Mini Case

20 Marks

Q1.

The financial statements of Matrix Limited are shown below:

Rs. In million

Statement of Profit and Loss for Matrix Limited			31.3.2018	31.3.2017
Revenues from operations			1065	950
Other income			35	28
Total revenues			1100	978
Expenses				
Material expenses			600	520
Employee benefits expenses			120	110
Finance costs			35	30
Depreciation and amortization expenses			50	40
Other expenses			10	12
Total expenses			815	712
Profit before exceptional and extraordinary items and tax			285	266
Exceptional items			---	---
Profit before extraordinary items and tax			285	266
Extraordinary items			---	---
Provision for tax			95	82
Profit (loss) for the period			190	184
Dividends paid			25	25

Balance Sheet of Matrix Limited as at March 31, 2018

Rs. in million

Assets	31.3.2018	31.3.2017
Non-current Assets	650	555
Fixed assets	600	495
Non-current investments	20	20
Long-term loans and advances	30	40
Current Assets	402	308
Current investments	17	5
Inventories	165	138
Trade receivables	175	115
Cash and cash equivalents	25	20
Short-term loans and advances	20	30
Total	1052	863
Equity and Liabilities	31.3.2018	31.3.2017
Equity & Other Equity	620	455
Equity Share Capital	125	125
Reserves and surplus	495	330
Non-current Liabilities	300	295
Long-term borrowings	196	205
Deferred tax liabilities (net)	92	80
Long-term provisions	12	10
Current Liabilities	132	113
Short-term borrowings	90	75
Trade payables	20	24
Other current liabilities	10	8
Short-term provisions	12	6
Total	1052	863

Assume that:

Face value per share is Rs.10.

Required:

a) Prepare a Comparative Statement of the Balance Sheet for Matrix Ltd. (as per Schedule III of Companies Act, 2013) and discuss the performance and future prospects of the company.

b) Calculate the following ratios for the year 2017 and 2018 and offer your comments thereon.

Current ratio,
Debt-equity ratio,
Debtor turnover ratio,
Net profit ratio,
Return on Net worth

Part B

Solve any 4 questions from Part B.

Q2. The following is the Trial Balance of M/s Rudra Bros. Ltd. as at 31st March, 2019

Debit Balances	Rs.	Credit Balances	Rs.
Building	50,00,000	Creditors	25,000
Furniture & Fixture	10,00,000	Bills Payables	9,000
Machinery	40,00,000	10% Loan from Bank	500,000
Goodwill	500,000	Share Capital	60,00,000
Long term investments	300,000	Sales	28,28,000
Opening Stock : Raw Material	21,000	General Reserve	200,000
Finished goods	19,000	Bank Overdraft	40,000
Cash and Bank balance	17,000	Commission received	4,500
Power and Fuel	42,000	Provision for depreciation on:	
Purchase of Raw materials	250,000	Buildings	10,00,000
Salaries and Wages	102,000	Machinery	600,000
Debtors	30,000	Furniture	200,000
Bills Receivables	12,000	Provision for doubtful debts	500
Advertising	75,000		
Repairs & Maintenance	36,000		
Bad Debts	3,000		
	1,14,07,000		1,14,07,000

After taking into consideration the following additional information, prepare Profit & Loss Statement for the year ended 31st March 2019 and Balance Sheet as on that date as per Revised Schedule III of the Companies Act, 2013:

- The authorised share capital of the company is Rs. 1 crore divided into 10 lakh equity shares of Rs. 10 each.
- Closing Stock as on 31st March, 2019 was valued as under:
Raw Materials – Rs 17,000 Finished goods – Rs. 16,000
Provision for doubtful debts to be created @ 5%.
- Provision for depreciation on Building @ 5% p.a. and @ 10% p.a on other assets following straight line method.
- Outstanding wages and salaries are Rs 18,000
- Commission received in advance Rs 1,000/-
- 30% of the profit is to be provided for taxation.

Q3. a) X Co. Ltd. purchased a machine on 1st April 2015 for Rs 1,60,000. On October 1, 2016 another machine was purchased for Rs 1,40,000. On October 1, 2017, the first machine was sold for Rs 1,20,000. On the same date, another machine was purchased for Rs 1,00,000. The company charges depreciation @ 10% on original cost annually on 31st March.

Show Machinery Account, Provision for Depreciation Account for the years 31st March 2016, 2017 and 2018. (7 Marks)

b) Explain Depreciation and Property, Plant and Equipment (PPE) as per Ind AS 16. (3 marks)

Q4. Prepare Cash flow (Indirect Method) from given information:
Income statement of Ryan Ltd as on 31st March 2019

Particulars	Rs	Rs
Sales and other income	6,98,000	
Less :- Cost of Sales	5,20,000	
Gross Profit	1,78,000	
Less :- Expenses		
Depreciation	37,000	
Selling and Administrative expenses	1,10,000	
Interest	23,000	
Total Expenses	1,70,000	
Net Income	8,000	
Add :- Income		
Interest income	6,000	
Profit on Sale of investment	12,000	
Less:- Expenses		
Loss on sale of Plant	3,000	
Profit before tax	23,000	
Less :- Provision for Tax	7,000	
Profit after tax	16,000	

Balance Sheet	31.03.2019	31.03.2018
Assets		
Plant and Equipment	7,15,000	5,05,000
Less :- Accumulated Depreciation	(1,03,000)	(68,000)
Plant and Equipment (Net)	6,12,000	4,37,000
Long term investments	1,15,000	1,27,000
Inventories	1,44,000	1,10,000
Debtors	47,000	55,000
Bank	46,000	15,000
Prepaid expenses	1,000	5,000
TOTAL	9,65,000	7,49,000
Liabilities		
Equity Capital	4,65,000	3,15,000
Reserves and surplus	1,40,000	1,32,000
Term Loans	2,95,000	2,45,000
Creditors	50,000	43,000
Outstanding expenses	12,000	9,000
Provision for tax	3,000	5,000
TOTAL	9,65,000	7,49,000

The following additional information is provided for the year 2018-19

- Term Loans of Rs 50,000 was taken during the year.
- Plant costing Rs 10,000 having accumulated depreciation of Rs 2,000 was sold for Rs 5,000
- Dividend of Rs 8,000 was paid during the year
- Sold investments for Rs 1,02,000. These Investments cost Rs 90,000
- Tax provided during the year RS. 7,000/-.

Q5. a) From the following particulars of Product Y, prepare a Cost Sheet for the month of September 2019.

Particulars	Amt.(Rs.)
Raw Material:	
Opening Stock	80,000
Purchases	6,00,000
Closing Stock	40,000
Direct labour	2,40,000
Factory overheads	90,000
Office and Administration Overheads	1,10,000
Selling and Distribution Expenses	80,000
Finished Stock:	
Opening stock of 2,000 units at 11.20 per unit	
Closing stock 6,000 units at current cost price	
Profit on Sales at 20 percent	
Units produced 1,00,000 units	

b) Explain various elements of cost with examples.

(3 marks)

Q6. The following data is available for XYZ manufacturing company for a yearly period.

Expense details	Rs. (in Lakhs)
Fixed expenses:	
Wages and salaries	8.40
Rent, rates and taxes	5.60
Depreciation	7.00
Sundry administrative expenses	8.90
Semi-variable expenses (at 50% capacity):	
Maintenance and repairs	2.50
Indirect labour	9.90
Sales department salaries etc.	2.90
Sundry administrative expenses	2.60
Variable expenses (at 50% capacity):	
Materials	24.00
Labour	25.60
Other expenses	3.80
Total expenses	101.20

Assume that the Fixed expenses remain constant for all levels of production, Semi-variable expenses remain constant between 45% and 65% of capacity, and later on increase by 10% between 65% and 80% capacity, and then by 20% between 80% and 100% capacity utilization.

Sales at various levels	Rs. (in Lakhs)
50% capacity	100.00
60% capacity	110.00
75% capacity	120.00
90% capacity	150.00
100% capacity	170.00

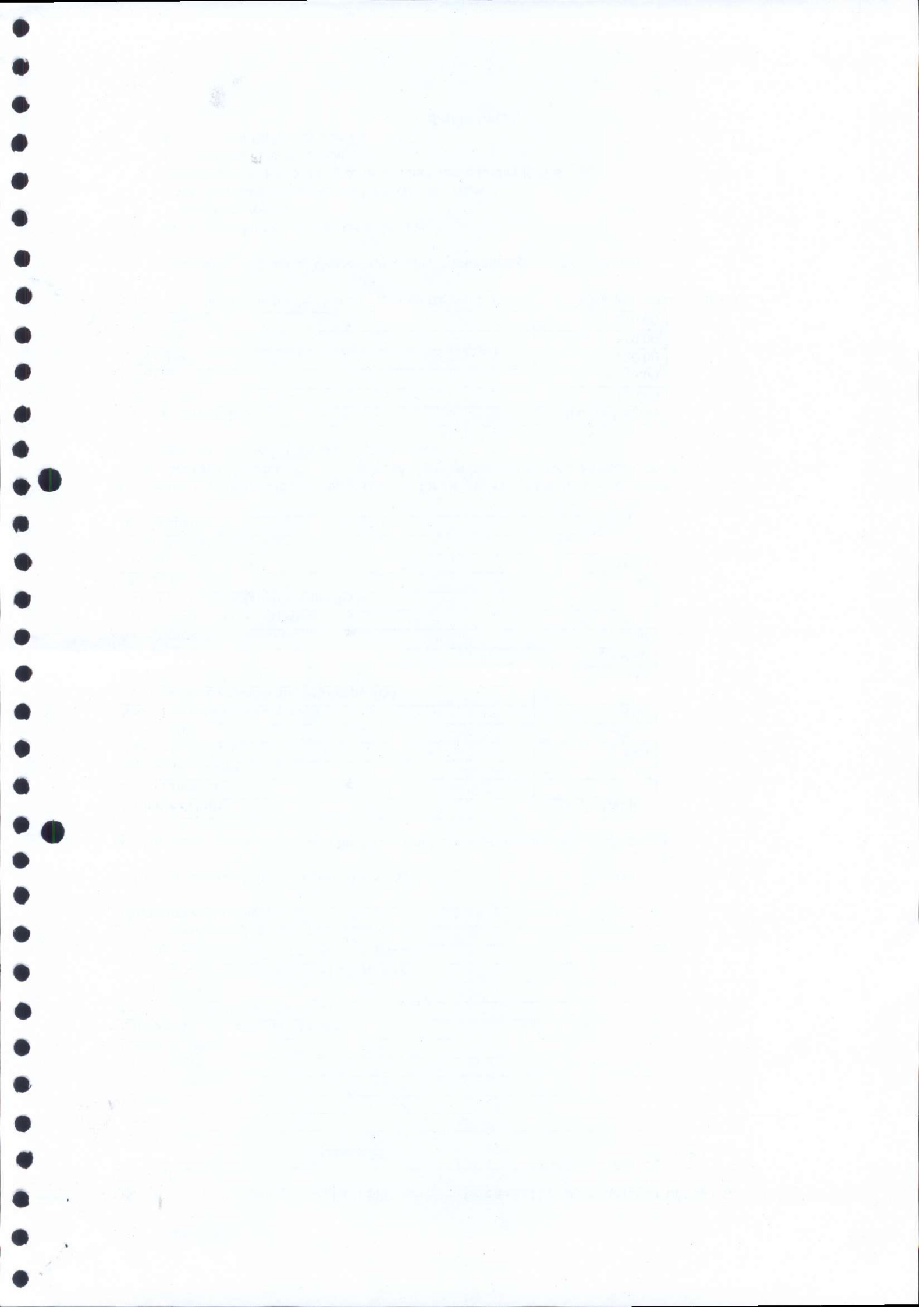
Prepare a flexible budget for the year and forecast the profit at 60%, 75%, 90% and 100% of capacity.

Q7. Explain any 3 Accounting Concepts and any 2 Accounting conventions in detail

Q8. Write any two short notes from the following:

- Types of Overheads
- Cash Flow from Operating and Financing activities.
- Significance & uses of Long-term solvency and liquidity Ratios.
- Uses of Cash Flow statement
- Objectives of Budgetary Control

Best of Luck!!



- Q3. 0204300300.2, 0204300300.3, 0204300300.4 (3 marks)
- a) Write a short note on Provision for Depreciation
- b) Sundaram Ltd. purchased a machine on 1st January 2016 for Rs 1,60,000. On July 1, 2017 another machine was purchased for Rs 1,40,000. On October 1, 2018, the first machine was sold for Rs 1,20,000. On the same date, another machine was purchased for Rs 1,00,000. The company charges depreciation @ 10% on original cost annually on 31st December. Show Machinery Account, Provision for Depreciation Account for the years ended 2016, 2017 and 2018. (7 Marks)

- i. Additional information:
The authorised share capital of the company is Rs. 1 crore divided into 10 lakh equity shares of Rs. 10 each.
- ii. Closing Stock as on 31st March, 2019 was valued at – Rs 33,000
- iii. Provide for depreciation on Building @ 5% p.a. and @ 10% p.a on other assets following straight line method.
- iv. Outstanding wages and salaries are Rs 18,000
- v. 30% of the profit is to be provided for taxation.

Schedule III of the Companies Act, 2013:

& Loss Statement for the year ended 31st March 2019 and Balance Sheet as on that date as per

Rs.	Credit Balances	Rs.	Debit Balances
30,000		50,00,000	Building
9,000		10,00,000	Furniture & Fixture
500,000		40,00,000	10% Loan from Bank
60,00,000		500,000	Share Capital
28,28,000		300,000	Sales
200,000		40,000	General Reserve
200,000		17,000	Bank Overdraft
10,00,000		42,000	Provision for depreciation on:
			-Buildings
600,000		102,000	-Machinery
200,000		30,000	-Furniture
		12,000	Debtors
		75,000	Bills Receivables
		36,000	Advertising
		3,000	Repairs & Maintenance
1,14,07,000		1,14,07,000	Bad Debts

Q2. 0204300300.4, 0204300300.5
The following is the Trial Balance of M/s Mamikarna Bros. Ltd. as at 31st March, 2019. Prepare Profit

Part B

Solve any 4 questions from Part B.

ITM/KHR/P/GDM1921/SM-I/101019
COURSE CODE: AM-300300

INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

P/GDM 2019-2021 BATCH

[PGDM – FINANCIAL MARKETS]

SUBJECT: ACCOUNTING FOR MANAGERS

[TERM END EXAMINATION OCT – 2019]

Max. Marks: 60

Max. Duration: 2:30 Hrs.

Q1. 0204300300.5

The financial statements of Zandu are shown below:

Statement of Profit and Loss for Matrix Limited		Rs.(in million)
Revenues from operations	1065	950
Other income	35	28
Total revenues	1100	978
Expenses		
Material expenses	600	520
Employee benefits expenses	120	110
Finance costs	35	30
Depreciation and amortization expenses	50	40
Other expenses	10	12
Total expenses	815	712
Profit before exceptional and extraordinary items and tax	285	266
Exceptional items	---	---
Profit before extraordinary items and tax	285	266
Extraordinary items	---	---
Provision for tax	95	82
Profit (loss) for the period	190	184
Dividends paid	25	25

- Assume that:
Face value per share is Rs.10.
- Requirement:**
a) Prepare a Comparative Statement of the Balance Sheet for Zandu Ltd. (as per Schedule III of Companies Act, 2013) and discuss the performance and future prospects of the company.
b) Calculate the following ratios for the year 2018 and 2019 and interpret the results thereof.
Current ratio,
Quick ratio,
Debt-equity ratio,
Net profit ratio,
Return on Investment

Assets	31.3.2019	31.3.2018
Non-current Assets	555	650
Fixed assets	495	600
Non-current investments	20	20
Long-term loans and advances	40	30
Current Assets	308	402
Current investments	5	17
Inventories	138	165
Trade receivables	115	175
Cash and cash equivalents	25	25
Short-term loans and advances	30	20
Total	863	1052
Equity and Liabilities	31.3.2019	31.3.2018
Equity & Other Equity	455	620
Equity Share Capital	125	125
Reserves and surplus	330	495
Non-current Liabilities	295	300
Long-term borrowings	205	196
Deferred tax liabilities (net)	92	92
Long-term provisions	10	12
Current Liabilities	113	132
Short-term borrowings	75	90
Trade payables	24	20
Other current liabilities	8	10
Short-term provisions	6	12
Total	863	1052

Balance Sheet of Zandu Limited as at March 31, 2019

Rs. in million

Prepare a flexible budget for the year and forecast the profit at 60%, 75%, 90% and 100% of capacity.

Sales at various levels	Rs. (in Lakhs)
50% capacity	100.00
60% capacity	110.00
75% capacity	120.00
90% capacity	150.00
100% capacity	170.00

Assume that the Fixed expenses remain constant for all levels of production. Semi-variable expenses remain constant between 45% and 65% of capacity, and later on increase by 10% between 65% and 80% capacity, and then by 20% between 80% and 100% capacity utilization.

Expense details	Rs. (in Lakhs)
Fixed expenses:	
Wages and salaries	8.40
Rent, rates and taxes	5.60
Depreciation	7.00
Sundry administrative expenses	8.90
Semi-variable expenses (at 50% capacity):	
Maintenance and repairs	2.50
Indirect labour	9.90
Sales department salaries etc.	2.90
Sundry administrative expenses	2.60
Variable expenses (at 50% capacity):	
Materials	24.00
Labour	25.60
Other expenses	3.80
Total expenses	101.20

The following data is available for Samuel Ltd.

Q5. 0204300300.6, 0204300300.7

- Additional Information:
- The provision for depreciation stood at ' 3,00,000 on 31.12.2017 and at ' 3,80,000 on 31.12.2018. A machine costing ' 1,40,000 (book value Rs. 80,000) was disposed off at a loss of 37.5%.
 - Tax provided during the year was ' 30,000.

Liabilities	2018	2017	Assets	2018	2017
Equity Share Capital	8,00,000	6,00,000	Fixed Assets	12,40,000	10,20,000
18% Pref. Share Capital	2,00,000	2,00,000	10% Investment (Long Term)	1,60,000	60,000
Profit and Loss A/c	4,00,000	2,75,000	Debtors (all good)	1,50,000	80,000
Reserves	1,40,000	3,20,000	Stock	3,76,000	3,80,000
14% Debentures	4,50,000	40,000	Cash	3,64,000	1,35,000
Creditors	1,50,000	60,000			
Bills Payable	80,000	40,000			
Provision for Tax	70,000	40,000			
	22,90,000	16,75,000		22,90,000	16,75,000

Q4. 0204300300.4, 0204300300.5
From the following particulars of Xeon Ltd, prepare a Cash Flow Statement;

Best of Luck!!

- a. Break Even Analysis
 b. Significance & uses of Long-term solvency and liquidity Ratios
 c. Cash Flow from Operating and Financing activities.
 d. Objectives of Budgetary Control
 e. Profit – Volume Ratio (P/V ratio)
 f. Types of Overhead

Write any two short notes from the following:

0204300300.7

Q 9. 0204300300.1, 0204300300.2, 0204300300.3, 0204300300.4, 0204300300.5, 0204300300.6,

Explain Accounting Concepts and Accounting conventions in detail (Any three)

Q 8. 0204300300.1, 0204300300.3

b) What are the elements of cost ? (3 marks)

FIFO method

Prepare Stores ledger for the month of August 2019 and value the closing stock on 22-8-2019 as per

22-8-2019	Purchases	400 units @Rs.25
15-8-2019	Issues	450 units
10-8-2019	Purchases	400 units @Rs.20
6-8-2019	Issues	200 units
1-8-2019	Purchases	300 units @Rs.15

a) The following purchases and issues were made in a company: (7 marks)

Q7. 0204300300.3, 0204300300.4

(b) Sales to earn a profit of Rs. 20,000

(a) Break-even point

Calculate:

iii. Selling price is Rs. 30 per unit

ii. Variable cost Rs. 15 per unit

i. Fixed cost Rs. 1,50,000

b) You are given the following particulars

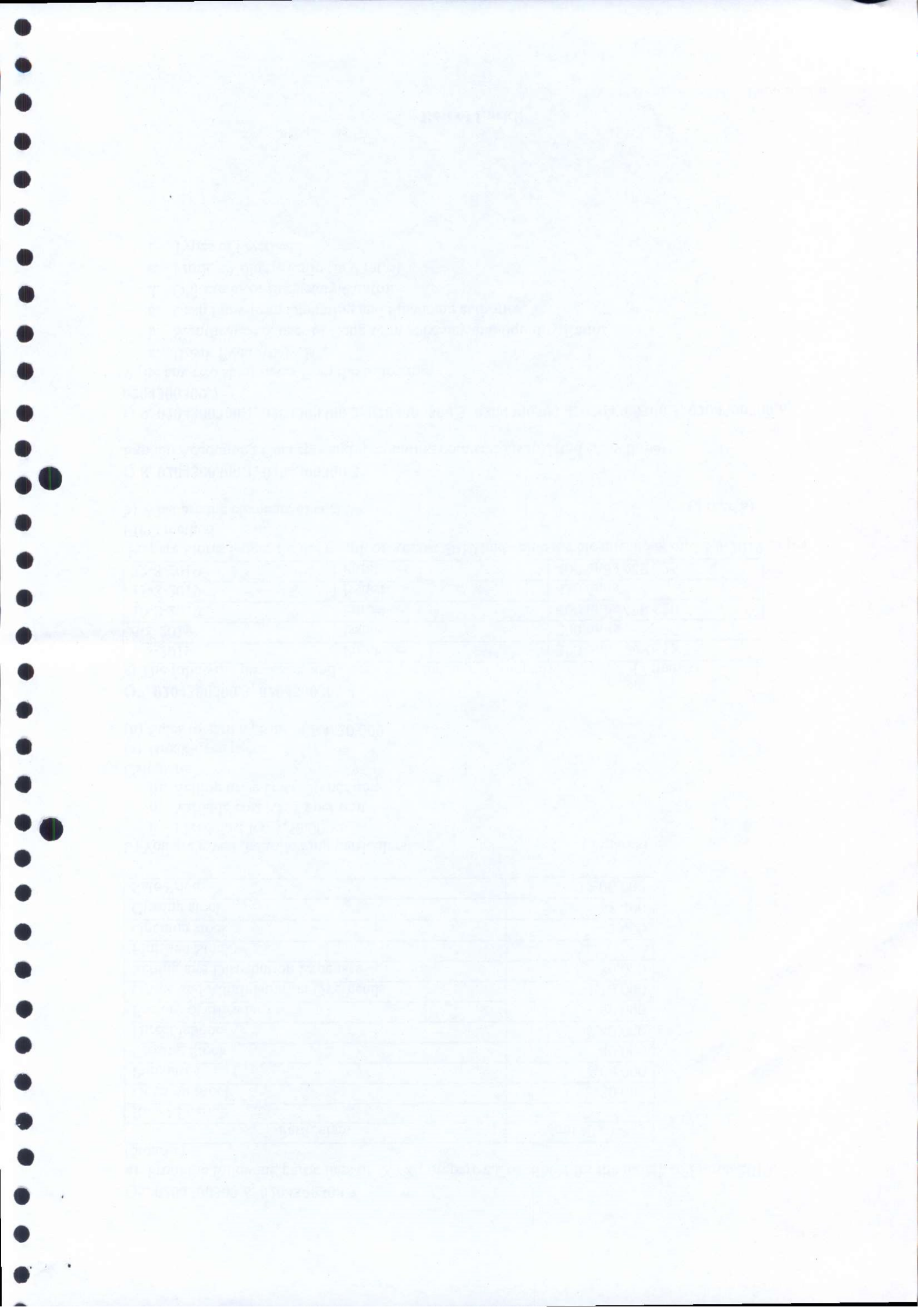
(5 marks)

Particulars	Amt.(Rs.)
Raw Material:	
Opening Stock	80,000
Purchases	6,00,000
Closing Stock	40,000
Direct labour	2,40,000
Factory overheads	90,000
Office and Administration Overheads	1,10,000
Selling and Distribution Expenses	80,000
Finished Stock:	
Opening stock	2,400
Closing stock	48,400
Sale Price	12,00,000

(5marks)

a) From the following particulars of XYZ, prepare a Cost Sheet for the month of March 2019.

Q6. 0204300300.6, 0204300300.7





INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM – HRM, RMM & IB]

SUBJECT: ACCOUNTING FOR MANAGERS

[TERM END EXAMINATION OCT – 2019]

Max. Duration: 1:30 Hrs.

Max. Marks: 30

Instructions: Q1 is compulsory answer any two from the remaining

Q.1 The trial balance as on 31st March, 2006 of Modi Traders is given below. Prepare a Profit & loss A/c for the year ended 31st March, 2006 and Balance Sheet in schedule III as on that date.

DEBIT		Rs.	CREDIT		Rs.
Repairs	750		Share Capital	25000	
Building	20000		Sales	75500	
Plant & Machinery	6000		Debentures	1000	
Cash at Bank	550		Sundry Creditors	12600	
Furniture	1500		Discount received	50	
Purchases	47500		Unsecured loan	750	
Carriage Inward	350		Outstanding Salaries	100	
Opening Stock	11000		Loan from bank	11000	
Wages	6000				
Sundry Debtors	17600				
Salaries	2500				
Postage & Telegrams	200				
Rent & Insurance	400				
Bad Debts	250				
Discount given	100				
General expenses	300				
Advertisement	5000				
Commission	500				
Insurance	300				
Printing & Stationery	700				
Cash in Hand	2000				
Patents	2500				
	126000				126000

Adjustments:

- (1) Closing Stock was valued at Rs.25000/-
- (2) Depreciation to be provided: Plant & Machinery @ 10%, Furniture & Patents @ 20%

Q2 The Balance Sheets of Manu Ltd. is as follows:

Liabilities		2008	2008	Assets		2008
Equity Share Capital (Rs. 10 each)		4000		Machinery		5000
Reserves		2500		Sundry Debtors		1000
10% Debentures		1000		Stock		1600
Creditors		600		Furniture		2200
15% Preference Share Capital		2000		Bank Balance		300
Rent Payable		100		Cash in Hand		700
Unsecured loans		200				
Bank Overdraft		400				
			10800			10800

During the year credit sales were Rs. 12,000
 Net profit after tax was Rs.2400 gross profit was Rs.6400
 interest on unsecured loans Rs.20 interest on debenture was paid for the whole year
 tax amounted to Rs.600. Market value of the equity share is Rs.40.

Calculate the following & Pass comments.

1. Cost of sales ratio
2. Net Profit Ratio
3. Current Ratio
4. Debtors Collection Period
5. Return on Capital Employed
6. Earning per share
7. Stock turn over ratio
8. Quick Ratio
9. Proprietary Ratio
10. Capital gearing Ratio

Q3 From the following Balance Sheets as on 31 -3-2019 and 2020
 you are required to prepare a Fund comparative statement

LIABILITIES		2019	2020	ASSETS		2019	2020
Share Capital		80000		Fixed Assets		75000	170000
Profit & Loss A/c.		50000		Car		50000	60000
General Reserve		30000		Inventories		55000	70000
6% Bonds		50000		Debtors		50000	35000
Sundry Creditors		20000		Bank		10000	
Outstanding Exp.		10000					10000
			240000				345000

Q4 a) Why cash flow statement is required in addition to financial statements?
 b) How & to whom cash flow statements are useful?

Q5 What are the concept and conventions in accountancy?

BEST OF LUCK

Q2 A. Patanjali Ayurved has been functioning for more than a decade, and has now shot into prominence. Patanjali products are working on the extraordinarily price-conscious buyers. Patanjali is today present in dozens of product categories, from salt and aata to sunscreen and face pack, from basic food items to modern beauty care and, of course, health products and medicines, which are the company's forte. Patanjali's skincare products, offer a great proposition as they are derived from herbs and are 100 per cent natural. Patanjali has recently gone for online retail through its own portal, along with other online grocery retailers such as Crofers and Aharan, which will enhance the distribution reach and bring in more sales. The yoga exponent and promoter-cum-brand ambassador Baba Ramdev himself turns out to be another significant differentiator for company.

In the light of the above excerpt, discuss the concept of Fair value and how Patanjali has balanced the various elements of Fair value. How is it enhancing customer's perceived value? (10 marks) (CO 2)

OR

Q2 B. Anticipating stiff competition from the new entrants, The three largest TV brands — Samsung, LG and Sony — have dropped prices by as much as Rs 40,000 with the maximum drop in large screen and premium models. In 32 and 43-inch sets, online-focused brands such as Xiaomi, TCL, IFalcom, Vu, Kodak and Thomson have dropped prices to their lowest ever. The year has seen two new entrants in the premium TV segment — OnePlus and Lenovo-owned Motorola. OnePlus launched a 55-inch QLED model at Rs 69,899 on Amazon forcing rival Samsung to drop the price of a similar size Frame QLED TV by Rs 35,000 to Rs 84,990 on Flipkart.

Discuss the relevant Attack and Defence Strategies adopted by the different players in the TV Brands. (10 Marks) (CO2)

Answer any one from Q3A OR Q3B

Q3A. Highlights from a news clipping on Automobile sector & economic slump

- Ola and Uber have hit demand for new cars in India.
- Millennials want gadgets over cars
- Finance minister Nirmala Sitharaman cited millennials' unwillingness to buy cars as one of the reasons for a slump in sales.
- Maruti Chairman Bhargava says the buying power of Indian consumers has not risen in line with the increase in car prices
- introduction of stricter safety and emission regulations would improve the quality of vehicles produced in India but car prices have been increased to adhere to new norms.
- the taxation levels in India, whether it's in terms of GST, road tax and others, are much higher than in Europe or even China
- Passenger vehicle sales in India have slumped in the past year due to lack of financing options, increase in ownership costs and an economic downturn

In the light of the above, provide a detailed account of the Macro forces impacting the automobile sector and suggest few strategies which marketers can take to bring back growth. (10 Marks) (CO 5)

OR

Q3B. What is 'share of requirements' and for what purpose is this marketing metric used? If suppose in the month of August 2019, sales of Cadbury's Silk was 56000 units & sales of Mazza was 31000 bottles. Among the households that bought Cadbury's Silk, total purchases of chocolates from all different brands was 260000 units & among the households that bought Mazza, total purchases of fruit based drinks was 350000 bottles respectively.

Calculate the Share of requirements % for both the brands and indicate as to how it will guide the marketers and in which all decisions. (10 Marks) (CO5)

Page 2 of 3

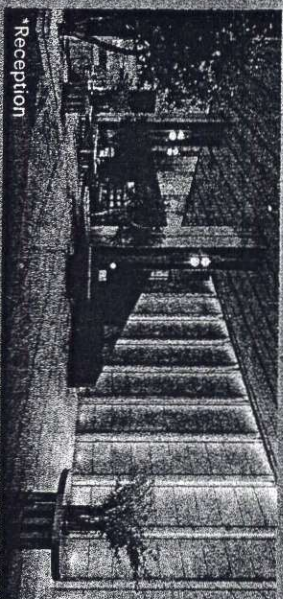
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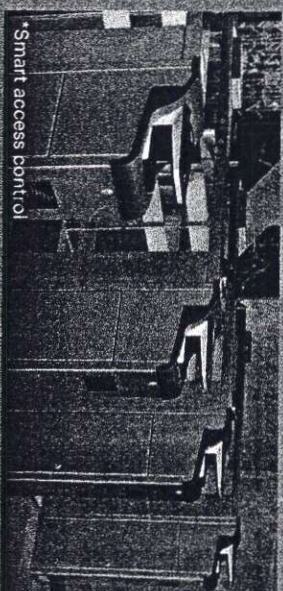
Finest location, with excellent connectivity | High rental yields | 100% commercial FSI, No IT/ITEs restrictions/issuues



*Reception



*Lounge lobby



*Smart access control

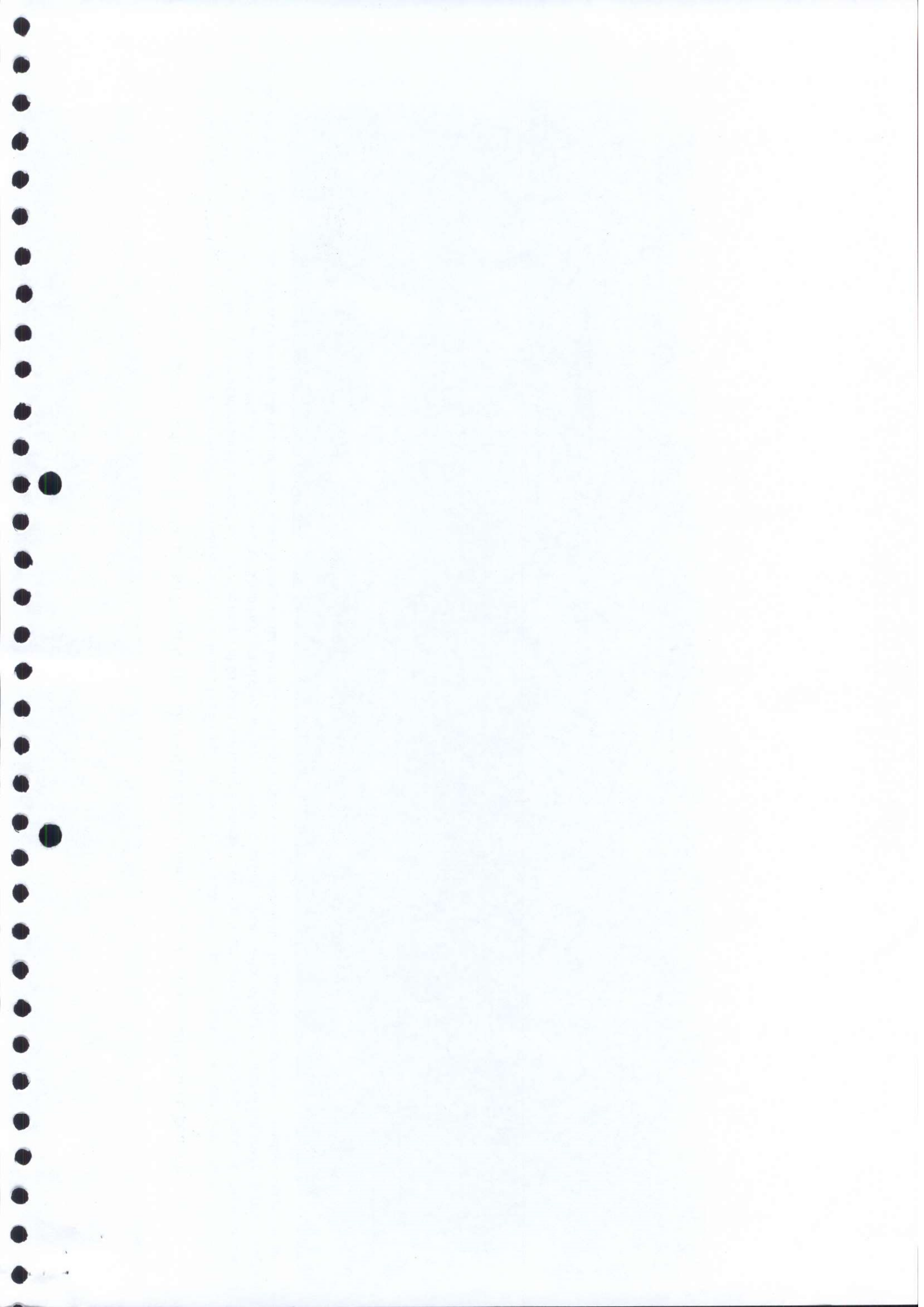
Gold LEED rated building. Your company will grow, not your carbon footprint.

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: MARKETING MANAGEMENT

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 2:30 Hrs.

Max. Marks: 60

Q1A is compulsory.

Do any one from Q1B (i) OR Q1B (ii)

Case Study

(15 Marks)

Vicks Cough Drops competes with brands like Halls and Strepsils in the Indian market. While Halls is closer to candy with its cooling proposition for throat relief, Strepsils is perceived to be more medicinal and found only in medical shops. Vicks enjoys the unique advantage of being perceived as having high efficacy while being relatively mild medication. When the consumption started plateauing in 2013 and distribution levels nearing saturation levels, it was clear that Vicks would have to switch on its leadership vision and find new space to grow. It would have to both tap the existing market deeper and simultaneously develop the market to extract further growth.

Through the research on users it was discovered that there were the heavy users and light users. It was discovered that for the heavy users, Vicks Cough Drops were not just relevant in times of throat irritation. They were also being consumed in casual situations like 'before entering a meeting', 'entering a social gathering' and 'making a verbal pitch or a presentation'. The brand thus was helping the heavy users on a deeper psychological level as they gained confidence in a moment of hesitation.

Culturally critical moments of hesitation, that would make equal sense to consumers living in big cities and those living in small towns was the platform of all its promotional endeavours. They figured that they had to come up with something colloquial and Indian enough to create the common appeal. A rhyming expression that seemed to do the job best, 'Jaise bhi khich khich, bolo bina khich' ('No matter the irritation, talk without hesitation'). The TV commercials as well as radio content were adapted to the theme of 'hesitation'.

The Twitter feed made the 'khich khich' moments popular through cultural context. The Facebook page kept the digital audiences engaged by posting interesting moments of 'hich khich' (hesitation). As a result of the campaign, the growth rate for Vicks Cough Drops doubled as compared to the previous year. Distribution grew by the targeted 10%. Awareness and salience exhibited an all-time high for the brand.

1A. How has Vicks Cough Drops used STP effectively to ensure its leadership position in the Market?

(10 marks) (CO 1,2,5,6)

1B(i) Which stage in the PLC do you think the product is in and why?

(5marks) (CO5,6)

OR

1B(ii) Explain the Marketing strategy adopted by the company using the Ansoff's Matrix. Provide proper reasoning for the same.

(5marks) (CO5,6)

Applied Qs
Answer any one from Q2 A OR Q2 B

Q2 A. Patanjali Ayurved has been functioning for more than a decade, and has now shot into prominence. Patanjali products are working on the extraordinarily price-conscious buyers. Patanjali is today present in dozens of product categories, from salt and atta to sunscreen and face pack, from basic food items to modern beauty care and, of course, health products and medicines, which are the company's forte. Patanjali's skincare products, offer a great proposition as they are derived from herbs and are 100 per cent natural. Patanjali has recently gone for online retail through its own portal, along with other online grocery retailers such as Grofers and Amazon, which will enhance the distribution reach and bring in more sales. The yoga exponent and promoter-cum-brand ambassador Baba Ramdev himself turns out to be another significant differentiator for company.

In the light of the above excerpt, discuss the concept of Fair value and how Patanjali has balanced the various elements of Fair value. How is it enhancing customer's perceived value? (10 marks) (CO 2)

OR

Q2 B. Anticipating stiff competition from the new entrants, The three largest TV brands — Samsung, LG and Sony — have dropped prices by as much as Rs 40,000 with the maximum drop in large screen and premium models. In 32 and 43-inch sets, online-focused brands such as Xiaomi, TCL, iFalcon, Vu, Kodak and Thomson have dropped prices to their lowest ever. The year has seen two new entrants in the premium TV segment — OnePlus and Lenovo-owned Motorola. OnePlus launched a 55-inch QLED model at Rs 69,899 on Amazon forcing rival Samsung to drop the price of a similar size Frame QLED TV by Rs 35,000 to Rs 84,990 on Flipkart.

Discuss the relevant Attack and Defence Strategies adopted by the different players in the TV Brands. (10 Marks) (CO2)

Answer any one from Q3A OR Q3B

Q3A. Highlights from a news clipping on Automobile sector & economic slump

- Ola and Uber have hit demand for new cars in India.
- Millennials want gadgets over cars
- Finance minister Nirmala Sitharaman cited millennials' unwillingness to buy cars as one of the reasons for a slump in sales.
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OR

Q3B. What is 'share of requirements' and for what purpose is this marketing metric used? If suppose in the month of August 2019, sales of Cadbury's Silk was 56000 units & sales of Maaza was 31000 bottles. Among the households that bought Cadbury's Silk, total purchases of chocolates from all different brands was 260000 units & among the households that bought Maaza, total purchases of fruit based drinks was 350000 bottles respectively.

Calculate the Share of requirements % for both the brands and indicate as to how it will guide the marketers and in which all decisions. (10 Marks) (CO5)

Q4 is compulsory (CO3)

Q4 One Plus & Apple adjusted the launch dates of their new models with the recent online shopping bonanzas of Amazon & Flipkart. Considering its failed bid to lure Indian consumers last season, Apple has attempted various innovations on pricing this time:
It has priced its base model — iPhone 11, 64GB — 16 per cent lower than its previous launch. Further, the firm has launched a cash-back offer through HDFC Bank, which brings down the effective price by up to Rs 7,000. Also, via the EMI scheme, it has brought down the effective price of iPhone 11 base variant to Rs 58,900. Moreover, it has also brought significant price cut on its older models — in the range of Rs 10,000 to Rs 20,000. Tech analysts feel with aggressive pricing, Apple this time has a chance to brighten its prospects. Though like earlier, OnePlus 7T, with prices beginning from Rs 37,999, is still cheaper than the new iPhones.

Focusing on the pricing objective & methods, cover in detail the pricing policy followed by Apple for this new launch.

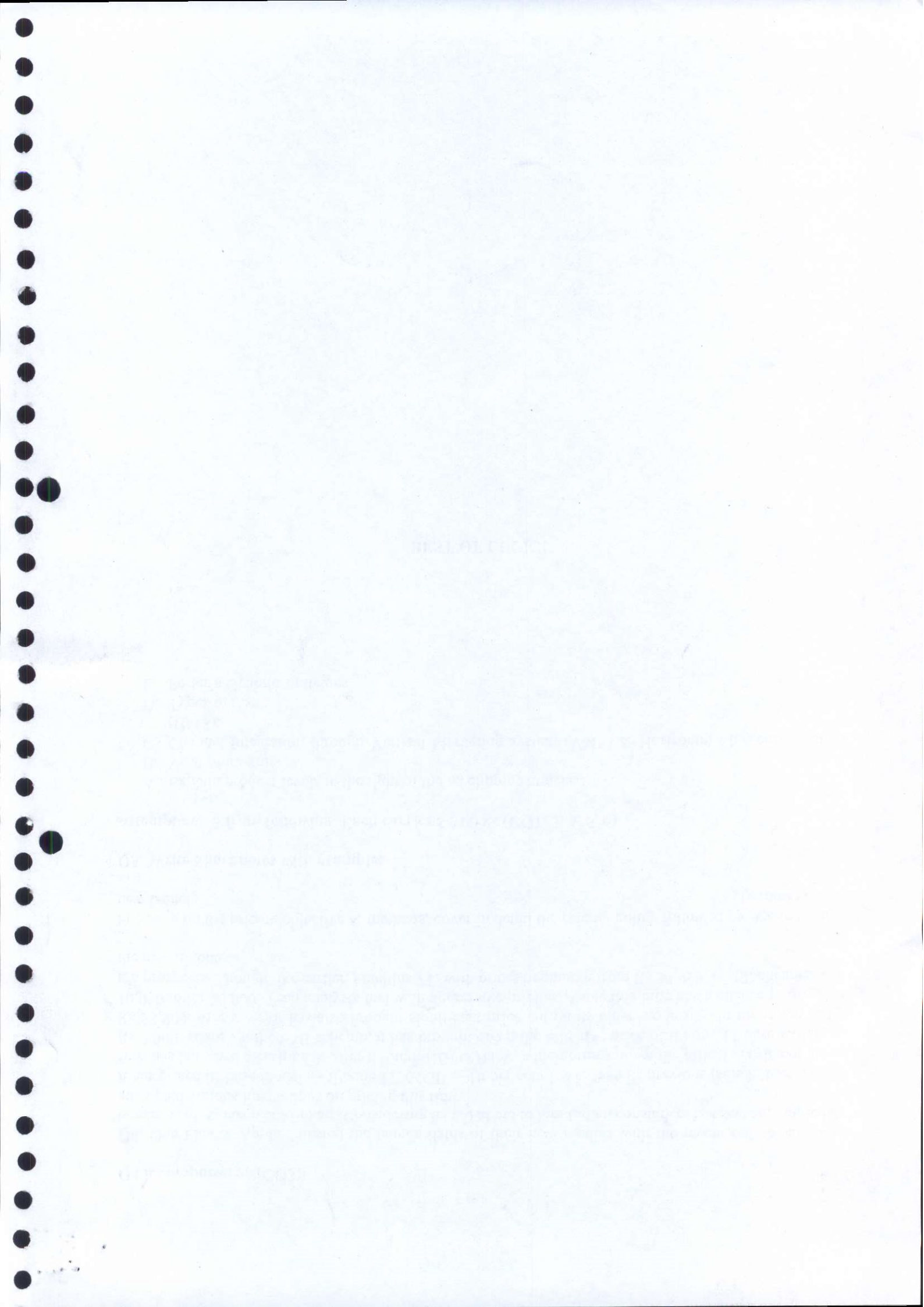
(10 marks)

Q5. Write Short notes with example:

Attempt any 3 from following. Each carries 5 Marks (CO1, 3, 4, 5, 6)

- A. Explain product levels in the light of the ad clipping attached
- B. Viral Marketing
- C. Channel integration through Vertical Marketing system (VMS) & Horizontal Marketing system (HMS)
- D. Types of needs
- E. Porter's Generic strategies

BEST OF LUCK!!



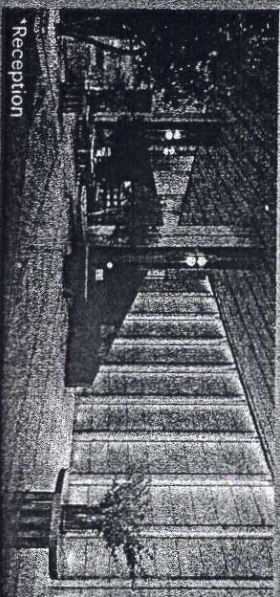
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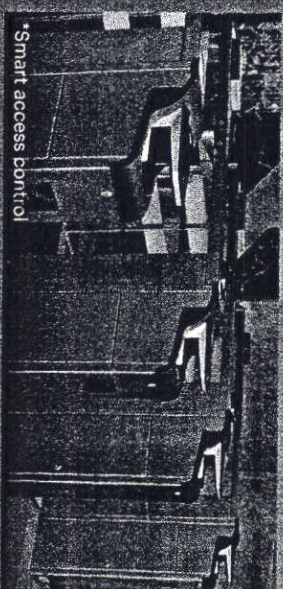
Finest location, with excellent connectivity | High rental yields | 100% commercial FSI, No IT/ITES restrictions/issue



Reception



*Lounge lobby



*Smart access control

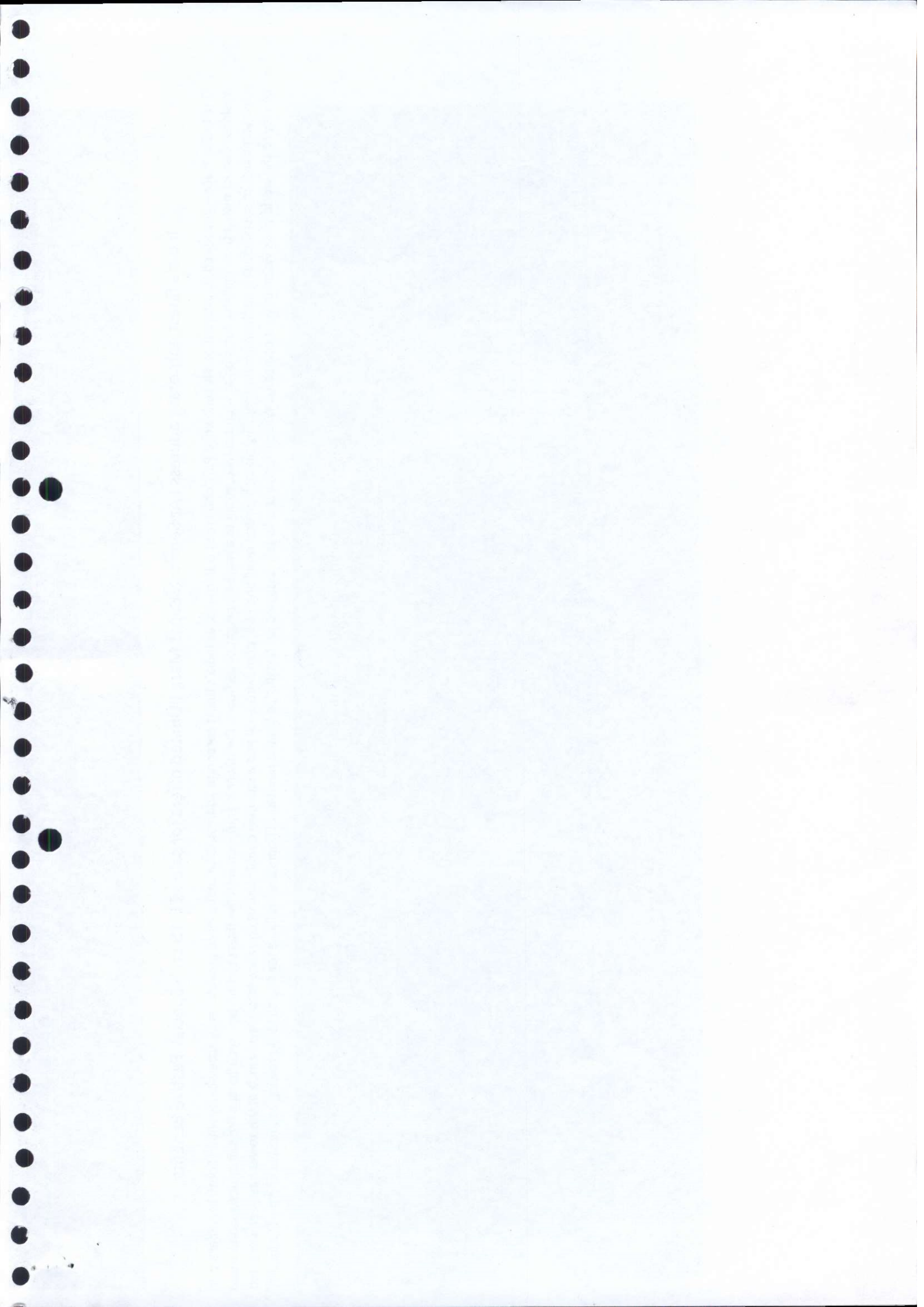
Gold LEED rated building. Your company will grow, not your carbon footprint.

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM - FINANCIAL MARKETS 2019-2021 Batch

SUBJECT: FIXED INCOME AND ANALYTICS

[END TERM EXAMINATION OCTOBER 2019]

Max Duration: 2:30 Hrs.

Max. Marks : 60

Instruction: 1. Answer all questions. 2. CO refers to Course Outcomes Codes.

8 Marks

Question 1: Answer any 1 of the following.
(CO - 0204300305.1 and CO - 0204300305.2)

- a) What is a Bond? Explain different types of bonds.
b) What do you mean by Money Market? Explain different instruments in money market? How does RBI manage liquidity through money market operations?

10 Marks

Question 2: Answer the following.
(CO - 0204300305.2 and CO - 0204300305.3)

Explain in detail relationship between Inflation, Interest rates and Yield on Bonds. Explain this with the help of Fisher Effect

10 Marks

Question 3: Answer any 1 of the following.
(CO - 0204300305.1, CO - 0204300305.2 and CO - 0204300305.3)

- a) Write a note Debt Mutual Fund on the basis of Duration.
b) What do you mean by Credit Risk in a bond? Explain different types of Credit Risk.

10 Marks

Question 4: Answer the following.
(CO - 0204300305.3, CO - 0204300305.4 and CO - 0204300305.6)

What do you mean by parallel and nonparallel shift in yield curve? Explain with the help of diagram. Explain different ways in which nonparallel shift can occur for a yield curve. What do these different types of movements in yield curve indicate for economic condition of an economy?

10 Marks

Question 5: Solve any 1 of the following.
(CO - 0204300305.4 and CO - 0204300305.6)

- a) Calculate Modified Duration for 6% 5-year bond payable semiannually trading at yield of 4%.
b) Calculate yield of T bill which is trading at 90.345 with the no of days to maturity being 182 days. Also find price of Commercial paper and Certificate of deposit when the spread of CD over T bill is 200 bps and CP over T bill is 315 bps.

12 Marks

Question 6: Solve the following.
(CO - 0204300305.4, CO - 0204300305.5 and CO - 0204300305.6)

A bond is purchased between coupon periods. Days between settlement date and next coupon date is 55 days. There are 178 days in a total coupon period. Coupon rate for this bond is 8% with 10 semi-annual coupons remaining. Assuming discount rate of 6%. Calculate the following
a) Dirty price
b) Accrued interest
c) Clean Price

@@@@@@@

Page 1 of 1

The following information was obtained from the records of the Department of the Interior, Bureau of Land Management, for the year ending December 31, 1964.

1. The total number of acres of land owned by the United States is 1,000,000,000.

2. The total number of acres of land owned by the United States is 1,000,000,000.

3. The total number of acres of land owned by the United States is 1,000,000,000.

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15. The total number of acres of land owned by the United States is 1,000,000,000.

16. The total number of acres of land owned by the United States is 1,000,000,000.

17. The total number of acres of land owned by the United States is 1,000,000,000.

18. The total number of acres of land owned by the United States is 1,000,000,000.



INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: LIFESTYLE MANAGEMENT

TERM END EXAMINATION OCT - 2019

Max. Duration: 1:30 Hrs.

Max. Marks: 30

NOTE: All Questions are compulsory.

Q1. Write answers in one para on any five. (Approx. 10 sentences)
Be precise in covering the essential aspects.

(15 Marks)

1. Explain the difference between Yoga and other physical Exercises.
2. Why Yoga is advisable for modern age lifestyle? Explain
3. What are the eight steps of Yoga system? Explain in details step number 3 and 4.
4. Describe Dhanurasana with contra-indications, steps and benefits.
5. Explain briefly Suryanamaskar and write its five benefits.
6. What is best time of a day to practice Yoga asanas and why?
7. What is Mudra? Describe two Mudras advised for improvement of right and left brain.
8. Explain the five Yamas of the Eight steps of Yoga.

Q2. Write Short Note on anyone. (Approx. twenty sentences)

(5 Marks)

1. Reflection Exercise and its benefits for personal excellence.
2. Name the Seven Chakras, their respective colours, their locations in human body and the benefits of meditation on them.
3. Explain Pranaaharana and its three stages.
4. Explain what you mean by Non-communicable diseases, their volume and suggest remedies with reference to the World Health Organisation (WHO) Report 2017.

Q3 Please read carefully the passage and answer the following questions.

(10 Marks)

All questions carry two marks.

Purity is cleanliness; both physical and mental. If a man thinks of himself as being the dwelling place of the Atman, he will naturally feel that his body and mind must be kept clean. External cleanliness is chiefly important because of its psychological effect upon us; the mere act of washing suggests the removal of mental as well as physical dirt. After a good bath, we are apt to say involuntarily: "Ah, now I feel better!"

The internal organs of the body must be cleansed, strengthened by following a proper diet. Similarly, we must follow a mental "diet" in order to cleanse and strengthen the mind. We must regulate our reading, our conversation, and indeed, our whole intake of mental "food". We must cultivate the society of those who are spiritual minded. This does not of course, involve an absolute taboo on certain persons and topics, on the grounds that they are "worldly" or "sinful". Such negative Puritanism would only lead to self-righteous pride and a futile desire for what was forbidden. What really matters, as always, is our own attitude. If we never relax in the exercise of

#####

Questions:

- a) What things of a man need to be kept clean?
- b) How to cleanse the mind?
- c) What do understand by negative puritanism?
- d) What does really matter in life?
- e) Explain which step, out of the eight steps of Yoga, is described in the passage?

[CO-1]

discrimination, we shall find that every human encounter, everything that we read or are told, has something to teach us. But the discriminative awareness is very hard to maintain, and so the beginner must be careful. The danger is gossip, "light" entertainment, ephemeral journalism, popular fiction, radio-romancing, etc., is simply this: they encourage us to drift into a relaxed reverie, neutral at first but soon coloured by anxieties, addictions and aversions, so that the mind becomes dark and impure. Cleanliness of mind can only be maintained by constant alertness. "Once thrown off its balance," said St. Francois de Sales, "the heart is no longer its own master".



INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: LIFESTYLE MANAGEMENT

TERM END EXAMINATION OCT - 2019

Max. Duration: 1:30 Hrs.

Max. Marks: 30

NOTE: All Questions are compulsory.

Q1. Write answers in one para on any five. (Approx. 10 sentences)
Be precise in covering the essential aspects.

(15 Marks)

1. Explain the difference between Yoga and other physical Exercises.
2. Why Yoga is advisable for modern age lifestyle? Explain
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4. Describe Dhanurasana with contra-indications, steps and benefits.
5. Explain briefly Suryanamaskar and write its five benefits.
6. What is best time of a day to practice Yoga asanas and why?
7. What is Mudra? Describe two Mudras advised for improvement of right and left brain.
8. Explain the five Yamas of the Eight steps of Yoga.

Q2. Write Short Note on anyone. (Approx. twenty sentences)

(5 Marks)

1. Reflection Exercise and its benefits for personal excellence. [CO-5]
2. Name the Seven Chakras, their respective colours, their locations in human body and the benefits of meditation on them. [CO-5]
3. Explain Pranadharana and its three stages. [CO-4]
4. Explain what you mean by Non-communicable diseases, their volume and suggest remedies with reference to the World Health Organisation (WHO) Report 2017. [CO-3]

Q3 Please read carefully the passage and answer the following questions.

(10 Marks)

All questions carry two marks.

Purity is cleanliness; both physical and mental. If a man thinks of himself as being the dwelling place of the Atman, he will naturally feel that his body and mind must be kept clean. External cleanliness is chiefly important because of its psychological effect upon us; the mere act of washing suggests the removal of mental as well as physical dirt. After a good bath, we are apt to say involuntarily: "Ah, now I feel better!"

The internal organs of the body must be cleansed, strengthened by following a proper diet. Similarly, we must follow a mental "diet" in order to cleanse and strengthen the mind. We must regulate our reading, our conversation, and indeed, our whole intake of mental "food". We must cultivate the society of those who are spiritual minded. This does not of course, involve an absolute taboo on certain persons and topics, on the grounds that they are "worldly" or "sinful". Such negative Puritanism would only lead to self-righteous pride and a furtive desire for what was forbidden. What really matters, as always, is our own attitude. If we never relax in the exercise of

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[CO-1]

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM – INTERNATIONAL BUSINESS 2019-2021 BATCH

SUBJECT: COUNTRY PROFILING AND MARKET EVALUATION

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 1:30 Hrs.

Max. Marks: 30

Note- Attempt all questions. Q 1 carries 10 Marks; Q 2-6 carry 4 marks each.

Q 1- Plot the following locations on physical map of the world.

10 Marks
[CO 02033300307.2]

- (i) Port of Novorossiysk.
- (ii) Porto de Santos (Port of Santos).
- (iii) German city known as Federal City.
- (iv) Capital of Republic of Turkey.
- (v) City having nick name of "Gotham/The Big Apple".
- (vi) City having Headquarters of the African Union.
- (vii) Port of Puerto Cabello.
- (viii) City of Guangzhou.
- (ix) City having official name of *Santiago de Leon de Caracas*.
- (x) City having nickname of *eGoli*.

Q 2- An Indian company dealing in pharma products wishes to enter Russian market. You have been asked to evaluate the market on the basis of various parameters. Advise the company.

[CO 02033300307.4]

Imagine yourself as CMD of a large electronics company. You wish to expand the company's business internationally and you have to choose between Brazil and Venezuela. Which country will you choose? Support your answer with relevant facts and figures.

[CO 02033300307.4]

Q 3- Write an elaborative note on the historical evolution of the world economy.

[CO 02033300307.1]

"An appreciation of economic geography provides a conceptual understanding of changing fortunes of the world economy." Do you agree? Support your answer.

[CO 02033300307.1]

Q 4- What is the Competitiveness Cube? Explain in detail.

[CO 02033300307.3]

What is CAGE Framework? Explain its relevance?

[CO 02033300307.3]

Q 5- Explain the Stefan Robock and Kenneth Simmonds's Geo Business Model. What is the use of this model?

[CO 02033300307.1]

Write an elaborative note on changing forms of International Business.

[CO 02033300307.1]

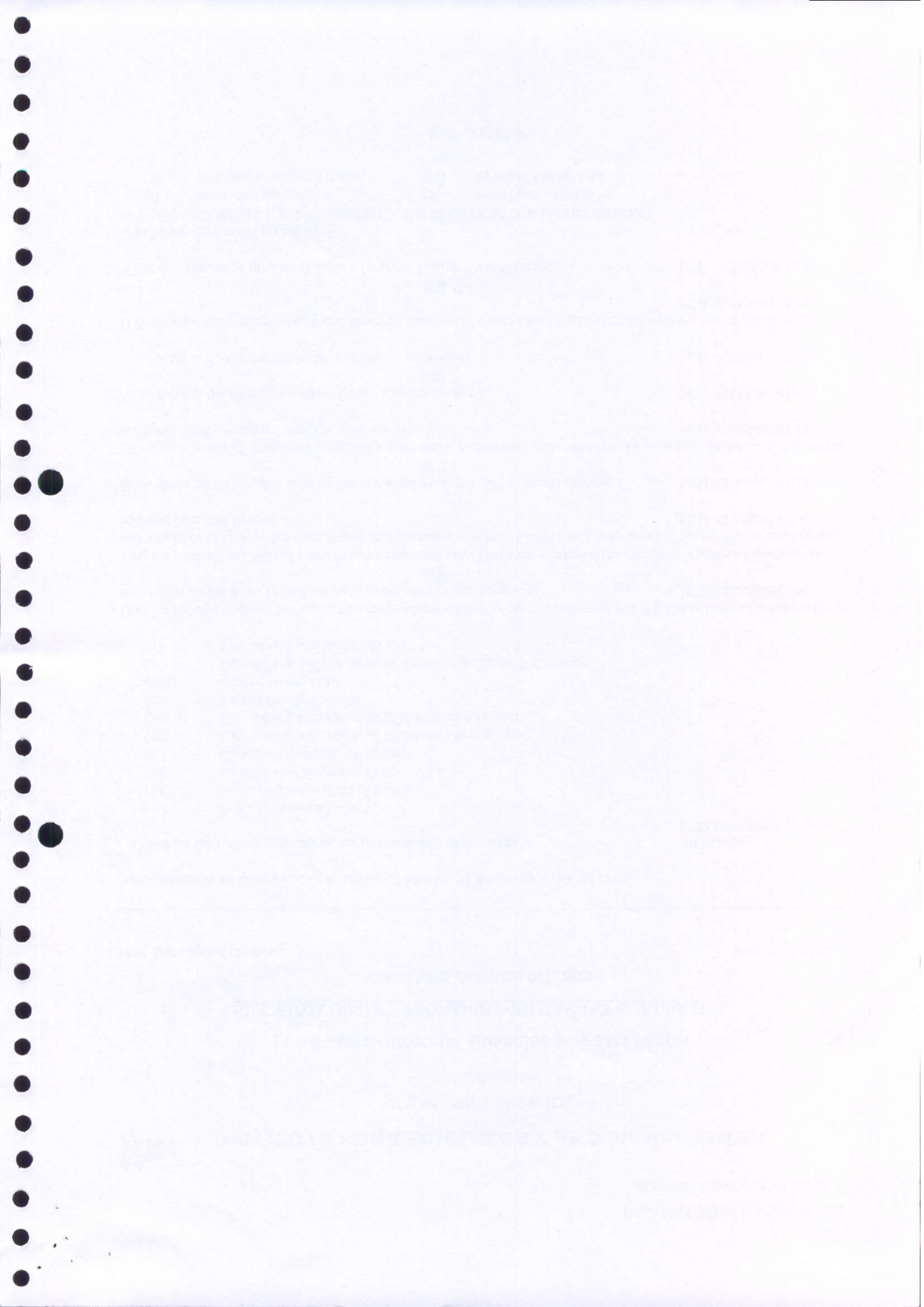
Q 6- Write short notes on any two-

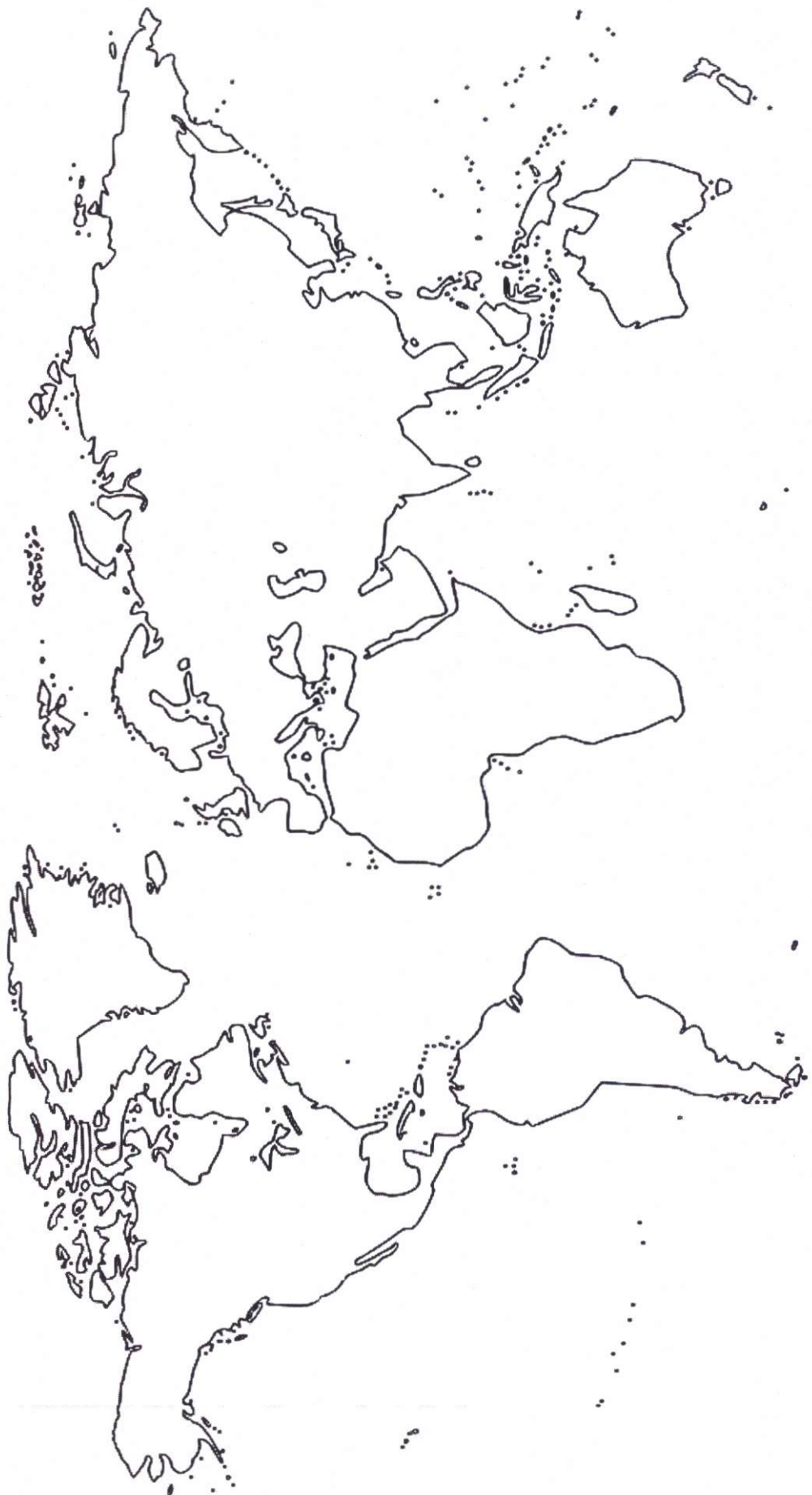
- (i) Economic Geography
- (ii) National Competitiveness
- (iii) Types of Collar Jobs

@@@@@

COURSE CODE: CPME-300307

ITM/KHR/PGDM1921/SM-I/121019





INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM – RETAIL MANAGEMENT & MARKETING 2019-2021 BATCH

SUBJECT: INTRODUCTION TO DECISION SCIENCES

[TERM END EXAMINATION OCT – 2019]

Max. Marks: 30

Max. Duration: 1:30 Hrs.

Instructions:

1. Question 1 and 2 is compulsory. Attempt any 1 question out of Q3 and Q4.

2. Calculators are allowed.

3. All questions carry equal marks (10 marks)

4. Graph paper will be provided.

Q 1. A) The Director of graduate admissions at a local university is analyzing the relationship between scores on the Graduate Record Examination (GRE) and subsequent performance in graduate school, as measured by a student's grade point average (GPA). She uses a sample of 10 students who graduated within the past five years.

GRE	GPA
1500	3.4
1400	3.5
1000	3
1050	2.9
1100	3
1250	3.3
800	2.7
850	2.8
950	3.2
1350	3.3

a. Calculate and interpret the covariance. (2.5 marks)

b. Calculate and interpret the coefficient of correlation. Does an applicant's GRE score seem to be a good indicator of subsequent performance in graduate school? (2.5 marks)

B) The following table shows the annual returns (in percent) for Fidelity's Electronic Utilities Funds.

Year	Electronic	Utilities
2005	13.23	9.36
2006	1.97	32.33
2007	2.77	21.03
2008	-50.00	-35.21
2009	81.65	14.71

a. Calculate the sample mean, the sample variance, and the sample standard deviation for each fund. (3 marks)

b. Which fund had the higher average return? (1 mark)

c. Which fund was riskier over this time period? Use both Standard deviation and coefficient of variation in your explanation. (1 mark)

Q 2. A) Christine has always been weak in mathematics. Based on her performance prior to the final exam in Calculus, there is a 40% chance that she will fail the course if she does not have a tutor. With a tutor, her probability of failing decreases to 10%. There is only a 50% chance that she will find a tutor at such short notice.

a. What is the probability that Christine fails the course? (2.5 marks)

b. Christine ends up failing the course. What is the probability that she had found a tutor? (2.5 marks)

Best of Luck

- Construct a frequency distribution using classes 40 up to 70, 70 up to 100 etc. (2.5 marks)
- Construct the relative frequency distribution, the cumulative frequency distribution, and the relative cumulative frequency distribution. (2.5 marks)
- How many of the funds had assets of at least \$100 but less than \$130 (in billions)? How many of the funds had assets less than \$160 (in billions)? (2.5 marks)
- What percent of the funds had assets of at least \$70 but less than \$100 (in billions)? What percent of the funds had assets less than \$130 (in billions)? (0.5 marks)
- Construct a less than Ogive. (2.0 marks)

99.8	49.7	86.3	109.2	56.9
88.2	44.1	58.8	176.7	49.9
61.4	128.8	53.6	95.2	92.5
55.0	96.5	45.3	73.0	70.9

Q4. Kiplinger's lists the assets (in billion of \$) for the last 20 largest stock mutual funds (ranked by size) as follows:

- What is the interquartile range? Also, write its formula? (3 marks)
 - Explain different types of variables with example? (3 marks)
 - Explain and illustrate Empirical Rule with the help of a diagram? (4 marks)
- B) A Professional basketball team averages 80 points per game with a standard deviation of 10 points. Assume points per game follow the normal distribution. Use the empirical rule to answer the following questions.
- What percentage of scores are between 60 and 100 Points? (2 marks)
 - What percentage of scores are more than 100 points? If there are 82 games in a regular season, in how many games will the team score more than 100 points? (3 marks)



INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: DECISION SCIENCES

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 2:30 Hrs.

Max. Marks: 60

Instructions:

1. Questions 1,2,3,4 are compulsory.
2. Attempt any 1 question out of Q5 and Q6.
3. Attempt any 1 question out of Q7 and Q8.
4. Calculators are allowed.
5. All questions carry equal marks (10 marks)
6. Graph paper will be provided.

Q1 According to the Census Bureau, the number of people below the poverty level has been steadily increasing (CNN, September 16, 2010). This means many families are finding themselves there for the first time. The following table shows a portion of the percent of families in the United States who are below the poverty level from 1998–2009.

- a. Use the 3-period moving average to make forecasts (5 marks)
- b. Compute the resulting Mean square error *MSE*, Mean square deviation *MAD*. (3 marks)
- c. Compute Mean absolute Percentage Error (MAPE) (2 marks)

Year	Poverty Rate
1998	10
1999	9.3
2000	8.7
2001	9.2
2002	9.6
2003	10
2004	10.2
2005	9.9
2006	9.8
2007	9.8
2008	10.3
2009	11.1

Q2 In an attempt to estimate potential future demand, the National Motor Company did a study asking married couples how many cars the average energy-minded family should own. For each couple, National averaged the husband's and wife's responses to get the overall couple response. The answers were then tabulated:

Number of cars	Frequency
0	2
0.5	14
1.0	23
1.5	7
2.0	4
2.5	2

(6 marks)

(a) Calculate the variance and standard deviation.

- (a) Develop a mathematical model to explain the relationship between the above variables. (5 Marks)
- (b) What will be the expected market price of the share if the PAT of the company will 50 crores? (1 Marks)
- (c) Write a suitable hypothesis and test it at 5% level of significance using ANOVA table. (4 Marks)
- [Tabulated F-distribution value at 5% level of significance with df of numerator (1) and df of denominator (8) = 5.32]
- [Tabulated F-distribution value at 5% level of significance with df of numerator (1) and df of denominator (9) = 5.12]

Year	PAT (in Rs Crores)	CMP (in Rs)
1	12	212
2	18	234
3	23	243
4	33	254
5	37	267
6	36	285
7	36	270
8	34	265
9	44	290
10	43	310

Q5. It was observed by a company that there exists a strong functional relationship between the Profit After Tax (PAT) of the company and its share price in the stock market (CMP). Though the company was convinced about the relationship still it was not very much confident regarding the strength of the relationship. To have a fair idea about the relationship, they have collected the data

Solve Q5 or Q6

- a. Construct a scatterplot. Let Number of shootings be the dependent variable. (1 mark)
- b. Calculate the sample Karl Pearson's correlation co-efficient. (4 marks)
- c. Calculate the value of the t-statistic. (1 mark)
- d. At 5% significance level, what is the conclusion to the test? (1 mark)
- e. Does it appear that dreary weather and crime are negatively correlated? (3 marks)
- [Tabulated t-distribution value at 5% level of significance and 5 d.f is 2.015]
- [Tabulated t-distribution value at 5% level of significance and 4 d.f is 2.132]
- [Tabulated t-distribution value at 5% level of significance and 3 d.f is 2.353]

Number of Shootings	Rainy Days	June 2005
31	7	June 2005
46	15	June 2006
29	10	June 2007
38	8	June 2008
15	22	June 2009

Q4. In June 2009 an onslaught of miserable weather in New England played havoc with people's plans and psyches. However, the dreary weather brought a quiet benefit to many city neighborhoods. Police reported that the weather was a key factor in reducing fatal and non-fatal shootings. For instance, it rained in Boston for 22 days in June, when 15 shootings occurred. The table below gives the information regarding the same.

accidents: 20 22 10 9 11 8 20 = 100

Number of Days: Sun. Mon. Tue. Wed. Thur. Fri. Sat. Total

- Calculate the Z score of number of accidents and comment (4 marks)
- Which average is most suitable here? Why? (1 marks)
- Calculate the different averages of number of accidents per day. (5 marks)

Q3. The following table gives the distribution of 100 accidents during seven days of the week in a given month. During a particular month there were 5 Fridays and Saturdays and only four each of other days.

- (b) Since the distribution is roughly bell-shaped, how many of the observations should theoretically fall between 0.5 and 1.5? How many fall between 0 and 2? How many actually do fall in those intervals? (4 marks)

SUMMARY OUTPUT						
Regression Statistics						
Multiple R	0.679166174					
R Square	0.461266693					
Adjusted R Square	0.438819471					
Standard Error	2.194088021					
Observations	51					
ANOVA						
	df	SS	MS	F	Significance F	
Regression	2	197.846148	98.92307	20.54894411	3.5725E-07	
Residual	48	231.0730677	4.814022			
Total	50	428.9192157				
Coefficients						
Intercept	27.4116378	2.251057177	12.17723	2.7396E-16	22.88558408	31.93769152
Fruits/Vegetables	-0.354692848	0.103351606	-3.4319	0.00124267	-0.562495175	-0.146890521
Income	-0.000117775	5.17082E-05	-2.27768	0.027239306	-0.000221741	-1.38086E-05

Q7. A nutritionist wants to understand the influence of income and healthy food on the incidence of smoking. He collected 2009 data on the percentage of smokers in each state in the U.S. and the corresponding median income (in \$) and the percentage of the population that regularly eats fruits and vegetables. A portion of the data has been analyzed and shown in the following table.

Solve Q7 or Q8

- For $z = -0.5 = 0.3085$
- For $z = -0.25 = 0.40129$
- For $z = 0.75 = 0.77337$
- For $z = 1 = 0.84134$

Note: Area to the left of Z

Q6. B) The annual salaries of employees in a large company are approximately normally distributed with a mean of \$50,000 and a standard deviation of \$20,000.

- What percent of people earn less than \$40,000?
- What percent of people earn between \$45,000 and \$65,000?
- What percent of people earn more than \$70,000?

Q6. A) The demand for a particular type of pump at an isolated mine is random and independent of previous occurrences, but the average demand in a week (7 days) is for 2.8 pumps. Further supplies are ordered each Tuesday morning and arrive on the weekly plane on Friday morning. Last Tuesday morning only one pump was in stock, so the stores man ordered six more to come in Friday morning.

- Find the probability that one pump will still be in stock on Friday morning when new stock arrives.
- Find the probability that stock will be exhausted and there will be unsatisfied demand for at least one pump by Friday morning.
- Find the probability that one pump will still be in stock this Friday morning and at least five will be in stock next Tuesday morning.

(1.5 marks)
(2 marks)
(1.5 marks)

Mean	Value
Smoke	13.3372549
Fruits/Vegetables	23.1254902
Income	49857.31373

- (i) State the null hypothesis and Alternate Hypothesis (2 Marks)
- (ii) Which variable is significant in predicting the percentage of smokers in the US? Comment on the value which indicates it. (2 Marks)
- (iii) Is the model significant? State the value which indicates it. (2 Marks)
- (iv) Comment on the strength of the model & the standard error. (2 Marks)
- (v) Write the sample regression equation. Predict the percentage of smokers if percent of population consuming healthy food is 24.5 and their income is \$ 50,100. (2 Marks)

Q8. A price – earnings ratio is calculated as a firm's share price compared to the income or profit earned by the firm per share. Generally, a high P/E ratio suggests that investors are expecting higher earnings growth in the future compared to companies with a lower P/E ratio. The following table shows the P/E ratios for a sample of firms in the footwear industry:

Firm	P/E Ratio
Brown Shoe Co. Inc	20.54
Collective Brands, Inc	9.33
CROCS Inc.	22.63
DSW Inc.	14.42
Nike Inc.	18.68
Sketchers USA Inc.	9.35
Timberland Co.	14.63

Let these ratios represent a random sample drawn from a normally distributed population. Derive a 90% confidence interval of the mean P/E ratio for the entire footwear industry. (10 marks)

[Tabulated t-distribution value at 90% confidence interval and 6 d.f is 1.943]
 [Tabulated t-distribution value at 90% confidence interval and 7 d.f is 1.895]

Desired Confidence Interval	Z Score
90%	1.645
95%	1.96
99%	2.576

Best of Luck

Instructions:

1. Questions 1,2,3,4 are compulsory.
2. Attempt any 1 question out of Q5 and Q6.
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- (a) Calculate the variance and standard deviation.

(6 marks)

(b) Since the distribution is roughly bell-shaped, how many of the observations should theoretically fall between 0.5 and 1.5? How many fall between 0 and 2? How many actually do fall in those intervals? (4 marks)

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During a particular month there were 5 Fridays and Saturdays and only four each of other days.

Calculate the different averages of number of accidents per day.

Which average is most suitable here? Why?

Calculate the Z score of number of accidents and comment

Days: Sun. Mon. Tue. Wed. Thur. Fri. Sat. Total

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accidents: 20 22 10 9 11 8 20 = 100

Q4. In June 2009 an onslaught of miserable weather in New England played havoc with people's plans and

psyches. However, the dreary weather brought a quiet benefit to many city neighborhoods. Police reported that the

weather was a key factor in reducing fatal and non-fatal shootings. For instance, it rained in Boston for 22 days in June, when 15 shootings occurred. The table below gives the information regarding the same.

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- What percent of people earn less than \$40,000? (1.5 marks)
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- Q6.A)** The demand for a particular type of pump at an isolated mine is random and independent of previous occurrences, but the average demand in a week (7 days) is for 2.8 pumps. Further supplies are ordered each Tuesday morning and arrive on the weekly plane on Friday morning. Last Tuesday morning only one pump was in stock, so the stores man ordered six more to come in Friday morning.
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Income	49857.31373

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(ii) Which variable is significant in predicting the percentage of smokers in the US? Comment on the value which indicates it.
(iii) Is the model significant? State the value which indicates it.
(iv) Comment on the strength of the model & the standard error.
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Desired Confidence Interval	Z Score
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95%	1.96
99%	2.576

Best of Luck



INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM – FINANCIAL MARKETS 2019-2021 BATCH

SUBJECT: QUANTITATIVE TECHNIQUES

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 2:30 Hrs.

Max. Marks: 60

Instruction:

1. Answer all questions.
2. All questions carry equal marks.
3. CO - Course Outcomes - Codes

Question 1:

An agricultural scientist is trying to examine as to how the yield of crops is influenced by a few variables. He postulated that productivity of land is dependent upon tractor sales (annual), total number of sales point of fertilizers (Numbers) and the amount of loan issued to agriculture (in Rs. Crores). Tractor sales (annual) refers to the number of tractors sold throughout India in one year. This variable is used to measure the extent of technology employed in agriculture in the country in a given year. The total number of sales points of fertilizers gives the farmers' access to fertilizers. This is used to measure the ease of access that the farmers have to plant nutrients. Institutional loans issued to agriculture denotes financing facilities available to agricultural activities. The data has been summarized using a software package and below is the output for regression analysis:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.977 ^a	.954	.942	42.92737

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1	420991.384	3	140330.461	76.152	.000 ^b
Regression	20270.349	11	1842.759		
Residual	441261.733	14			
Total					

Coefficients^a

Model		Unstandardized Coefficients		Std. Error	Beta	t	Sig.
		Standardized	Coefficients				
1	(Constant)		667.492	66.327		10.064	.000
	Tractor Sales		.001	.001	.351	2.111	.058
	Total_Sale_Point_Fertilizer		.002	.001	.626	3.392	.006
	Loans to Agriculture		.018	.089	.022	.201	.844

Mean		Value	
Yield	1324.866667	Tractor Sales	123404.3333
Total No. of Sales Point of fertilizers	208574.2	Institutional loans issued to agriculture	593.0666667

COURSE CODE: QT-300301

ITM/KHR/PGDM1921/SM-I/141019

- (2 Marks) State the null hypothesis and Alternate Hypothesis
- (2 Marks) Which variable is significant in predicting the yield of crops? Comment on the value which indicates it.
- (2 Marks) Is the model significant? State the value which indicates it.
- (2 Marks) Comment on the strength of the model & the standard error
- (2 Marks) Write the sample regression equation. Predict the yield of crops if tractor sales 1,25,500 total sales point of fertilizers is 2,20,000 and the amount of loan issued to agriculture is Rs. 650 crores. (2 Marks)

Question 2: (CO - 204300301.2 and 204300301.3)

According to the Energy Information Administration, the following table shows a portion of weekly U.S. finished motor gasoline production, measured in thousands of barrels per day.

- a) Construct a 3-period moving average series for the data. (4 Marks)
- b) Using the 3-period moving average series, forecast gasoline production on May 29, 2009. (2 Marks)
- c) Calculate the mean square error and the mean absolute deviation. (4 Marks)

Date	Week	Production (1,000 of Barrels/day)
January 2, 2009	1	9115
January 9, 2009	2	8813
January 16, 2009	3	8729
January 23, 2009	4	8660
January 30, 2009	5	8679
February 6, 2009	6	8492
February 13, 2009	7	8765
February 20, 2009	8	8937
February 27, 2009	9	9003
March 6, 2009	10	8539
March 13, 2009	11	8868
March 20, 2009	12	8723
March 27, 2009	13	8733
April 3, 2009	14	8966
April 10, 2009	15	8913
April 17, 2009	16	9088
April 24, 2009	17	8790
May 1, 2009	18	8918
May 8, 2009	19	8710
May 15, 2009	20	8735
May 22, 2009	21	9378

Question 3 (CO - 204300301.2, 204300301.3 and 204300301.4)

Do husbands and wives like the same TV shows? A recent study by Nielsen Media Research asked a young married couple to rank 14 shows from best to worst. A rank of 1 indicates the best-liked show and a rank of 14 the least-liked show. The results for one married couple follow.

Program	Male Rating	Female Rating
60 Minutes	4	5
CSI-New York	6	4
Bones	7	8
Sports Center	2	7
Late Show with David Letterman	12	11
NBC Nightly News	8	6
Law and Order: Los Angeles	5	3
Miami Medical	3	9
Survivor	13	2
Office	14	10
American Idol	1	1
Grey's Anatomy	9	13
House	10	12
Criminal Minds	11	14

a) Compute the coefficient of rank correlation between the male and female rankings. (5 Marks)

b) At the .05 significance level, is it reasonable to conclude there is a positive association between the two rankings? Table Value of $t = 1.782$ (5 Marks)

Question 4 Attempt A or B

(CO - 204300301.1, 204300301.2 and 204300301.3)

(A) In the United States, about 30% of adults have four-year college degrees (The Wall Street Journal, April 26, 2012). Suppose five adults are randomly selected

- 1) What is the probability that none of the adults has a college degree?
- 2) What is the probability that at least two of the adults have a college degree?
- 3) What is the probability that at least two of the adults have a college degree?
- 4) Calculate the expected value, the variance, and the standard deviation of this binomial distribution.
- 5) Graphically depict the probability distribution and comment on its symmetry/skewness.

OR

(B) It has two questions

- 1) Tool workers are subject to work related injuries. One disorder, caused by strains to the hand and wrist, is called carpal tunnel syndrome. It strikes as many as 23,000 workers per year. The U.S. Labour Department estimates that the average cost of this disorder to employers and insurers is approx. \$ 30,000 per injured worker. Suppose these costs are normally distributed, with a standard deviation of \$9,000.
 - a. What proportion of the costs are between \$ 15,000 and \$ 45,000? (2 Marks)
 - b. What proportion of the costs are greater than \$ 50,000? (2 Marks)
 - c. What proportion of the costs are between \$5,000 and \$ 20,000? (2 Marks)

2) A manufacturer of cell phones purchases a particular microchip, called the LS-24, from three suppliers: Hall Electronics, Schuller Sales, and Crawford Components. Thirty percent of the LS-24 chips are purchased from Hall Electronics, 20% from Schuller Sales, and the remaining 50% from Crawford Components. The manufacturer has extensive histories on the three suppliers and knows that 3% of the LS-24 chips from Hall Electronics are defective, 5% of chips from Schuller Sales are defective, and 4% of the chips purchased from Crawford Components are defective.

When the LS-24 chips arrive from the three suppliers, they are placed directly in a bin and not inspected or otherwise identified by supplier. A worker selects a chip for installation and finds it defective. What is the probability that it was manufactured by Schuller Sales? (4 Marks)

Question 5

(CO - 204300301.1, 204300301.2 and 204300301.3)

The following table shows the annual returns (in percent) for Fidelity's Electronic and Utilities funds.

Year	Electronic	Utilities
2005	13.23	9.36
2006	1.97	32.33
2007	2.77	21.03
2008	-50	-35.21
2009	81.65	14.71

- Calculate the sample mean, the sample variance, and the sample standard deviation for each fund. (6 Marks)
- Which fund had the higher average return? (1 Mark)
- Which fund was riskier over this time period? Use relative dispersion for your explanation. (3 Marks)

(CO - 204300301.1, 204300301.2 and 204300301.3)

Question 6 Attempt A or B

(A) Scores on the final examination in a statistics class are as follows:

75	25	75	62	80	85	80	99	90	60
86	92	40	74	72	65	87	70	85	70

- Calculate and interpret the 25th, 50th, and 75th percentiles. (3 Marks)
- Construct a box plot. Are there any outliers? Is the distribution symmetric? If not, comment on its skewness. (3 + 2 + 1 + 1 Marks)

OR

(B) It has two questions

- A sample of the salaries of assistant professors on the business faculty at a local university revealed a mean income of \$72,000 with a standard deviation of \$3,000.

- Using Chebyshev's theorem, what percentage of the faculty earns at least \$66,000 but no more than \$78,000? (2.5 Marks)
- Using Chebyshev's theorem, what percentage of the faculty earns at least \$63,000 but no more than \$81,000? (2.5 Marks)

- Suppose at the beginning of 2005 you decide to invest \$20,000 in Driehaus' Emerging Markets Growth mutual fund. The following table shows the returns for the years 2005-2009.

Year	Annual Return
2005	25.85%
2006	27.55%
2007	27.47%
2008	-47.02%
2009	75.75%

- Calculate and interpret the geometric mean return. (3 Marks)
- How much money would you have accumulated by the end of 2009? (2 Marks)

Z	.00	.01	.02	.03	.04	.05	.06	.07	.08	.09
-3.9	.00005	.00005	.00004	.00004	.00004	.00004	.00004	.00004	.00003	.00003
-3.8	.00007	.00007	.00007	.00006	.00006	.00006	.00006	.00005	.00005	.00005
-3.7	.00010	.00010	.00010	.00010	.00009	.00009	.00008	.00008	.00008	.00008
-3.6	.00016	.00015	.00015	.00014	.00014	.00013	.00013	.00012	.00012	.00011
-3.5	.00023	.00022	.00022	.00021	.00020	.00019	.00019	.00018	.00017	.00017
-3.4	.00034	.00032	.00031	.00030	.00029	.00028	.00027	.00026	.00025	.00024
-3.3	.00048	.00047	.00045	.00043	.00042	.00040	.00039	.00038	.00036	.00035
-3.2	.00069	.00066	.00064	.00062	.00060	.00058	.00056	.00054	.00052	.00050
-3.1	.00097	.00094	.00090	.00087	.00084	.00082	.00079	.00076	.00074	.00071
-3.0	.00135	.00131	.00126	.00122	.00118	.00114	.00111	.00107	.00104	.00100
-2.9	.00187	.00181	.00175	.00169	.00164	.00159	.00154	.00149	.00144	.00139
-2.8	.00256	.00248	.00240	.00233	.00226	.00219	.00212	.00205	.00199	.00193
-2.7	.00347	.00336	.00326	.00317	.00307	.00298	.00289	.00280	.00272	.00264
-2.6	.00466	.00453	.00440	.00427	.00415	.00402	.00391	.00379	.00368	.00357
-2.5	.00621	.00604	.00587	.00570	.00554	.00539	.00523	.00508	.00494	.00480
-2.4	.00820	.00798	.00776	.00755	.00734	.00714	.00695	.00676	.00657	.00639
-2.3	.01072	.01044	.01017	.00990	.00964	.00939	.00914	.00889	.00866	.00842
-2.2	.01390	.01355	.01321	.01287	.01255	.01222	.01191	.01160	.01130	.01101
-2.1	.01786	.01743	.01700	.01659	.01618	.01578	.01539	.01500	.01463	.01426
-2.0	.02275	.02222	.02169	.02118	.02068	.02018	.01970	.01923	.01876	.01831
-1.9	.02872	.02807	.02743	.02680	.02619	.02559	.02500	.02442	.02385	.02330
-1.8	.03593	.03515	.03438	.03362	.03288	.03216	.03144	.03074	.03005	.02938
-1.7	.04457	.04363	.04272	.04182	.04093	.04006	.03920	.03836	.03754	.03673
-1.6	.05480	.05370	.05262	.05155	.05050	.04947	.04846	.04746	.04648	.04551
-1.5	.06681	.06552	.06426	.06301	.06178	.06057	.05938	.05821	.05705	.05592
-1.4	.08076	.07927	.07780	.07636	.07493	.07353	.07215	.07078	.06944	.06811
-1.3	.09680	.09510	.09342	.09176	.09012	.08851	.08691	.08534	.08379	.08226
-1.2	.11507	.11314	.11123	.10935	.10749	.10565	.10383	.10204	.10027	.09853
-1.1	.13567	.13350	.13136	.12924	.12714	.12507	.12302	.12100	.11900	.11702
-1.0	.15866	.15625	.15386	.15151	.14917	.14686	.14457	.14231	.14007	.13786
-0.9	.18406	.18141	.17879	.17619	.17361	.17106	.16853	.16602	.16354	.16109
-0.8	.21186	.20897	.20611	.20327	.20045	.19766	.19489	.19215	.18943	.18673
-0.7	.24196	.23885	.23576	.23270	.22965	.22663	.22363	.22065	.21770	.21476
-0.6	.27425	.27093	.26763	.26435	.26109	.25785	.25463	.25143	.24825	.24510
-0.5	.30854	.30503	.30153	.29806	.29460	.29116	.28774	.28434	.28096	.27760
-0.4	.34458	.34090	.33724	.33360	.32997	.32636	.32276	.31918	.31561	.31207
-0.3	.38209	.37828	.37448	.37070	.36693	.36317	.35942	.35569	.35197	.34827
-0.2	.42074	.41683	.41294	.40905	.40517	.40129	.39743	.39358	.38974	.38591
-0.1	.46017	.45620	.45224	.44828	.44433	.44038	.43644	.43251	.42858	.42465
-0.0	.50000	.49601	.49202	.48803	.48405	.48006	.47608	.47210	.46812	.46414

STANDARD NORMAL DISTRIBUTION: Table Values Represent AREA to the LEFT of the Z score.

Z Table

Z	.00	.01	.02	.03	.04	.05	.06	.07	.08	.09
0.0	.50000	.50399	.50798	.51197	.51595	.51994	.52392	.52790	.53188	.53586
0.1	.53983	.54380	.54776	.55172	.55567	.55962	.56356	.56749	.57142	.57535
0.2	.57926	.58317	.58706	.59095	.59483	.59871	.60257	.60642	.61026	.61409
0.3	.61791	.62172	.62552	.62930	.63307	.63683	.64058	.64431	.64803	.65173
0.4	.65542	.65910	.66276	.66640	.67003	.67364	.67724	.68082	.68439	.68793
0.5	.69146	.69497	.69847	.70194	.70540	.70884	.71226	.71566	.71904	.72240
0.6	.72575	.72907	.73237	.73565	.73891	.74215	.74537	.74857	.75175	.75490
0.7	.75804	.76115	.76424	.76730	.77035	.77337	.77637	.77935	.78230	.78524
0.8	.78814	.79103	.79389	.79673	.79955	.80234	.80511	.80785	.81057	.81327
0.9	.81594	.81859	.82121	.82381	.82639	.82894	.83147	.83398	.83646	.83891
1.0	.84134	.84375	.84614	.84849	.85083	.85314	.85543	.85769	.85993	.86214
1.1	.86433	.86650	.86864	.87076	.87286	.87493	.87698	.87900	.88100	.88298
1.2	.88493	.88686	.88877	.89065	.89251	.89435	.89617	.89796	.89973	.90147
1.3	.90320	.90490	.90658	.90824	.90988	.91149	.91309	.91466	.91621	.91774
1.4	.91924	.92073	.92220	.92364	.92507	.92647	.92785	.92922	.93056	.93189
1.5	.93319	.93448	.93574	.93699	.93822	.93943	.94062	.94179	.94295	.94408
1.6	.94520	.94630	.94738	.94845	.94950	.95053	.95154	.95254	.95352	.95449
1.7	.95543	.95637	.95728	.95818	.95907	.95994	.96080	.96164	.96246	.96327
1.8	.96407	.96485	.96562	.96638	.96712	.96784	.96856	.96926	.96995	.97062
1.9	.97128	.97193	.97257	.97320	.97381	.97441	.97500	.97558	.97615	.97670
2.0	.97725	.97778	.97831	.97882	.97932	.97982	.98030	.98077	.98124	.98169
2.1	.98214	.98257	.98300	.98341	.98382	.98422	.98461	.98500	.98537	.98574
2.2	.98610	.98645	.98679	.98713	.98745	.98778	.98809	.98840	.98870	.98899
2.3	.98928	.98956	.98983	.99010	.99036	.99061	.99086	.99111	.99134	.99158
2.4	.99180	.99202	.99224	.99245	.99266	.99286	.99305	.99324	.99343	.99361
2.5	.99379	.99396	.99413	.99430	.99446	.99461	.99477	.99492	.99506	.99520
2.6	.99534	.99547	.99560	.99573	.99585	.99598	.99609	.99621	.99632	.99643
2.7	.99653	.99664	.99674	.99683	.99693	.99702	.99711	.99720	.99728	.99736
2.8	.99744	.99752	.99760	.99767	.99774	.99781	.99788	.99795	.99801	.99807
2.9	.99813	.99819	.99825	.99831	.99836	.99841	.99846	.99851	.99856	.99861
3.0	.99865	.99869	.99874	.99878	.99882	.99886	.99889	.99893	.99896	.99900
3.1	.99903	.99906	.99910	.99913	.99916	.99918	.99921	.99924	.99926	.99929
3.2	.99931	.99934	.99936	.99938	.99940	.99942	.99944	.99946	.99948	.99950
3.3	.99952	.99953	.99955	.99957	.99958	.99960	.99961	.99962	.99964	.99965
3.4	.99966	.99968	.99969	.99970	.99971	.99972	.99973	.99974	.99975	.99976
3.5	.99977	.99978	.99978	.99979	.99980	.99981	.99981	.99982	.99983	.99983
3.6	.99984	.99985	.99985	.99986	.99986	.99987	.99987	.99988	.99988	.99989
3.7	.99989	.99990	.99990	.99990	.99991	.99991	.99992	.99992	.99992	.99992
3.8	.99993	.99993	.99993	.99993	.99994	.99994	.99994	.99995	.99995	.99995
3.9	.99995	.99995	.99995	.99996	.99996	.99996	.99996	.99996	.99997	.99997

STANDARD NORMAL DISTRIBUTION: Table Values Represent AREA to the LEFT of the Z score.



INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)
NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: LEADING AND MANAGING ORGANIZATION

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 2:30 Hrs.

Max. Marks: 60

Instructions: 1. Read the questions carefully.

2. The internal choices, if any are mentioned clearly.

3. Please write the correct question and sub part number in answer sheets.

Q.1 Write short notes on the following (Attempt any three): (3*4=12 marks) [CO1, CO2, CO3 & CO 4]

- Big five model
- Leaders versus Managers
- Kurt Lewin's Model of Planned Change
- Tall versus flat structure
- Group development process
- Levels of strategy

Q.2 Answer the following (internal choices are given): (2*7=14 marks)

a) "Application of human relations approach is the cure and it can make efficient and effective managers." Yes or no, justify your answer. [CO1 & CO2]

OR

You are the General Manager of a multicuisine restaurant. You have a feedback form to collect data to understand customer satisfaction. Is this enough to ensure the quality across all the processes and systems across the restaurant. Justify your answer. [CO1 & CO2]

OR

b) You are the HR manager of a BPO. You are required to provide training to the newly hired employees for the role of Customer care executive. Appraise the most relevant training techniques applicable to them. [CO5 & CO6]
Design a detailed Job Description (JD) for the position of your choice for a multilocal business conglomerate. [CO5 & CO6]

Q.3 Long answer type questions (internal choices are given) (3*6=18 marks)

1. Mintzberg view on managerial roles is applicable in modern organizational context too. Justify your opinion with suitable examples. [CO1 & CO2]

OR

"Planning is pivotal in management." Comment. Illustrate different types of plans formulated by the managers in an organization operating in dynamic business environment? [CO1 & CO2]

2. Critically analyse F W Taylor's Scientific Management Theory to maintain efficiency and effectiveness of the enterprise. [CO1 & CO2]

OR

"In today's ever-changing corporate world all leadership styles co-exist to achieve the organizational goals." Support your arguments with suitable industry examples. [CO3]

3. What is conflict? What are various techniques of managing conflicts? [CO3]

OR

"Workplace dynamics are changing over the period?" Critique some latest issues of new workplace. [CO2]

Q. 4 Read the following case study and attempt the questions. (16 marks) [CO3 & CO4]

When it comes to motivating their employees, it can be said without question that Google stands out from the rest. Google was named the 2014 "Best Company to Work For" by the Great Place to Work Institute and Fortune Magazine. The organization topped the list for the fifth time. True, in its short lifespan, Google has acquired for itself a huge and bright workforce (over 50,000 employees spread throughout the world) that serves millions of people all over the globe. However, what is even more exemplary is how Google heavily pampers its employees while still being able to extract one-of-a-kind and outstanding ideas and products from them. Just like other companies, Google offers the usual extrinsic benefits such as flex spending accounts, no-cost health and dental benefits, insurance, 401K plans, vacation packages and tuition reimbursements. However, Google is better known for some really distinctive and "more than just attractive" perks and benefits which just serve to show the very extreme lengths the company goes to make its employees consistently happy. What follows are some examples of these remarkable perks and benefits.

- Reimbursement of up to \$5000 to employees for legal expenses
- Maternity benefits of a maximum of 18 weeks off at about 100 percent pay. The father and mother of the new-born are given expenses of a maximum of \$500 for take-out meals in the initial 3 months they spend at home with the baby (Take-Out Benefits).
- Financial support for adopting a child (Google's Adoption Assistance)
- On-site car wash, oil change, bike repair, dry cleaning, gym, massage therapy and hair stylist are available at the company's headquarters in Mountain View
- At the Googleplex, there's an onsite doctor and free fitness centre and facility to wash clothes among other benefits
- Lunch and dinner are available free of charge. In addition, an assortment of delicious but healthy meals are available every day, prepared by gourmet chefs.

At Google, democracy prevails with employees given a considerable voice. Here are some ways how.

- The company hosts employee forums on all Fridays where there is an examination of the 20 most asked questions. Employees can make use of any of a number of channels of expression to communicate their ideas and thoughts. Channels include Google+ conversations, a wide variety of surveys, Fixits (24 hour sprints wholly dedicated to fixing a specific problem), TGIF and even direct emails to any of the Google leaders.
- Googlegeist, the company's biggest survey seeks feedback on hundreds of issues and then employs volunteer employee teams all over the company to resolve the major problems.
- Employees are regularly surveyed about their managers. The results of the survey are used to publicly acknowledge the best managers and make them role models or teachers for the next year. The worst managers are provided with vigorous support and coaching, with the help of which 75 percent improve within a quarter.
- As Google is a company that considers its people to be its biggest asset, everything that can be shared, is shared. In this way, they are able to show their employees that they trust them with confidentiality and trust their judgement. After the first few weeks of every quarter, Google's Executive Chairman shares with all Googlers, practically the same material that Google shared with their Board of Directors at their most recent meeting. The material includes launch plans and product roadmaps in addition to team and employee OKRs (quarterly goals) so that all Googlers are aware of what fellow Googlers are working on.

Following annual surveys of employees in which 90 percent of them participate, not only do the employees see the results of their own group, they also see those of all the other groups (privacy is protected). In addition, when the company acts on the collective feedback from their employees, the action(s) taken is also shared with everyone. 30 minutes of a weekly all-hands meeting hosted by Google's co-founders and called TGIF are devoted to a Q and A session where almost anything can be debated or questioned from the founder's attitude to whether the company is proceeding along the right direction.

One of Google's strongly held beliefs is that they can get amazing output from people by giving them freedom. Google's employees are allowed greater discretion on their hours of work and also on when they can go and have some fun whether it involves getting a massage, heading to the gym or just indulging in volleyball. In addition, the firm allows each of its employees to give 20 percent of his time (1 day every week) to doing anything they like. This can range from assisting with another project to even just sleeping. Anything that is ethical and lawful is okay with Google.

In this flat hierarchy organization, engineers have plenty of flexibility when it comes to selecting the projects they work on. The organization also encourages its staff to pursue company-associated interests. In addition, instead of being trained by top management on the protocol for tasks, employees can approach tasks in their own unique ways. For example, employees are allowed to express themselves by scrawling on the walls. They can also arrive for work at any time they like, wear pajamas if they want or even bring their dog along. The relaxed, creative and fun environment psychologically benefits Google's employees while giving Google the benefit of a more motivated, dedicated and productive workforce.

At Google, the organization is putting in effort to make sure its employees have inspiring work. The 20 percent allowance for projects of their own interest is one step in this direction. One Google engineer by the name of Chad-Ment Tan appears to have really benefited from this 80-20 rule. He had a desire to make world peace a reality in his lifetime. Though this may have seemed an impossible and strange dream to many, Google didn't discourage him. Eventually Tan designed a very successful course on mindfulness with the assistance of a Stanford University professor, Daniel Goleman (author of *Emotional Intelligence*) and other leading lights in the business industry. Tan's course is a great hit in his company. Tan is additionally credited with authorship of the New York Times best seller entitled "*Inside Yourself*."

In keeping with Google's philosophy, life at Google is not all work. There are plenty of opportunities for fun which help Google's get out of their office and even interact more with each other. The opportunities include frequent breaks, facilities for wall climbing, beach volleyball or bowling, and personal creative sessions. In addition, there are pajama days, dress up days and a Halloween costume party. Every April Fool's Day, Google's are permitted to plan and implement some major gags and tricks to the world. Google's office design too incorporates some fun with one example being that employees can literally slide down to the next floor with the help of a slide-type construction. Similar to that is a ladder in the Mountain View California office which employees must scurry up to get between floors.

Wherever they are, Google's don't have to go far to get access to food. With respect to Google's East Coast headquarters, not even a single area of the office is situated at a distance exceeding 150 feet, from sources of food, whether it is a restaurant, a micro-kitchen or a huge cafeteria. Google's benefit from free food and a great variety of food types to choose from. Food stocked in open kitchen areas includes waters, beverages, snacks and candy. The healthier options are more easily visible than their non-healthy counterparts showing how much Google cares about their employees' health.

Google is known for its unusual and often wild office designs. The designs are done to serve several purposes including casual collisions for creative people and engineers to come together, idea generation and the triggering of maximum creativity while also ensuring employee happiness. In addition, there are conference rooms which are Broadway-themed with velvet drapes, and a labyrinth of play areas. Google permits its software engineers to design their own work stations or desks out of what look like huge Tinker toys. While some of the engineers have standing desks, a few others additionally have attached treadmills that enable them to walk while working. With all the fun, flexibility, freedom and perks that seem to be an employee's heaven, one can't help wondering if any work really gets done at Google. The truth is that not only does work get done but, Google's usually surpass management expectations for delivering brilliant work.

Questions:

- List down the tangible and Intangible benefits Google is deriving or may expect in future due to various employee management policies they have adopted.
- Contest Google's Strategy on Maslow's Need Theory.
- Do you think these policies can be adopted across sectors or they are only particular to technology organization?
- What can you infer about Google's culture from this case?

BEST OF LUCK!!



INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: LEADING AND MANAGING ORGANIZATION

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 2:30 Hrs.

Max. Marks: 60

Instructions: 1. Read the questions carefully.

2. The internal choices, if any are mentioned clearly.

3. Please write the correct question and sub part number in answer sheets.

Q.1 Write short notes on the following (Attempt any three): (3*4=12 marks) [CO1, CO2, CO3 & CO 4]

- a) Big five model
- b) Leaders versus Managers
- c) Kurt Lewin's Model of Planned Change
- d) Tall versus flat structure
- e) Group development process
- f) Levels of strategy

Q.2 Answer the following (internal choices are given): (2*7=14 marks)]

a) "Application of human relations approach is the cure and it can make efficient and effective managers." Yes or no, justify your answer. [CO1 & CO2]

OR

You are the General Manager of a multicuisine restaurant. You have a feedback form to collect data to understand customer satisfaction. Is this enough to ensure the quality across all the processes and systems across the restaurant. Justify your answer. [CO1 & CO2]

OR

b) You are the HR manager of a BPO. You are required to provide training to the newly hired employees for the role of Customer care executive. Appraise the most relevant training techniques applicable to them. [CO5 & CO6]
Design a detailed Job Description (JD) for the position of your choice for a multilocal business conglomerate. [CO5 & CO6]

Q.3 Long answer type questions (internal choices are given) (3*6=18 marks)

1. Mintzberg view on managerial roles is applicable in modern organizational context too. Justify your opinion with suitable examples. [CO1 & CO2]

OR

'Planning is pivotal in management.' Comment. Illustrate different types of plans formulated by the managers in an organization operating in dynamic business environment? [CO1 & CO2]

2. Critically analyse F W Taylor's Scientific Management Theory to maintain efficiency and effectiveness of the enterprise. [CO1 & CO2]

OR

"In today's ever-changing corporate world all leadership styles co-exist to achieve the organizational goals." Support your arguments with suitable industry examples. [CO3]

3. What is conflict? What are various techniques of managing conflicts? [CO3]

OR

"Workplace dynamics are changing over the period?" Critique some latest issues of new workplace. [CO2]

Q. 4 Read the following case study and attempt the questions. (16 marks) [CO3 & CO4]

When it comes to motivating their employees, it can be said without question that Google stands out from the rest. Google was named the 2014 "Best Company to Work For" by the Great Place to Work Institute and Fortune Magazine. The organization topped the list for the fifth time. True, in its short lifespan, Google has acquired for itself a huge and bright workforce (over 50,000 employees spread throughout the world) that serves millions of people all over the globe. However, what is even more exemplary is how Google heavily pampers its employees while still being able to extract one-of-a-kind and outstanding ideas and products from them. Just like other companies, Google offers the usual extrinsic benefits such as flex spending accounts, no-cost health and dental benefits, insurance, 401K plans, vacation packages and tuition reimbursements. However, Google is better known for some really distinctive and "more than just attractive" perks and benefits which just serve to show the very extreme lengths the company goes to make its employees consistently happy. What follows are some examples of these remarkable perks and benefits.

- Reimbursement of up to \$5000 to employees for legal expenses
- Maternity benefits of a maximum of 18 weeks off at about 100 percent pay. The father and mother of the new-born are given expenses of a maximum of \$500 for take-out meals in the initial 3 months they spend at home with the baby (Take-Out Benefits).
- Financial support for adopting a child (Google's Adoption Assistance)
- On-site car wash, oil change, bike repair, dry cleaning, gym, massage therapy and hair stylist are available at the company's headquarters in Mountain View
- At the Googleplex, there's an onsite doctor and free fitness centre and trainer and facility to wash clothes among other benefits
- Lunch and dinner are available free of charge. In addition, an assortment of delicious but healthy meals are available every day, prepared by gourmet chefs.

At Google, democracy prevails with employees given a considerable voice. Here are some ways how.

- The company hosts employee forums on all Fridays where there is an examination of the 20 most asked questions. Employees can make use of any of a number of channels of expression to communicate their ideas and thoughts. Channels include Google+ conversations, a wide variety of surveys, Fixits (24 hour sprints wholly dedicated to fixing a specific problem), TGIF and even direct emails to any of the Google leaders.
- Googlegeist, the company's biggest survey seeks feedback on hundreds of issues and then employs volunteer employee teams all over the company to resolve the major problems.
- Employees are regularly surveyed about their managers. The results of the survey are used to publicly acknowledge the best managers and make them role models or teachers for the next year. The worst managers are provided with vigorous support and coaching, with the help of which 75 percent improve within a quarter.
- As Google is a company that considers its people to be its biggest asset, everything that can be shared, is shared. In this way, they are able to show their employees that they trust them with confidentiality and trust their judgement. After the first few weeks of every quarter, Google's Executive Chairman shares with all Googlers, practically the same material that Google shared with their Board of Directors at their most recent meeting. The material includes launch plans and product roadmaps in addition to team and employee OKRs (quarterly goals) so that all Googlers are aware of what fellow Googlers are working on.

Following annual surveys of employees in which 90 percent of them participate, not only do the employees see the results of their own group, they also see those of all the other groups (privacy is protected). In addition, when the company acts on the collective feedback from their employees, the action(s) taken is also shared with everyone. 30 minutes of a weekly all-hands meeting hosted by Google's co-founders and called TGIF are devoted to a Q and A session where almost anything can be debated or questioned from the founder's attitude to whether the company is proceeding along the right direction.

One of Google's strongly held beliefs is that they can get amazing output from people by giving them freedom. Google's employees are allowed greater discretion on their hours of work and also on when they can go and have some fun whether it involves getting a massage, heading to the gym or just indulging in volleyball. In addition, the firm allows each of its employees to give 20 percent of his time (1 day every week) to doing anything they like. This can range from assisting with another project to even just sleeping. Anything that is ethical and lawful is okay with Google.

In this flat hierarchy organization, engineers have plenty of flexibility when it comes to selecting the projects they work on. The organization also encourages its staff to pursue company-associated interests. In addition, instead of being trained by top management on the protocol for tasks, employees can approach tasks in their own unique ways. For example, employees are allowed to express themselves by scrawling on the walls. They can also arrive for work at any time they like, wear pajamas if they want or even bring their dog along. The relaxed, creative and fun environment psychologically benefits Google's employees while giving Google the benefit of a more motivated, dedicated and productive workforce.

At Google, the organization is putting in effort to make sure its employees have inspiring work. The 20 percent allowance for projects of their own interest is one step in this direction. One Google engineer by the name of Chad-Ment Tan appears to have really benefited from this 80-20 rule. He had a desire to make world peace a reality in his lifetime. Though this may have seemed an impossible and strange dream to many, Google didn't discourage him. Eventually Tan designed a very successful course on mindfulness with the assistance of a Stanford University professor, Daniel Goleman (author of *Emotional Intelligence*) and other leading lights in the business industry. Tan's course is a great hit in his company. Tan is additionally credited with authorship of the New York Times best seller entitled "*Inside Yourself*."

In keeping with Google's philosophy, life at Google is not all work. There are plenty of opportunities for fun which help Googleers get out of their office and even interact more with each other. The opportunities include frequent breaks, facilities for wall climbing, beach volleyball or bowling, and personal creative sessions. In addition, there are pajama days, dress up days and a Halloween costume party. Every April Fool's Day, Googleers are permitted to plan and implement some major gags and tricks to the world. Google's office design too incorporates some fun with one example being that employees can literally slide down to the next floor with the help of a slide-type construction. Similar to that is a ladder in the Mountain View California office which employees must scurry up to get between floors.

Wherever they are, Googleers don't have to go far to get access to food. With respect to Google's East Coast headquarters, not even a single area of the office is situated at a distance exceeding 150 feet, from sources of food, whether it is a restaurant, a micro-kitchen or a huge cafeteria. Googleers benefit from free food and a great variety of food types to choose from. Food stocked in open kitchen areas includes waters, beverages, snacks and candy. The healthier options are more easily visible than their non-healthy counterparts showing how much Google cares about their employees' health.

Google is known for its unusual and often wild office designs. The designs are done to serve several purposes including casual collisions for creative people and engineers to come together, idea generation and the triggering of maximum creativity while also ensuring employee happiness. In addition, there are conference rooms which are Broadway-themed with velvet drapes, and a labyrinth of play areas. Google permits its software engineers to design their own work stations or desks out of what look like huge Tinker toys. While some of the engineers have standing desks, a few others additionally have attached treadmills that enable them to walk while working. With all the fun, flexibility, freedom and perks that seem to be an employee's heaven, one can't help wondering if any work really gets done at Google. The truth is that not only does work get done but, Googleers usually surpass management expectations for delivering brilliant work.

Questions:

- List down the tangible and Intangible benefits Google is deriving or may expect in future due to various employee management policies they have adopted.
- Contest Google's Strategy on Maslow's Need Theory.
- Do you think these policies can be adopted across sectors or they are only particular to technology organization?
- What can you infer about Google's culture from this case?

BEST OF LUCK!!

MEMORANDUM

TO: The Board of Directors
FROM: [Name]
SUBJECT: [Topic]

[Text block 1]

[Text block 2]

[Text block 3]

[Text block 4]

[Text block 5]

INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)
NAVI MUMBAI

PGDM – INTERNATIONAL BUSINESS

2019-2021 BATCH

SUBJECT: INTERNATIONAL BUSINESS

[TERM END EXAMINATION OCT - 2019]

Max. Marks: 60

Max. Duration: 2:30 Hrs.

Instruction:

Question paper is divided into three Sections: Section A, Section B and Section C. All Sections are compulsory.

Section A

AMAZON invented an e-book reader and released it in 2007 at US\$399. The reader required to be a low-priced, high-functionality, high-reliability, and elegant one. Over a period, competition developed from Barnes & Noble's Nook and Apple's iPad, which also functioned as digital readers. AMAZON chose a strategy of cost leadership and worked on reducing cost. The Kindle was designed in California, historically known for its R&D expertise. A crucial element was the ink designed by E Ink in Massachusetts, USA, that was also important for a long battery life. The remaining components were outsourced to Asia. In 2009, Kindle's manufacturing cost was US\$185. The cost of display was US\$60 using E Ink technology was manufactured by Prime views in Taiwan, who were experienced in producing LCDs. About 40% to 50% of the value was captured by E Ink and the remainder went to Prime View. A wireless card allows Kindle to connect to the AMAZON bookstore through a wireless link. It cost US\$40 and consisted of a US\$13 microprocessor chip designed by Qualcomm in the United States. The brain of Kindle was a US\$8 chip designed by Freescale USA and outsourced to chip-making foundries in China and South Korea. These days e-reader Kindle has become a competitor to multi-use products like Apple's iPad. On the other hand, iPad that began as a product to replace the laptop has now ventured into e-reader territory. So much so that today AMAZON's "Fire HDX" is referred to as a tablet rather than an e-reader. It sells as an integrative technology with top-notch movie, TV, and music capabilities.

Questions

Answer briefly.

1. Consider Amazon's criteria to produce at different locations in the world. Was this the right criteria? Explain why. (5 marks)
2. Now that Amazon is in the tablet market, would the same criteria apply? Explain. (3 marks)
3. Briefly comment on AMAZON's business strategy. (3 marks)
4. Only US\$40 to US\$50 is realized in the United States. Is it a sign that US competitiveness has declined? (3 marks)
5. Why is the present US political regime concerned? (3 marks)
5. If Amazon decided to design and manufacture in the United States, what would have been the consequences? (3 marks)

Answer any five questions

1. What are the functions of a foreign exchange market? Who participates? What is the difference between spot and forward exchange rates?
2. What is the difference between FDI and FII? What is the difference between a. brown field FDI investment, and b. green field investment.

Worldwide, India is among the top in type(b) and lags in type(a). Why do investors prefer type(b) to Type (a) in India?

5) Chrysler granted South East Motor (a company in China) rights to produce its Grand Voyager minivan for sale in China in exchange for a fee. This is an example of a _____
 A) licensing agreement
 C) technology appropriation
 B) bargaining school arrangement
 D) turnkey operation

4) The fundamental limitation of a matrix structure is that it _____
 A) creates a poor organizational culture
 B) isolates upper management from operational levels
 C) institutes a dual hierarchy that violates the unity-of-command principle
 D) introduces more errors in the decision-making process due to the speed of the process

3) Gary is a manufacturing manager at Forman Enterprises. Gary works at the MNE's headquarters in the United States. Before Gary can implement any major changes or decisions, he must communicate and coordinate his plans with Raj, a sales manager at Forman's facility in India. Which structure is most likely used by Forman Enterprises?
 A) global
 B) matrix
 C) product division
 D) geographic division

2) Which of the following would most likely indicate that a company should handle its own distribution?
 A) high-volume sales and non-complex after-sales servicing
 B) local customers and low-tech products
 C) low sales volume and few business-to-business sales
 D) global customers and high technology

1) Which of the following should an MNE most likely consider in a make-or-buy decision?
 A) organizational hierarchy
 B) supplier capabilities
 C) employee morale
 D) niche markets

Answer all questions

Section C

(12 X 0.5 = 6 marks)

1. Dumping
2. Letter of credit
3. Factor mobility theory.
4. Gold standard
5. Distribution in international marketing
6. Ethnocentrism
7. Balance of payments crisis in 1991.

Write short notes on:

Answer any four questions

Section B

(4 X 3 = 12 marks)

7. Explain how franchising differs from licensing. Illustrate with the help of examples.
6. You are the CEO of an Indian company that has to choose between making a US\$ 100 million investment in Poland and Russia. Both investments promise the same long-term return. Your choice is driven by political, economic and legal risks. Assess the risks and explain which investment you prefer.
5. Aperol is a mild alcoholic internationally popular Italian beverage imported and distributed in the US by Campari America. It is produced and exported by David Campari Italy. The USA is its largest market and growing. Under threat of high tariffs by the US, Campari Italy is reviewing all its options to retain its American business. You are a business consultant. List all entry strategies. Evaluate options available to Campari group.
4. What is the difference between a free trade area, a customs union and a common market? Give examples.
3. In what kinds of international businesses do a localization strategy work? Where does a global standardization strategy work? Explain with examples.

6) Johnson Enterprises manufactures computer chips used in cell phones. The MNE has long production runs that lower the per unit cost of each chip. The firm also purchases materials in bulk from its suppliers with whom Johnson has long-term contracts. Johnson is most likely benefiting from _____.

A) economies of scale
B) the cluster effect
C) digitization
D) location economies

7) In the global environment, firms use an international strategy, a localization strategy, a global strategy, or a _____ strategy.

A) regional
B) standardization
C) transnational
D) locational

8) Johnson & Johnson delegates to its subsidiaries a great deal of authority to respond to local conditions. Many subsidiaries have their own manufacturing, marketing, research, and human resource functions. This value chain configuration illustrates the _____ strategy.

A) transnational
B) global
C) localization
D) international

9) The MNE that applies a global strategy aims to _____.

A) compete essentially the same way wherever the company does business
B) empower local operations to make decisions about value activities
C) adapt activities to the industry standards in critical markets
D) customize its business practices to consumer expectations

10) Martin Associates is an MNE with operations in Hong Kong, India, and Canada. The firm strives to leverage its core competencies worldwide, reduce costs by exploiting location economics, and adapt when efficient to local conditions. Martin is most likely following a(n) _____ strategy.

A) global
B) localization
C) transnational
D) international

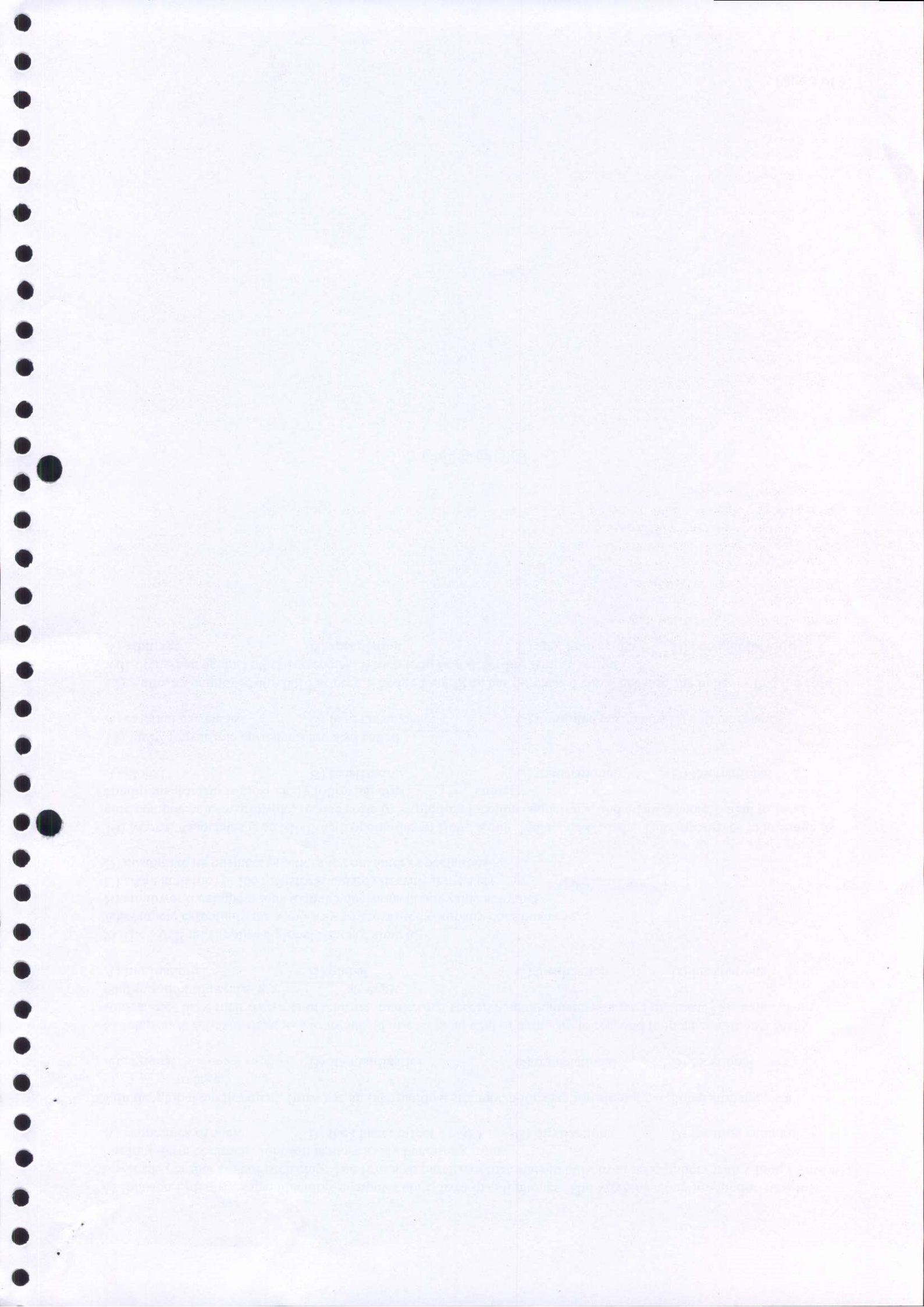
11) Fully convertible currencies are also called _____.

A) external currencies
B) hard currencies
C) unlimited currencies
D) soft currencies

12) Anita, an employee at ABX Partners, a hedge fund firm, has purchased euros because she believes that the euro will strengthen against other currencies. Which term best describes Anita's activities?

A) arbitrage
B) speculation
C) spot transaction
D) outright forward

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT



(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM – RETAIL MANAGEMENT & MARKETING

2019-2021 BATCH

SUBJECT: LEADING AND MANAGING RETAIL ORGANIZATIONS

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 1:30 Hrs.

Max. Marks: 30

Instructions:

Read questions carefully before attempting
All questions are compulsory
There are internal choices in questions

Q-1: Write Short Notes on: (Any two) (CO1 & CO2) (4 x 2 = 8 Marks)

- a) Managerial Grid
- b) Bases of Power
- c) Steps of Control Process
- d) Managerial Skills
- e) Bureaucratic Management principles

Q-2: Answer the following questions: (7x2 = 14) (CO1, CO2 & CO3)

- a) Henry Fayol's Administrative principles hold true in modern organisations too. Critique the statement with help of suitable Industry examples.
Or
Elements of organising are applicable in traditional as well as modern set ups. Justify your argument with the help of corporate instances.
- b) "An individual's personality is sum total of various influencing factors." Analyse the factors influencing the personality with the help of "Big Five model".
Or
Every Leader is essentially a Manager. Rationalize the statement with the help of fundamental Leadership theories and styles applicable here.

Q-3: Read the case given below and answer the following questions: (Marks 8) (CO1, CO2)

Walmart introduced a plan that was hoped to ensure that the company would remain the industry leader. Project Impact is based on three strategic initiatives that will improve the benefits to the customer. The three initiatives are:

- 1. Save Money, Live Better
- 2. Win, Play, Show
- 3. Fast, Friendly, Clean

Walmart is aiming to keep consumers happy and returning to their store once the economy improves. Over the last decade, the company had lost customers as they frequented the newer stores of its competitors such as Target.

By implementing Project Impact Walmart is renovating its stores in the US by widening the aisles, lowering fixtures, improving signage, and adding natural light to give consumers a store that feels friendlier. Save Money, Live Better

The first of the three initiatives is called Save Money, Live Better. This initiative has a number of components that Walmart is following.

BEST OF LUCK!!

Questions:
 Q-1: Analyse the corporate level strategy of Walmart and also appraise the way it has been converted in to operational plans of the organisations.
 Q-2: Do you think these initiatives will help company to expand and grow in the current business scenario?

- **Price Leadership:** The Company is well known for its "Everyday Low Pricing", but Walmart is aiming to give the consumer greater value for each product category. By achieving price leadership Walmart hopes to ward off attempts by other retailers such as Target from gaining market share.
 - **Consumables:** This component is an area where Walmart is looking to reduce outlay. Changes will be made in promotional cadence, seasonal advertising, and in-store signage.
 - **Private Label:** One area where Walmart can increase revenue is to expand their private label categories. The current economic climate has consumers looking to save money and the value of Wal-Mart's private label products should be good for the consumer as well as the company.
 - **Integrated Brand Communication:** Although Walmart is looking to reduce the overall number of suppliers and products, the company will be looking for remaining vendors to increase co-branded advertising campaigns.
 - **Leverage Selling General and Administrative Expenses (SG&A):** The Company can ask suppliers to introduce efficiencies in the transportation of items. This can be the supplier to the distribution center, distribution center to the store and also within the store.
- Win, Play, Show
 This initiative sees Walmart optimizing the products in each of its stores. Reducing the number of products, and perhaps reducing the number of overall suppliers, Walmart can encourage suppliers to reduce prices. It also produces an opening for private label products and subsequently increased revenue. With regards to product optimization, the plan is to put each of the product categories into one of three buckets; win, play or show.
- **Win:** This is the top priority categories for Walmart. With these products, the company aims to gain market share, be first to market on all new products, lead with price and value, as well as stocking an assortment of items.
 - **Play:** These are strategic categories. Walmart will be aiming to grow these categories, but using a balance growth and profit in the context of overall market performance. Vendors who find themselves with products in this area should be looking to aggressively market to Walmart so that their items are not removed from store shelves.
 - **Show:** This category is where Walmart can reduce the number of products they stock, but not exit the category altogether. For example, Walmart has decided to go from four plastic food storage bag brands in its stores to only two. Pactiv Corp.'s Hefly and Clorox's Glad brand products have been removed from store shelves, leaving SC Johnson's Ziploc and Walmart's own Great Value private label the only products to be displayed.
- Fast, Friendly, and Clean
 Walmart wants to improve the customer's in-store experience as well as becoming more efficient in and out of each store through the following:
- **Merchandise Flow:** Walmart has a merchandise replenishment cycle of no more than 48 hours. Wal-Mart has adopted efficient processes such as cross-docking which as reduced operating costs, increased throughput, reduces inventory levels and eliminates unnecessary handling and storage of the product.
 - **Zero Waste Facilities:** Sustainability is a key component of Walmart's green policies. The company is dedicated to maximizing the efficiency from the raw material phase to the manufacturing phase, from supplier to distribution centre, from distribution centre to store, stockroom to the shelf, shelf to the consumer, from store to home, from the pantry to consumption with the ultimate goal of Zero Waste.
 - **Supply Chain Transformation:** Walmart is working to improve efficiencies in the supply chain and especially in transportation. The Company has seen some successes such as a 21 percent increase in fuel efficiency (MPG), 5.5 percent increase in pallets per truck, 6.5 percent reduction in empty truck miles and 3.8 percent increase in cases shipped with 7.8% reduction in miles.

INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM – FINANCIAL MARKETS 2019-2021 BATCH

SUBJECT: PRINCIPLES AND PRACTICE OF BANKING

[TERM END EXAMINATION OCT - 2019]

Max. Marks: 30

Max. Duration: 1:30 Hrs.

Instruction:

1. Answer all questions.
2. CO refers to Course Outcomes Codes.

Question 1: Answer any 1 of the following.
(CO - 0204300305.1 and CO - 0204300305.4)

7 Marks

- a) How do banks 'create' money?
- b) Why is Banking called a 'business of trust'? How do banks manage to earn & retain their customers' trust?

7 Marks

Question 2: Answer any 1 of the following.
(CO - 0204300305.1 and CO - 0204300305.4)

- a) Explain CRR with a suitable illustration
- b) Write a detailed note on RBI's measure to control liquidity

4 Marks

Question 3: Answer the following.
(CO - 0204300305.3)

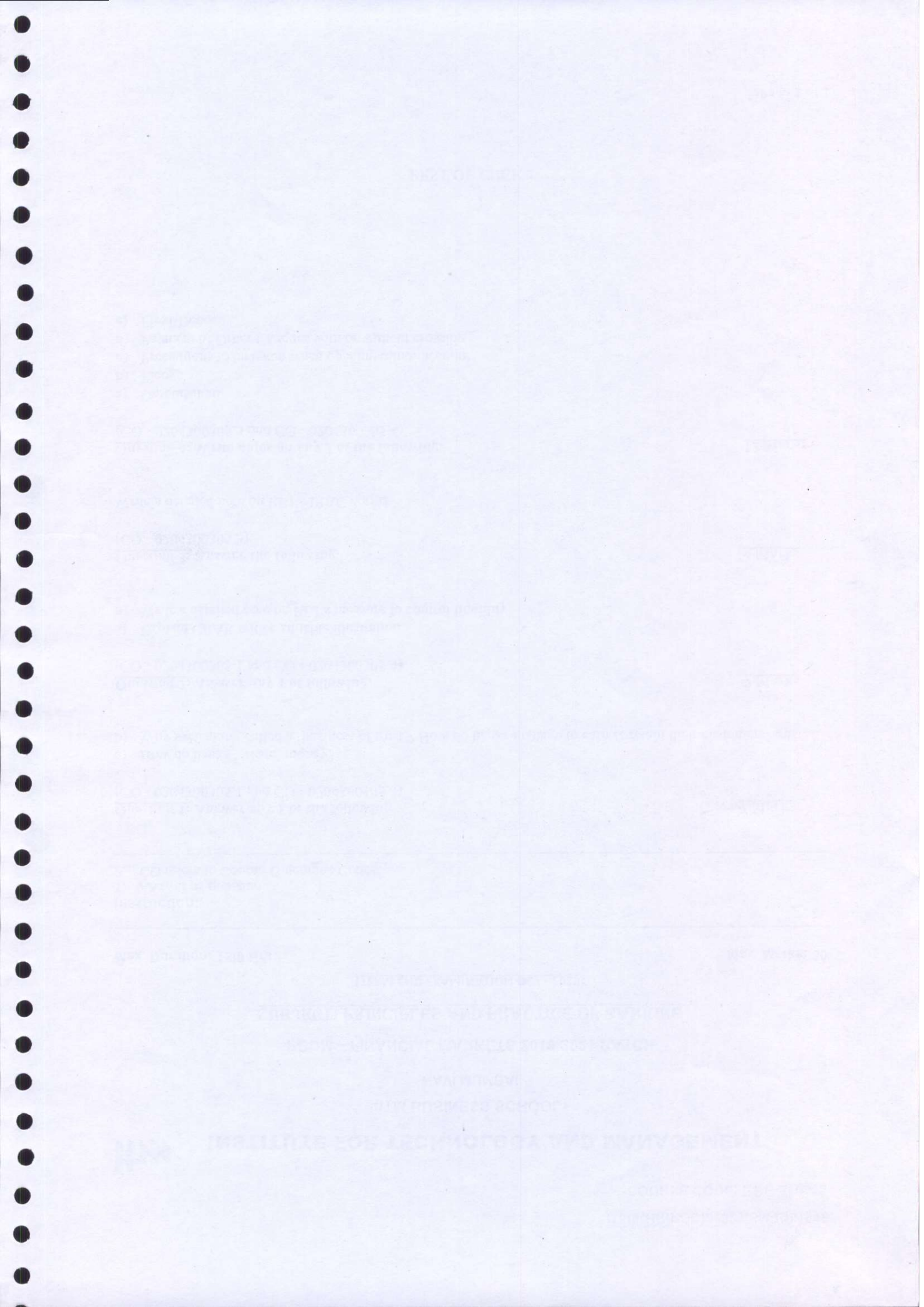
Write a detailed note on RBI's IRAC norms

Question 4: Write notes on any 3 of the following.
(CO - 0204300305.3 and CO - 0204300305.4)

12 Marks

- a) Ombudsman
- b) Pledge
- c) Precautions to be taken when opening minor account
- d) Payment of Order Cheques with or without crossing
- e) Flexi-Deposits

BEST OF LUCK!!



- Instructions: Attempt questions for 30 marks.
- Read the question paper carefully before attempting any question.
 - Crisp, precise and bullet point answers will be appreciated.
 - Keywords / terms should be underlined.

Q1. Economic Analysis (All questions are compulsory, 2 + 2 + 1 = 5 Marks). (CO 1,2 & 4)

1) The following table shows the quantities of corn supplied and demanded at different prices. (2 marks)

Price per Ton	Quantity supplied per week	Quantity demanded per week
21,000	600	1,400
22,000	800	1,200
23,000	1,000	1,000
24,000	1,200	800
25,000	1,400	600

Use the information in the table to draw a demand and supply curve and identify excess of demand(shortage) and excess of supply(surplus) for the given prices for the corn.

2) Fill in the blanks in the following table. (2 marks)

Change in demand or supply	How does the equilibrium price change?	How does the equilibrium quantity change?
Increase in supply		
Decrease in demand		
Decrease in supply		
Increase in demand		

3) Draw a diagram to show how a decrease in the price of the first good will affect the demand for the second good: (1 mark)

a) Vivo Y95 (Starry Black, 64 GB, ₹13,999) and Honor 6X (Grey, 64 GB, ₹13,999).

Q2. Long Questions (Any 4, 5 marks each = 20 marks).

1) ITC Foods has launched Fabelle Exquisite chocolate bars in six flavours recently. Across the top six cities in India, including Mumbai and Bengaluru, 600 such bars were handcrafted by Fabelle Master Chocolatiers in a larger-than-life 73kg chocolate installation to commemorate the 73rd Independence Day.

For this, Fabelle divided the country into six zones, viz. the Northern Himalayan Region, the Thar Desert, the Indo-Gangetic Plains, the Central Plains, the Deccan Plateau and the Coastal Regions, and created six chocolate bars, each representing the flavours of a region. Each chocolate bar is priced at Rs 265, and Fabelle Chocolates will be donating the proceeds from the sale of these bars to Make-A-Wish Foundation of India, a non-profit organisation, which works towards supporting deserving children to lead a richer life by fulfilling their wishes. According to Anuj Rustagi, Chief Operating Officer, chocolates, coffee and new categories, Food Division, ITC Limited, "As we observe this historic celebration of Independence Day year-on-year, this time, our team, with months of preparation and trials, arrived at the most unique combinations of ingredients from six regions in these six chocolate bars to re-imagine India in chocolate." Derive and explain any five determinants of the demand function (in equation form) for products under 'Fabelle Exquisite chocolates' for ITC Foods. (CO 5 & 6)

2) Classify the following products into whether, in your opinion, the Price Elasticity of Demand (PED) is likely to be relatively high (elastic) or relatively low (inelastic) if the prices of the products increase or decrease. Justify your classification. (CO 1, 2 & 4)

- Colgate Swarna Vedsakti toothpaste
- Microsoft's Windows operating system
- Chemotherapy, a type of therapy for cancer
- Microsoft I TB Xbox One X game console
- Soft drinks in general

3) Explain which of the following is a fixed cost or a variable cost for Toyota and why? (CO 1, 2 & 4)

- The cost of aluminium used for its automobiles.
- The property taxes on its Toyota assembly plant.
- The cost of labor for its assembly line workers.
- The salary paid to Akio Toyoda, the CEO of Toyota.
- Monthly interest paid to the bank.

4a) In the short run, why do average total costs initially fall and then increase? (CO 1 & 3)
 4b) Marginal costs must go through the minimum point of which other costs curve: average total costs, average variable costs or average fixed costs? Justify your answer. (CO 1 & 3)

5a) "Real measure of national income is NNP, and not GDP." Do you agree with this statement? Give arguments in support of your point of view. (CO 3 & 5)
 5b) How does the addition of the foreign sector to the three-sector model change the structure of the model and of the circular flow? (CO 3 & 5)

6a) Distinguish between demand-pull and cost-push inflation. Enumerate the underlying causes of each. (CO 1, 3 & 5)

6b) Explain deflation, disinflation, moderate, galloping and hyper inflation? Why is a moderate rate of inflation considered to be desirable for the economy? (CO 1, 3 & 5)

7a) Describe the instruments of monetary policy and explain how the central bank uses monetary instruments in a slow-growing economy? (CO 3, 4 & 5)

OR

7b) Explain the role of money multiplier in the supply of money in the economy. (CO 3, 4 & 5)

8) What are the objectives and instruments of fiscal policy? Describe the role of fiscal policy in achieving economic growth and in the stabilising economy. (CO 3, 4 & 5)

9a) Distinguish between the balance of trade and balance of payments? Explain the concept of purchasing power parity, NEER and REER. (CO 3, 4 & 5)

OR

9b) What are the different items in the capital and current accounts? Explain the fixed and flexible exchange rate system. (CO 3, 4 & 5)

10) Describe the main features of any two market structures and bring some real-world examples of markets that are similar in structure. (CO 1, 2 & 3)

a) perfect competition b) monopoly c) monopolistic competition and d) oligopoly

II) Explain the following concepts briefly (any two): (CO 1 & 3)

- Implicit and explicit cost
- The conflict between sales revenue maximization vs. profit maximization objectives in a business.
- Changes in quantity demanded and Changes in supply
- Unitary elastic demand and perfectly inelastic demand
- Law of diminishing returns
- Nominal and real GDP
- Difference between CPI and WPI
- Deposit and credit multiplier
- Special drawing rights
- Fiscal deficit and budgetary deficit
- Break-Even Point
- Appreciation and depreciation of Rupee

Q3. Numerical Questions (Any 2, 2.5 marks each = 5 marks).

- I) The KTC Corporation has the following sales during the past 10 years (in Crore Rupees): (CO 2, 4, 5 & 6)

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Sales(Y)	10	16	28	35	42	56	66	72	85	90

- a) Calculate and interpret regression coefficients α and β .

- b) Forecast sales revenue for the year 2020.

2) Evaluated profit analysis for a simple firm: (CO 2, 4 & 5)

Output(units)	TC(Rs.)	TFC	TVC	AFC	AVC	AC	SMC	TR	MR	PROFIT
0	40									
1							60			
2			50							
3							36			
4							32			

Note: Price is $P = 50$.

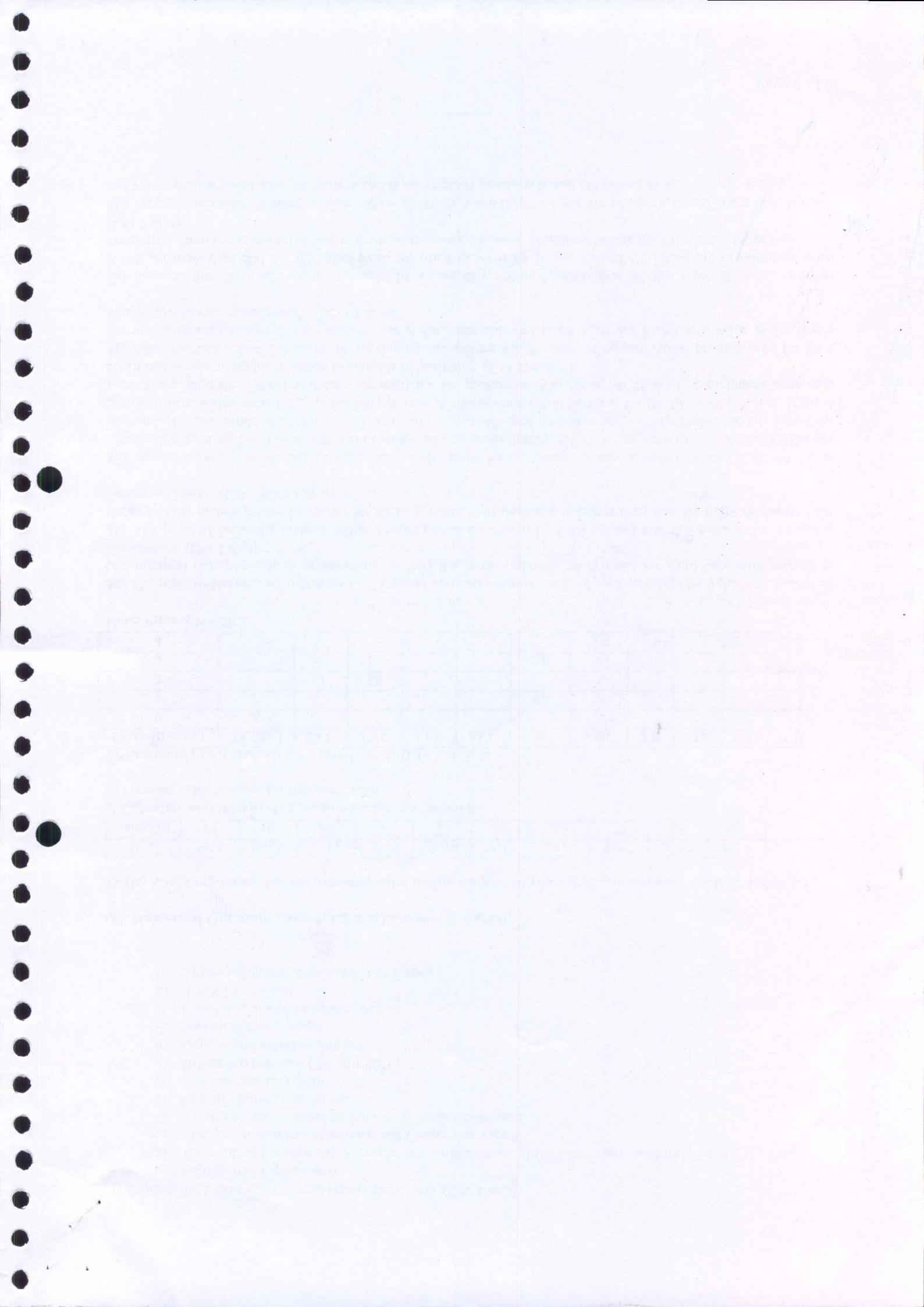
- 3a) The price of Honda cars increases by 2 percent and consumption of Ford cars increases by 4 percent. Calculate and interpret (complementary or substitute goods) the cross elasticity of demand for Ford cars with respect to Honda cars. (CO 2 & 4)

- 3b) The price of Samsung Galaxy M30s mobile phone decreased by 9.68 percent and the demand for Samsung Galaxy M30s mobile phone increased by 19.36 percent. Calculate and interpret the price elasticity of demand for Samsung Galaxy M30s. (CO 2 & 4)

- 4a) Harshit currently works for a college as faculty where he is earning an annual salary of Rs.12,50,000. He is considering quitting his current job and opening his own consultancy, where he expects to earn Rs.20,00,000 per year once he gets established. To run his own firm, he would need an office and a receptionist. He has found the perfect office, which rents for Rs.5,00,000 per year. A receptionist could be hired for Rs.3,00,000 per year. If these figures are accurate, would Harshit's consultancy be profitable? Calculate Mr. Harshit's anticipated economic profit and comment on his decision to start his consultancy. (CO 2, 4 & 5)
- 4b) Atlas Fasteners, INC., is currently producing and selling 40,000 units of output. Atlas' product sells for Rs.6 per unit, currently, output has a variable cost of Rs.2 per unit and fixed costs are Rs.80,000. What is the firm's current breakeven output level? (CO 2 & 4)

- 5a) Suppose that the total revenue received by a company selling basketball is Rs.600 when the price is set at Rs.30 per basketball and Rs. 600 also when the price is set at Rs.20 per basketball. Using arc or midpoint price elasticity formula, can you tell whether demand is elastic, inelastic or unitary elastic over this price range?

- 5b) Suppose the cross elasticity of demand for products A and B is +3.6 and for products, C and D are -5.4. What can you conclude about how products A and B are related? Products C and D? (CO 2 & 4)





INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: MANAGERIAL ECONOMICS

TERM END EXAMINATION OCT - 2019

Max. Duration: 1:30 Hrs.

Max. Marks: 30

Instructions: Attempt questions for 30 marks.

- Read the question paper carefully before attempting any question.
- Crisp, precise and bullet point answers will be appreciated.
- Keywords / terms should be underlined.

Q1. Economic Analysis (All questions are compulsory, 2 + 2 + 1 = 5 Marks). (CO 1,2 & 4)

1) The following table shows the quantities of corn supplied and demanded at different prices. (2 marks)

Price per Ton	Quantity supplied per week	Quantity demanded per week
21,000	600	1,400
22,000	800	1,200
23,000	1,000	1,000
24,000	1,200	800
25,000	1,400	600

Use the information in the table to draw a demand and supply curve and identify excess of demand(shortage) and excess of supply(surplus) for the given prices for the corn.

2) Fill in the blanks in the following table. (2 marks)

Change in demand or supply	How does the equilibrium price change?	How does the equilibrium quantity change?
Increase in supply		
Decrease in demand		
Decrease in supply		
Increase in demand		

3) Draw a diagram to show how a decrease in the price of the first good will affect the demand for the second good: (1 mark)

a) Vivo Y95 (Starry Black, 64 GB, ₹13,999) and Honor 6X (Grey, 64 GB, ₹13,999).

Q2. Long Questions (Any 4, 5 marks each = 20 marks).

1) ITC Foods has launched Fabelle Exquisite chocolate bars in six flavours recently. Across the top six cities in India, including Mumbai and Bengaluru, 600 such bars were handcrafted by Fabelle Master Chocolatiers in a larger-than-life 73kg chocolate installation to commemorate the 73rd Independence Day.

For this, Fabelle divided the country into six zones, viz. the Northern Himalayan Region, the Thar Desert, the Indo-Gangetic Plains, the Central Plains, the Deccan Plateau and the Coastal Regions, and created six chocolate bars, each representing the flavours of a region. Each chocolate bar is priced at Rs 265, and Fabelle Chocolates will be donating the proceeds from the sale of these bars to Make-A-Wish Foundation of India, a non-profit organisation, which works towards supporting deserving children to lead a richer life by fulfilling their wishes. According to Anuj Rautastgi, Chief Operating Officer, chocolates, coffee and new categories, Food Division, ITC Limited, "As we observe this historic celebration of Independence Day year-on-year, this time, our team, with months of preparation and trials, arrived at the most unique combinations of ingredients from six regions in these six chocolate bars to re-imagine India in chocolate." Derive and explain any five determinants of the demand function (in equation form) for products under 'Fabelle Exquisite chocolates' for ITC Foods. (CO 5 & 6)

2) Classify the following products into whether, in your opinion, the Price Elasticity of Demand (PED) is likely to be relatively high (elastic) or relatively low (inelastic) if the prices of the products increase or decrease. Justify your classification. (CO 1, 2 & 4)

- Colgate Swarna Vedshekli toothpaste
- Microsoft's Windows operating system
- Chemotherapy, a type of therapy for cancer
- Microsoft ITB Xbox One X game console
- Soft drinks in general

3) Explain which of the following is a fixed cost or a variable cost for Toyota and why? (CO 1, 2 & 4)

- The cost of aluminium used for its automobiles.
- The property taxes on its Toyota assembly plant.
- The cost of labor for its assembly line workers.
- The salary paid to Akio Toyoda, the CEO of Toyota.
- Monthly interest paid to the bank.

4a) In the short run, why do average total costs initially fall and then increase? (CO 1 & 3)

4b) Marginal costs must go through the minimum point of which other costs curve: average total costs, average variable costs or average fixed costs? Justify your answer. (CO 1 & 3)

5a) "Real measure of national income is NNP, and not GDP." Do you agree with this statement? Give arguments in support of your point of view. (CO 3 & 5)

5b) How does the addition of the foreign sector to the three-sector model change the structure of the model and of the circular flow? (CO 3 & 5)

6a) Distinguish between demand-pull and cost-push inflation. Enumerate the underlying causes of each. (CO 1, 3 & 5)

6b) Explain deflation, disinflation, moderate, galloping and hyper inflation? Why is a moderate rate of inflation considered to be desirable for the economy? (CO 1, 3 & 5)

7a) Describe the instruments of monetary policy and explain how the central bank uses monetary instruments in a slow-growing economy? (CO 3, 4 & 5)

7b) Explain the role of money multiplier in the supply of money in the economy. (CO 3, 4 & 5)

8) What are the objectives and instruments of fiscal policy? Describe the role of fiscal policy in achieving economic growth and in the stabilising economy. (CO 3, 4 & 5)

9a) Distinguish between the balance of trade and balance of payments? Explain the concept of purchasing power parity, NEER and REER. (CO 3, 4 & 5)

9b) What are the different items in the capital and current accounts? Explain the fixed and flexible exchange rate system. (CO 3, 4 & 5)

10) Describe the main features of any two market structures and bring some real-world examples of markets that are similar in structure. (CO 1, 2 & 3)

a) perfect competition b) monopoly c) monopolistic competition and d) oligopoly

11) Explain the following concepts briefly (any two): (CO 1 & 3)

- Implicit and explicit cost
- The conflict between sales revenue maximization vs. profit maximization objectives in a business.
- Changes in quantity demanded and Changes in supply
- Unitary elastic demand and perfectly inelastic demand
- Law of diminishing returns
- Nominal and real GDP
- Difference between CPI and WPI
- Deposit and credit multiplier
- Special drawing rights
- Fiscal deficit and budgetary deficit
- Break-Even Point
- Appreciation and depreciation of Rupee

Q3. Numerical Questions (Any 2, 2.5 marks each = 5 marks).

1) The KTC Corporation has the following sales during the past 10 years (in Crore Rupees): (CO 2, 4, 5 & 6)

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Sales(Y)	10	16	28	35	42	56	66	72	85	90

a) Calculate and interpret regression coefficients α and β .

b) Forecast sales revenue for the year 2020.

2) Evaluated profit analysis for a simple firm: (CO 2, 4 & 5)

Output(units)	TC(Rs.)	TFC	TVC	AFC	AVC	AC	SMC	TR	MR	PROFIT
0	40									
1					60					
2		50								
3					36					
4						32				

Note: Price is $P = 50$.

3a) The price of Honda cars increases by 2 percent and consumption of Ford cars increases by 4 percent. Calculate and interpret (complementary or substitute goods) the cross elasticity of demand for Ford cars with respect to Honda cars. (CO 2 & 4)

3b) The price of Samsung Galaxy M30s mobile phone decreased by 9.68 percent and the demand for Samsung Galaxy M30s mobile phone increased by 19.36 percent. Calculate and interpret the price elasticity of demand for Samsung Galaxy M30s. (CO 2 & 4)

4a) Harshit currently works for a college as faculty where he is earning an annual salary of Rs.12,50,000. He is considering quitting his current job and opening his own consultancy, where he expects to earn Rs.20,00,000 per year once he gets established. To run his own firm, he would need an office and a receptionist. He has found the perfect office, which rents for Rs.5,00,000 per year. A receptionist could be hired for Rs.3,00,000 per year. If these figures are accurate, would Harshit's consultancy be profitable? Calculate Mr. Harshit's anticipated economic profit and comment on his decision to start his consultancy. (CO 2, 4 & 5)

4b) Atlas Fasteners, INC., is currently producing and selling 40,000 units of output. Atlas' product sells for Rs.6 per unit, currently, output has a variable cost of Rs.2 per unit and fixed costs are Rs.80,000. What is the firm's current breakeven output level? (CO 2 & 4)

5a) Suppose that the total revenue received by a company selling basketball is Rs.600 when the price is set at Rs.30 per basketball and Rs. 600 also when the price is set at Rs.20 per basketball. Using arc or midpoint price elasticity formula, can you tell whether demand is elastic, inelastic or unitary elastic over this price range?

5b) Suppose the cross elasticity of demand for products A and B is +3.6 and for products, C and D are -5.4. What can you conclude about how products A and B are related? Products C and D? (CO 2 & 4)

The first part of the report is a general description of the project and its objectives. It is followed by a detailed description of the methodology used in the study. The results of the study are then presented in a series of tables and figures. The final part of the report is a discussion of the findings and their implications for future research.

The methodology used in this study was a combination of qualitative and quantitative methods. Data was collected through interviews, focus groups, and surveys. The data was then analyzed using both content analysis and statistical methods. The results of the study show that there are significant differences in the way that different groups of people perceive and experience the phenomenon being studied.

The findings of this study have important implications for future research. They suggest that there is a need for further research into the factors that influence the way that people perceive and experience the phenomenon being studied. This research could help to develop more effective interventions and policies to address the issues identified in the study.

The study was limited by several factors, including the sample size and the methods used. Future research should aim to address these limitations by using larger samples and more rigorous methods. This will help to ensure that the findings of the study are valid and reliable.

In conclusion, this study has provided valuable insights into the way that different groups of people perceive and experience the phenomenon being studied. The findings have important implications for future research and for the development of interventions and policies to address the issues identified in the study.

The study was conducted in a systematic and rigorous manner, following a clear methodology and using appropriate methods for data collection and analysis. The findings of the study are therefore reliable and valid.

The study has identified several key areas for future research, including the need to explore the factors that influence the way that people perceive and experience the phenomenon being studied. This research could help to develop more effective interventions and policies to address the issues identified in the study.

The study has provided valuable insights into the way that different groups of people perceive and experience the phenomenon being studied. The findings have important implications for future research and for the development of interventions and policies to address the issues identified in the study.



INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM – FINANCIAL MARKETS 2019-2021 BATCH

SUBJECT: MANAGERIAL ECONOMICS

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 2:30 Hrs.

Max. Marks: 60

Instruction:

1. Answer all questions.
2. CO refers to Course Outcomes Codes.

Question 1: Answer any 2 of the following.
(CO - 0204300303.1)

- a) What you mean by Microeconomics? How it is different from Macroeconomics?
- b) Explain in brief the types of Economics Decisions from Producers point of view.
- c) What you mean by Equilibrium. Explain with reference to General and Partial Equilibrium.

10 Marks

Question 2: Answer any 2 of the following.
(CO - 0204300303.2 and 0204300303.3)

- a) Explain cross elasticity and price elasticity.
- b) Explain Marginal, Average and Total Cost with example.
- c) Explain the difference between substitutes and complement goods.

10 Marks

Question 3: Answer any 2 of the following.
(CO - 0204300303.5)

- a) What is deflation, stagflation. Also write down the differences between them.
- b) What are the tools of a fiscal policy?
- c) Explain Business Cycle in brief.

10 Marks

Question 4: Answer any 1 of the following.
(CO - 0204300305.6)

- a) Explain Balance of Payment, Capital Account, Current Account deficit/surplus.
- b) Explain Sub-Prime Crises.

10 Marks

Question 5: Answer any 1 of the following.
(CO - 0204300303.2 and CO - 0204300305.3)

- a) Explain supply function and law of supply with example and diagram.
- b) Explain monopolistic and monopoly competition with proper examples.

10 Marks

Question 6: Answer any 1 of the following.
(CO - 0204300303.4)

- a) Explain expenditure method and income method of calculating GDP with example.
- b) Explain GDP per capita, National Income and Disposable Income.

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THE FIRST OF THESE IS THE FACT THAT THE
ECONOMY IS IN A STATE OF DEPRESSION

THE SECOND IS THE FACT THAT THE
ECONOMY IS IN A STATE OF DEPRESSION

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM – INTERNATIONAL BUSINESS 2019-2021 BATCH

SUBJECT: LEADERSHIP LAB – I

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 1:30 Hrs.

Max. Marks: 30

Part – A (Both questions compulsory)

1. What is leadership and management? Are all managers leaders? (5 Marks)
2. Read the following excerpt carefully and in your own words give an explanation of what learning you can derive out of it. (5 Marks)

Two Battleships (excerpt from Covey's Seven Habits)

Two battleships assigned to the training squadron had been at sea on maneuvers in heavy weather for several days. I was serving on the lead battleship and was on watch on the bridge as night fell. The visibility was poor with patchy fog, so the captain remained on the bridge keeping an eye on all activities. Shortly after dark, the lookout on the wing of the bridge reported, "Light, bearing on the starboard bow."

"Is it steady or moving astern?" the captain called out.

Lookout replied, "Steady, captain," which meant we were on a dangerous collision course with that ship.

The captain then called to the signalman, "Signal that ship: We are on a collision course, advise you change course 20 degrees."

Back came a signal, "Advisable for you to change course 20 degrees."

The captain said, "Send, I'm a captain, change course 20 degrees."

"I'm a seaman second class," came the reply.

"You had better change course 20 degrees." By that time, the captain was furious. He spat out, "Send, I'm a battleship. Change course 20 degrees."

Back came the flashing light, "I'm a lighthouse." We changed course.

Part – B Answer any two (10 marks)

1. Reflect on a famous leader of your choice. Identify the traits that differentiate him/her from the rest.
2. What are control or energy dramas. Is there a way out of them?
3. Once upon a time, a very strong woodcutter asked for a job in a timber merchant and he got it. The pay was really good and so was the work condition. For those reasons, the woodcutter was determined to do his best.
- His boss gave him an axe and showed him the area where he supposed to work.
- The first day, the woodcutter brought 18 trees.
- "Congratulations," the boss said. "Go on that way!"
- Very motivated by the boss words, the woodcutter tried harder the next day, but he could only bring 15 trees. The third day he tried even harder, but he could only bring 10 trees. Day after day he was bringing less and less trees.
- "I must be losing my strength", the woodcutter thought. He went to the boss and apologized, saying that he could not understand what was going on.
- "When was the last time you sharpened your axe?" the boss asked.
- "Sharpen? I had no time to sharpen my axe. I have been very busy trying to cut trees..."
- Give your understanding and learnings after reflecting on this story.

A King's fable

Years ago, there lived a wise and noble king. The king lived a happy life with his beautiful wife. Then, only a few years after their marriage, his wife got very sick. Sadly, she died soon after. Unfortunately, this tragedy occurred before having children, leaving the king to rule the kingdom alone, without his bride beside him. While devastated by the loss of his wife, the king stayed true to his commitment to rule with honor and take care of the people in his kingdom. The love for his wife was so strong, the king couldn't bear the thought of ever getting married again. As the years passed, having no children of his own, the king knew the time would come where he would have to find the right man who, upon his death, would take his place as king. Since there was no bloodline and no son who could rightfully take the king's place, he called upon the people of the kingdom to help him find a suitable heir to the throne. The king knew there would have to be a test of some sort that would help identify the most promising candidate. One day, while the king was taking a stroll through the countryside, he came upon a massive sinkhole. It was so large that you could fit at least two soccer fields inside of it. "I've got it!" exclaimed the King. "I know the test that would help me identify the next king." And with that, he quickly returned to the castle to share his idea with his advisors. The very next day, the king issued a decree throughout the kingdom. "Come one, come all. In three weeks' time, those who feel worthy enough to take my place will meet in the town square to demonstrate why you are the one who should be heir to the kingdom." The day finally arrived. It seemed as if thousands of people traveled for miles to reach the town square; from every corner of the kingdom, with the dream of being chosen as the heir to the throne. The king took these promising candidates out to the countryside to show them what he had found. "Here is the question that, if answered correctly, will earn you the rightful place as our next king." Pointing to the massive hole, he simply asked, "What should I do?" After several days and hundreds of responses later, no one had yet to come up with the right answer. Repeatedly, the king would hear the same responses. "Fill it with rocks and dirt." "Fill it with water." "Build a bridge across the sinkhole." "Build a wall around it." "Put warning signs around the sinkhole." "Make it a graveyard." "Leave it be." "Camouflage the sinkhole to protect us from our enemies." While some of these may be interesting ideas, none of them were the correct answer. The king was getting discouraged, wondering if anyone was capable of thinking and acting like a successful king. As the number of candidates dwindled to a remaining few, it was time for one young man to answer the king's question; a poor farm boy from the countryside who was ridiculed by those older and wiser than he for even considering the possibility of becoming king. "So," the king began with a disheartened and skeptical tone. "What should I do?" The young man hesitated for a moment and then responded with, "Why do anything?" Suddenly, the king's disposition changed. He looked at the young man and asked with hope, "Why? When everyone else advised me what I could do with the sinkhole, why are you the only one not to advise me at all, nor tell me what I should do? Why do you come to me with only a question?" The young man respectfully answered, "Because I cannot answer your question, my king. I don't know your why. Until I understand not just what you want to do but why you want to do anything about this sinkhole and your intentions behind it, only then can I advise you to create your desired outcome, even if the proper course of action is to do nothing."

Reflect on the conversation.
Discussion Questions:

1. Why do you think the king chose him?
2. How would you apply this learning in organizations?

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: ENTERPRISE SYSTEMS MANAGEMENT

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 1:30 Hrs.

Max. Marks: 30

Answer all the Questions

Part A

Marks 3X5 = 15 Marks

1. Explain:-

- a. Architecture of Data Warehouse (2.5)
- b. Features of Ecommerce (2.5)

2. Write short note on:

- a. Modes of Digital Payments (2.5)
- b. Enterprise Resource Planning (2.5)

3. Differentiate between:

- a. Unstructured, Semi structured & Structured data (2.5)
- b. MIS, DSS (2.5)

Part B

4.a.) Build an Ecommerce presence Map for an online retail company. (5)

[CO 0211300304.5]

OR

b.) Briefly describe various E commerce Business Models with examples. [5]

[CO 0211300304.5]

5. Consider following relations:

[CO 0211300304.3],[CO 0211300304.4]

EMPLOYEE	FNAME	MINIT	LNAME	SSN	BDATE	ADDRESS	SEX	SALARY	SUPERSSN	DNO
John	B	Smith	123456789	1965-01-09	731 Fondren, Houston, TX	M	30000	333445555		
Franklin	T	Wong	333445555	1955-12-08	638 Voss, Houston, TX	M	40000	888665555		
Alicia	J	Zelaya	999887777	1968-07-19	3321 Castle, Spring, TX	F	25000	987654321		
Jennifer	S	Wallace	987654321	1941-06-20	291 Berry, Bellaire, TX	F	43000	888665555		
Ramesh	K	Narayan	666884444	1962-09-15	975 Fire Oak, Humble, TX	M	38000	333445555		
Joyce	A	English	453453453	1972-07-31	5631 Rice, Houston, TX	F	25000	333445555		
Ahmad	V	Jabbar	987987987	1969-03-29	980 Dallas, Houston, TX	M	25000	987654321		
James	E	Borg	888665555	1937-11-10	450 Stone, Houston, TX	M	55000	null		

DEPARTMENT	DNAME	DNUMBER	MGRSSN	MGRSTARTDATE
Research		5	333445555	1988-05-22
Administration		4	987654321	1995-01-01
Headquarters		1	888665555	1981-06-19

DEPT_LOCATIONS	DNUMBER	DLOCATION
	1	Houston
	4	Stafford
	5	Bellaire
	5	Sugarland
	5	Houston

5a. Write the query to retrieve all details of employees who department number is more than 4 and who work in department "Research". (2.5)

5b. Write a query to find average, minimum & maximum salary of all male employees. (2.5)

Or

6. Consider a following relations: [CO 0211300304.4] (2.5*2=5)

1.Employee (Employee_ID, FIRST_NAME, LAST_NAME, SALARY, JOINING_DATE, DEPARTMENT)
2.Incentives (EMPLOYEE_REF_ID, INCENTIVE_DATE, INCENTIVE_AMOUNT)

6a. Write the query to get employee details whose Salary between 400000 and 900000. (2.5)

6b. Write a query to find maximum, average & minimum incentives given to employees. (2.5)

Part-C

Answer following questions. [CO 0211300304.6] (5 marks)

Henry's Hardware is a small family business in Sacramento, California. The owners, Henry and Kathleen, must use every square foot of store space as profitably as possible. They have never kept detailed inventory or sales records. As soon as a shipment of goods arrives, the items are immediately placed on store shelves. Invoices from suppliers are only kept for tax purposes. When an item is sold, the item number and price are rung up the cash register. The owners use their own judgment in identifying items that need to be reordered. What is the business impact of this situation? How could information systems help Henry and Kathleen run their business? What data should these systems capture? What decisions could the systems improve?

Or

Write the various activities and components from the Information Systems perspective in Online Railway Ticket Reservation System. [CO 0211300304.6] (5 marks)

Best of luck!!



INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: ENTERPRISE SYSTEMS MANAGEMENT

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 1:30 Hrs.

Max. Marks: 30

Part A

Answer all the Questions

Marks 3X5 = 15 Marks

1. Explain: -
 - a. Architecture of Data Warehouse (2.5)
 - b. Features of Ecommerce (2.5)

2. Write short note on:
 - a. Modes of Digital Payments (2.5)
 - b. Enterprise Resource Planning (2.5)

3. Differentiate between:
 - a. Unstructured, Semi structured & Structured data (2.5)
 - b. MIS, DSS (2.5)

Part B

- 4.a.) Build an Ecommerce presence Map for an online retail company. (5)
- OR
- b.) Briefly describe various E commerce Business Models with examples. [5]

5. Consider following relations:

EMPLOYEE	FNAME	MINIT	LNAME	SSN	BDATE	ADDRESS	SEX	SALARY	SUPERSSN	DNO
John	B	Smith	123456789	1965-01-09	731 Fondren, Houston, TX	M	30000	333445555		5
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Alicia	J	Zelaya	999887777	1968-07-19	3321 Castle, Spring, TX	F	25000	987654321		4
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Ramesh	K	Narayan	666884444	1962-09-15	975 Fire Oak, Humble, TX	M	38000	333445555		5
Joyce	A	English	453453453	1972-07-31	5631 Rice, Houston, TX	F	25000	333445555		5
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5a. Write the query to retrieve all details of employees who department number is more than 4 and who work in department "Research". (2.5)

5b. Write a query to find average, minimum & maximum salary of all male employees. (2.5)

Or

6. Consider a following relations: [CO 0211300304.3],[CO 0211300304.4] (2.5*2=5)

1.Employee (Employee_ID,FIRST_NAME, LAST_NAME, SALARY, JOINING_DATE, DEPARTMENT)
2.Incentives (EMPLOYEE_REF_ID, INCENTIVE_DATE, INCENTIVE_AMOUNT)

6a. Write the query to get employee details whose Salary between 400000 and 900000. (2.5)

6b. Write a query to find maximum, average & minimum incentives given to employees. (2.5)

Part-C

Answer following questions. [CO 0211300304.6] (5 marks)

Henry's Hardware is a small family business in Sacramento, California. The owners, Henry and Kathleen, must use every square foot of store space as profitably as possible. They have never kept detailed inventory or sales records. As soon as a shipment of goods arrives, the items are immediately placed on store shelves. Invoices from suppliers are only kept for tax purposes. When an item is sold, the item number and price are rung up the cash register. The owners use their own judgment in identifying items that need to be reordered. What is the business impact of this situation? How could information systems help Henry and Kathleen run their business? What data should these systems capture? What decisions could the systems improve?

Or

Write the various activities and components from the Information Systems perspective in Online Railway Ticket Reservation System. [CO 0211300304.6] (5 marks)

Best of luck!!



INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM – FINANCIAL MARKETS 2019-2021 BATCH

SUBJECT: EQUITY MARKETS & TRADING

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 1:30 Hrs.

Max. Marks: 30

Instruction:

1. Answer all questions
2. CO represents Course Outcome Codes

Question 1: Please answer any 1.

(CO - 0204300302.2 and CO - 0204300302.3)

- a) An IPO received the following bids in a book-building method. Total issue is of 15000 shares.

Bid Price	Bid Quantity
133	2250
130	1125
128	2250
126	4500
124	5625
122	3375
15000	

Find out the cut-off price for allocation of shares.

Find out overall oversubscription and over-subscription after cut-off price.

Also find out numbers of shares allocated to the applicants.

- b) Eligibility criteria of an IPO Process.

Question 2: Answer any 1 of the following.

(CO - 0204300302.1 and CO - 0204300302.2)

- a) Define Financial Institutions. Explain NBFC and Banks in brief.
b) What is Financial System? What are its functions.

Question 3: Answer any 2 of the following.

(CO - 0204300302.1, CO - 0204300302.2, CO - 0204300302.3 and CO - 0204300302.4)

- a) Explain role of Merchant Banker in IPO.

- b) Explain role of Depositories.

- c) Arbitrage and Hedgers. Explain and differentiate.

9 Marks

4 Marks

6 Marks

Question 4: Answer any 1 of the following.
(CO - 0204300302.4 and CO - 0204300302.5)

6 Marks

- a) What is the impact of latest Corporate tax Rate cut on FMCG Sector?
b) Explain impact of monetary policy on in Equity markets.

Question 5: Answer any 1 of the following.

(CO - 0204300302.3, CO - 0204300302.4 and CO - 0204300302.5)

5 Marks

- a) Following are Buy orders put by traders for a company.

Trader	Type of Order	Time	Quantity	Price
A	Limit	3:00 pm	600	150
B	Limit	3:15 pm	1000	150
C	Stop Loss	3:20 pm	1500	Rs. 150
Trigger and Execution at				Rs. 150

- At 3.25 pm price reaches Rs. 150 and trade for 2500 shares are executed. Find out the shares allocated to the trader with reasons.
- If the Execution Price is Rs. 152. Whether the allocation will change?

- b) Explain Limit Order and Stop Loss Order. Explain their uses at different situations.

BEST OF LUCK!



INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM – INTERNATIONAL BUSINESS 2019-2021 BATCH

SUBJECT: FRENCH

TERM END EXAMINATION OCT - 2019

Max. Duration: 1:30 Hrs.

Max. Marks: 30

Instructions:

- Use of dictionary & mobile phone is not permitted
- All questions are compulsory
- Marks to each question are indicated to the right
- All questions are to be answered in French

Q.1. Presentez vous (write any 5 lines about yourself) **5 marks**

Q.2. Translate any 3 of following sentences into English: **3 marks**

- Comment ça va ?
- Quel temps fait-il en été
- Quelle heure est-il ?
- Je prendre mon petit-déjeuner
- Fermer votre livre, s'il vous plaît
- La Tour Eiffel est en France

Q.3. Use the correct of Adjective Possessive mentioned in the bracket (Any Four) **4 marks**

- C'est (mon/ma/mes) ----- maison.
- (leur/leurs) magasin est fermé
- Nous sommes dans -----auberge (notre/nos).
- C'est ----- (mon/ma/mes) stylo.
- classes sont finis (notre/nos).
- C'est -----livre (notre/nos).
- (votre/vos) oncle est grand
- (leur/leurs) -----diner est fini.
- Ce sont -----cadeaux (votre/vos)

Q.4. Convert the following sentences into negative (Any three): **6 marks**

- Le garçon va au temple.
- Ils sont une classe demain
- Elle a 40 ans
- Nous visitons la France l'année prochaine
- Je suis indienne
- Elles sont français

Q.5. Convert the following sentences into interrogative by using all three methods: (Any Two) **6 marks**

- Vous êtes indiens
- Nous sommes en Paris
- Vous prenez votre diner ensemble
- Elles finissent leur cours

BONNE CHANCE !

- Fill in the blanks by using the correct word given in the brackets:
- 1) Il fait ----- en hiver (chaud / mouvais / froid)
 - 2) Il fait ----- au printemps (beau / du vent / du chien)
 - 3) Il fait ----- en automne (chaud / du vent / froid)
 - 4) Il fait ----- en été (mouvais / bon / chaud)

OR

Q.7. Write any 4 sentences describing different weather conditions in 4 different seasons
4 marks

- 1) Ils ----- indiens (être)
- 2) Je ----- mes études (finir)
- 3) Vous ----- cette chanson (chanter)
- 4) Nous ----- notre dîner (prendre)

Q.6. Re-write any 2 of the following sentences by using the conjugated form of the verb given in the bracket.
2 marks



INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM – RETAIL MANAGEMENT & MARKETING

2019-2021 BATCH

SUBJECT: BASIC FRENCH

TERM END EXAMINATION OCT - 2019

Max. Duration: 1:30 Hrs.

Max. Marks: 30

Instructions:

- Use of dictionary & mobile phone is not permitted
- All questions are compulsory
- Marks to each question are indicated to the right
- All questions are to be answered in French

Q.1. Presentez vous (write any 5 lines about yourself) 5 marks

Q.2. Write days of the week and months of the year in French 6 marks

Q.3. Convert Any 3 of the following sentences into negative 3 marks

- Elle choisit la jupe noire.
- Il aime les légumes.
- Je prends mon examen.
- J'habite à Mumbai.
- La leçon est finie.

Q.4. Conjugate any 2 of the following 3rd group verbs 6 marks

- Aller
- Etre
- Avoir
- Faire

Q.5. Translate in French (Any Five): 5 marks

- Good Evening.
- See you tomorrow.
- Happy Birthday.
- Happy festival/Enjoy your festival.
- See you on Monday.
- Thank you very much.
- How are you ?
- Bonne chance
- Enjoy your meal
- Happy Christmas

Q.6. Choose the correct form of Adjective Possessives from the following: (Any Five) 5 marks

- 1) -----stylo est longue (mon/ma/mes)
- 2) -----maison est loin (ton/ta/tes)
- 3) -----mari est beau (son/sa/ses)
- 4) -----cours sont finis (notre/nos)
- 5) Ils prennent -----diner ensemble (leur/leurs)
- 6) -----oncle est grand (ton/ta/tes)
- 7) -----tante est grande (votre/vos)
- 8) Nous aimons-----langue (notre/nos)

OR

Convert the following sentences (Any 2) into interrogatives by using all 3 methods:

BONNE CHANCE !

- 1) Il parle anglais
- 2) Nous sommes indiens
- 3) Tu as 30 ans
- 4) Elle va à l'école
- 5) Nous faisons notre devoirs à la nuit
- 6) Elle est petite.



INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: VERBAL SKILLS & QUANTITATIVE ANALYSIS - 1

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 1:30 Hrs.

Max. Marks: 30

SET-A * mention the set no. on your answer booklet

Important: Read the Instructions Carefully

Sign ^ means Raise to the Power

Sign / means Division

Question No. 1-16 Carries 1 Mark Each (Write only Answer Option)

Question No. 17-19 Carries 2 Mark Each (Write Answer and Describe the solved Set)

Question No. 20-27 Carries 1 Mark Each (Write only Answer Option)

Question No. 1-16

1. The captain of a cricket team of 11 members is 26 years old and the wicket keeper is 3 years older. If the ages of these two are excluded, the average age of the remaining players is one year less than the average age of the whole team. What is the average age of the team?
A) 23 years B) 24 years C) 25 years D) None of these
2. How much time will it take for an amount of Rs. 450 to yield Rs. 81 as interest at 4.5% per annum of simple interest?
A) 3.5 years B) 4 years C) 4.5 years D) 5 years E) None of these
3. What is the profit/loss incurred when a shopkeeper marks his goods 20% above the cost price and then allows a discount of 20% on the marked price?
A) 2% Loss B) 4% Profit C) 4% Loss D) 2% Profit E) None of these
4. A man walks 5 km toward south and then turns to the right. After walking 3 km he turns to the left and walks 5 km. Now in which direction is he from the starting place?
A) West B) South C) North-East D) South-West E) None of these
5. The price of petrol increased by 2% in a certain week and increased by 4% in the next week. Find the net percentage increased in the price of petrol over these two weeks.
A) 6% B) 6.12% C) 6.08% D) 6.18% E) None of these
6. If 10% of X = 20% of Y, then X: Y is equal to:
A) 1:2 B) 2:1 C) 5:1 D) 10:1 E) None of these
7. The ages of A and B are in the ratio 3:1. Fifteen years hence, the ratio will be 2:1. Their present ages are:
A) 30, 10 B) 45, 15 C) 21, 7 D) 60, 20 E) None of these

19. What is D's position with respect to the painter?

18. Who sits at the extreme left of the row?

17. What is A's profession?

Seven friends A, B, C, D, E, F and G sits in a row facing north with equal distance between them, not necessarily in the same order. Each one is pursuing a different profession-actor, reporter, doctor, engineer, lawyer, teacher and painter.
G is fifth to the left of C. The reporter is third to the right of G. F is fifth to the right of A. E is second to the left of B. The engineer is second to the left of D. There are only three people between the engineer and the painter. The doctor is to the immediate left of the engineer. The lawyer is to the immediate right of the teacher.

Question 17-19

16. $(-13) + 69 + (-5) + 141 + (-128) =$
A) -146
B) 210
C) 13
D) 65
E) None of These

15. Pointing to a gentleman, Deepak said, "His only brother is the father of my daughter's father." How is the gentleman related to Deepak?
A. Grandfather
B. Father
C. Brother-in-Law
D. Uncle
E. None of these

14. Find the unit digit of $(4137)^n \times 754$
A. 3
B. 7
C. 3
D. 1
E. None of these

13. The price of an article is increased by 40%. It is then decreased by 30% and then increased by 50%. If the final price of the article is Rs. 1617, what was its initial price?
A) Rs. 1000
B) Rs. 1100
C) Rs. 1350
D) Rs. 1250
E) Rs. 1150

12. Pointing to a lady, a man said, "She is the only daughter of my mother's husband's only son". How is the lady related to the man?
A) Sister
B) Aunt
C) Daughter
D) Niece
E) None of these

11. Y is in the East of X which is in the North of Z. If P is in the South of Z, then in which direction of Y is P?
A) North
B) South
C) South-East
D) None of these

10. The probability that numbers selected at random from the set of numbers $\{1, 2, 3, \dots, 100\}$ is a cube is:
A) $\frac{1}{25}$
B) $\frac{2}{25}$
C) $\frac{3}{25}$
D) $\frac{4}{25}$

9. The average of a, 11, 23, 17 is 15 and the average of a, b, 12, 25 is 16. The value of $\frac{b}{a}$ is:
A) $\frac{1}{3}$
B) $\frac{1}{2}$
C) $\frac{2}{3}$
D) $\frac{3}{4}$
E) None of These

8. Find the units digit of $314 \times 779 + 149 \times 138$
A) 3
B) 6
C) 7
D) 1
E) None of These

Read the passage and answer the following questions

As I write, highly civilized human beings are flying overhead, trying to kill me. They do not feel any enmity against me as an individual, nor I against them. They are "only doing their duty," as the saying goes. Most of them are kind-hearted law-abiding men who would never dream of committing murder in private life. But if one of them succeeds in blowing me to pieces, he will still be able to sleep without any degree of compunction. He is serving his country, which has the power to absolve him from evil.

Q20. The people who are flying overhead are called highly civilized because they

- a) are involved in advanced technical tasks
- b) are doing their duty
- c) are trained bombers
- d) draw hefty salaries

Q21. The person who succeeds in killing the author will

- a) never sleep undisturbed
- b) be without any remorse
- c) suffer a lot
- d) consider himself a sinner

Q22. The reason why they are trying to kill the author is that

- a) they have murderous instincts
- b) they have a grudge against the author
- c) they have an assigned job
- d) the author is not as law-abiding as they are

Q23. In this passage, the author assumes that doing one's duty to one's country

- a) heightens one's sensibility
- b) exonerates a person of his act of killing
- c) makes one kind-hearted
- d) makes one desist from doing anything unscrupulous

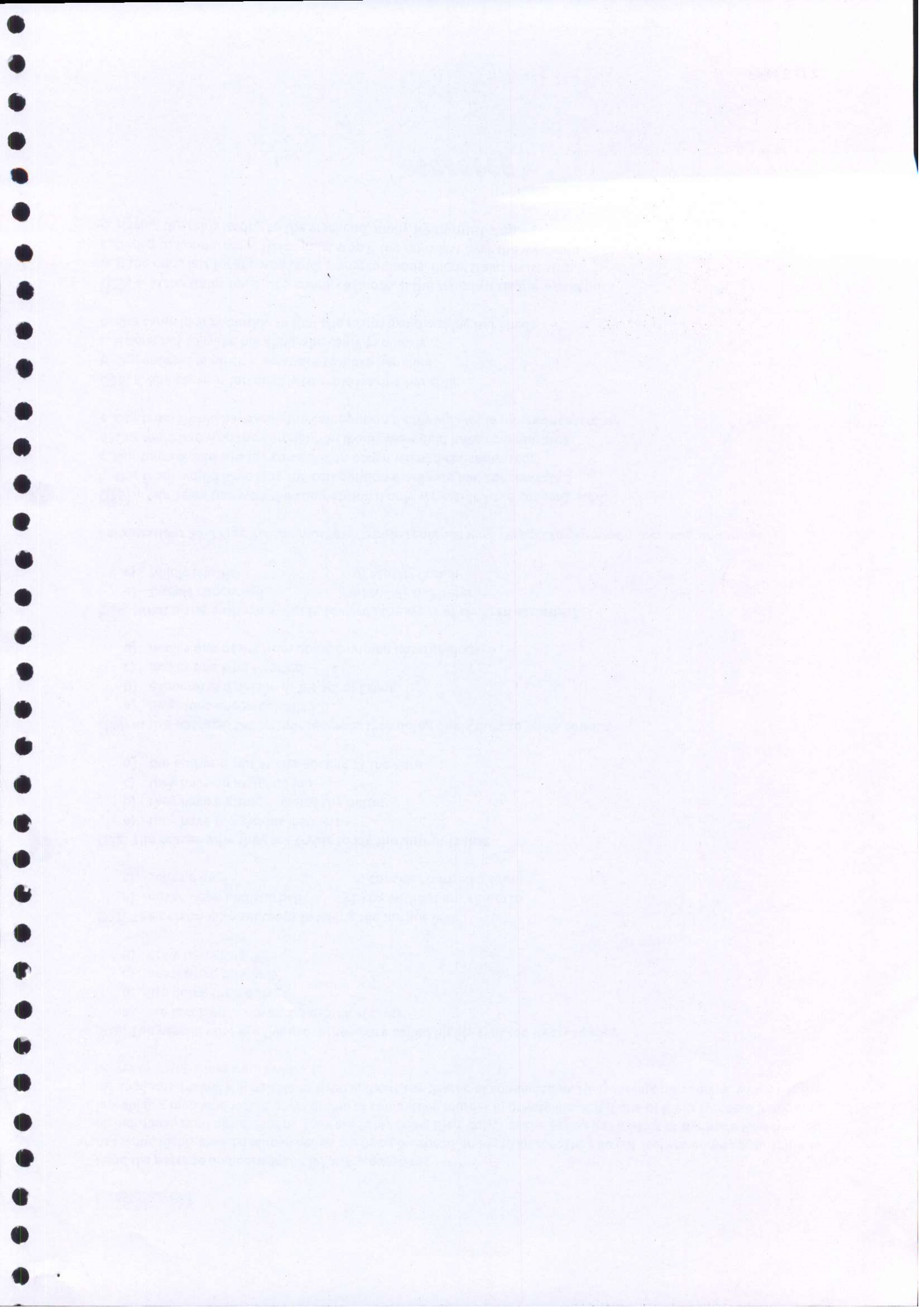
Q24. What is the author's attitude towards the ways of civilized societies?

- a) Deeply concerned
- b) Mildly indifferent
- c) Mildly Hostile
- d) Mostly Casual

For questions 25-27, select the most preferable sentence with respect to grammar, meaning and usage.

- Q25.** a. Our team had won the competition if only we would have concentrated.
b. Our team would have won the competition if only we had concentrated.
c. Our team would win the competition only if we had concentrated.
d. Our team had won the competition if only we would have concentrated.
e. Our team would have won the competition if only we would have concentrated.
- Q26.** a. She came in too quickly to avoid waking her child.
b. She entered in quickly, so as not to wake her child.
c. Having not to wake her child, she came in quickly.
d. She came in very quickly so that she might avoid waking her child.
- Q27.** a. Many trains must stop owing to floods, if the rains last till the weekend.
b. If the rains last for the weekend, owing to floods, many trains must stop.
c. Owing to floods, many trains must stop if the rains last over the weekend.
d. Having the rains lasting to the weekend, many trains must stop.

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: VERBAL SKILLS & QUANTITATIVE ANALYSIS - 1

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 1:30 Hrs.

Max. Marks: 30

SET-B * mention the set no. on your answer booklet

Important: Read the Instructions Carefully

Sign $\wedge$ means Raise to the Power

Sign / means Division

Question No. 1-3 Carries 2 Mark Each (Write Answer and Describe the solved Set)

Question No. 04-19 Carries 1 Mark Each (Write only Answer Option)

Question No. 20-27 Carries 1 Mark Each (Write only Answer Option)

Question No. 1-3

Seven friends A, B, C, D, E, F and G sits in a row facing north with equal distance between them, not necessarily in the same order. Each one is pursuing a different profession-actor, reporter, doctor, engineer, lawyer, teacher and painter.
G is fifth to the left of C. The reporter is third to the right of G. F is fifth to the right of A. E is second to the left of B. The engineer is second to the left of D. There are only three people between the engineer and the painter. The doctor is to the immediate left of the engineer. The lawyer is to the immediate right of the teacher.

1. What is G's profession?

2. Who sits at the extreme right of the row?

3. What is D's position with respect to the painter?

Question No. 4-19

4. The price of petrol increased by 2% in a certain week and increased by 4% in the next week. Find the net percentage increased in the price of petrol over these two weeks.
A) 6.12% B) 6.08% C) 6.00% D) 6.18% E) None of These

5. If 10% of X=20% of Y, then X: Y is equal to:
A) 2:1 B) 1:2 C) 5:1 D) 10:1 E) None of these

6. The ages of A and B are in the ratio 3:1. Fifteen years hence, the ratio will be 2:1. Their present ages are:
A) 30, 10 B) 60, 20 C) 21, 7 D) 45, 15 E) None of These

7. Find the units digit of $314 \wedge 778 + 149 \wedge 138$
A) 3 B) 6 C) 7 D) 1 E) None of These

8. The average of a , 11 , 23 , 17 is 15 and the average of a , b , 12 , 25 is 16 . The value of b is:

- (A) $\frac{1}{3}$ (B) $\frac{1}{2}$ (C) $\frac{2}{3}$ (D) $\frac{4}{3}$ (E) None of These

9. The captain of a cricket team of 11 members is 26 years old and the wicket keeper is 3 years older. If the ages of these two are excluded, the average age of the remaining players is one year less than the average age of the whole team. What is the average age of the team?

- (A) 25 years (B) 23 years (C) 24 years (D) None of these

10. How much time will it take for an amount of Rs. 450 to yield Rs. 81 as interest at 4.5% per annum of simple interest?

- (A) 3.5 years (B) 4 years (C) 4.5 years (D) 5 years (E) None of These

11. What is the profit/loss incurred when a shopkeeper marks his goods 20% above the cost price and then allows a discount of 20% on the marked price?

- (A) 2% Loss (B) 4% Profit (C) 4% Loss (D) 2% Profit (E) None of these

12. A man walks 5 km toward south and then turns to the right. After walking 3 km he turns to the left and walks 5 km. Now in which direction is he from the starting place?

- (A) West (B) South (C) North-East (D) South-West (E) None of These

13. The probability that numbers selected at random from the set of numbers $\{1, 2, 3, \dots, 100\}$ is a cube is:

- (A) $\frac{1}{25}$ (B) $\frac{2}{25}$ (C) $\frac{3}{25}$ (D) $\frac{4}{25}$

14. Y is in the East of X which is in the North of Z. If P is in the South of Z, then in which direction of Y is P?

- (A) North (B) South (C) South – East (D) None of these

15. Pointing to a lady, a man said, "She is the only daughter of my mother's husband's only son". How is the lady related to the man?

- (A) Sister (B) Aunt (C) Daughter (D) Niece (E) None of These

16. The price of an article is increased by 40%. It is then decreased by 30% and then increased by 50%. If the final price of the article is Rs. 1617, what was its initial price?

- (A) Rs. 1000 (B) Rs. 1100 (C) Rs. 1350 (D) Rs. 1250 (E) Rs. 1150

17. Find the unit digit of $(4137)^{754}$

- (A) 3 (B) 7 (C) 3 (D) 1 (E) None of these

18. Pointing to a gentleman, Deepak said, "His only brother is the father of my daughter's father." How is the gentleman related to Deepak?

- (A) Grandfather (B) Father (C) Brother-in-Law (D) Uncle (E) None of these

19. $(-13) + 69 + (-5) + 142 + (-128) =$

- (A) -146 (B) 210 (C) 13 (D) 65 (E) None of These

Question 20-27

Read the passage and answer the following questions

Once upon a time I went for a week's holiday in the Continent with an Indian friend. We both enjoyed ourselves and were sorry when the week was over, but on parting our behaviour was absolutely different. He was plunged in despair. He felt that because the holiday was over, all happiness was over until the world ended. He could not express his sorrow too much, but in me the Englishman came out strong. I could not see what there was to make a fuss about. It wasn't as if we were parting forever or dying. "Buck up", I said, "do buck up". He refused to buck up, and I left him plunged in gloom.

Q20. What does the author mean by 'buck up'?

- a) Buckle yourself up
- b) Stand up
- c) Cheer up
- d) Shut up

Q21. Why was the Indian friend plunged in despair?

- a) He was hopeless
- b) He experienced racial discrimination
- c) He would never be so happy again
- d) He had spent lot of money

Q22. What does 'but in me the Englishman came out strong' imply?

- a) He was a strong Englishman
- b) He had the typical English character
- c) The Englishman went out of him
- d) He started following Indian traditions

Q23. What is the author's intention in the passage?

- a) To contrast the Indian character with the English character
- b) To show that an Indian is sorrowful
- c) To ridicule the Indian traditions
- d) To praise the Englishman

Q24. What does the word 'plunge' mean in context of the passage?

- a) Pick
- b) Catch
- c) Dive
- d) Big

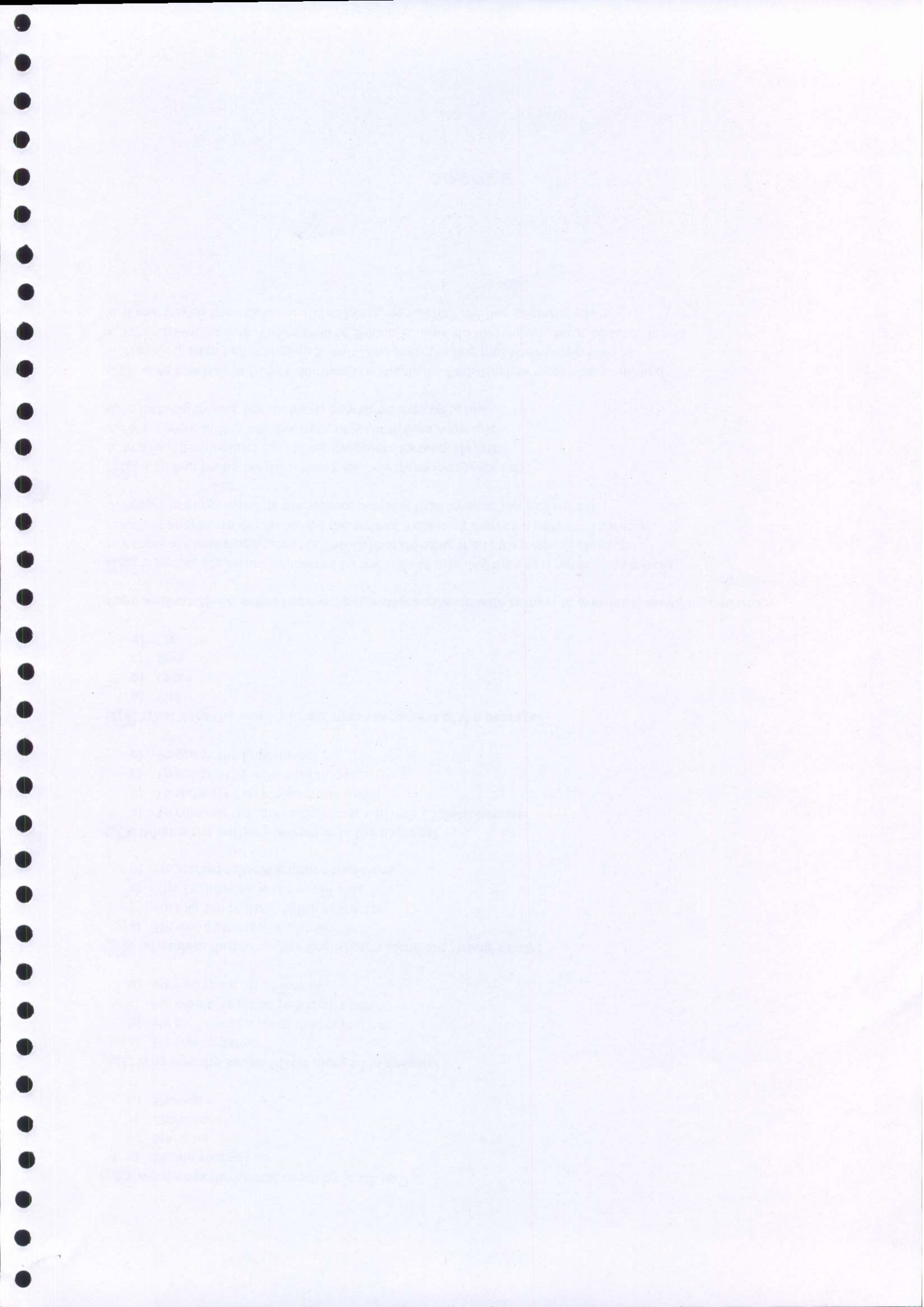
For questions 25-27, select the most preferable sentence with respect to grammar, meaning and usage.

- Q25.** a. People are rather impressed by the style of dressing than by a person's character.
b. People are impressed rather by the style of dressing than by a person's character.
c. Rather people are impressed by the style of a dressing than by a person's character.
d. People are impressed by the style of dressing than by a person's character.

- Q26.** a. In four bomb-blasts, fortunately only three lives were lost.
b. In four bomb-blasts only three lives were fortunately lost.
c. Fortunately, in four bomb-blasts, only three lives were lost.
d. In fortunately four bomb-blast, only three lives were lost

- Q27.** a. As one travels from Kulumanali to Shnila, he finds the line most beautifully laid.
b. Travelling from Kulumanali to Shnila, one finds the line most beautifully laid.
c. While travelling from Kulumanali to Shnila, one would find the line most beautifully laid.
d. If one travels from Kulumanali to Shnila, he will find the line beautifully laid.

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT



(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: VERBAL SKILLS & QUANTITATIVE ANALYSIS - I

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 1:30 Hrs.

Max. Marks: 30

SET-C * mention the set no. on your answer booklet

Important: Read the Instructions Carefully

Sign ^ means Raise to the Power

Sign / means Division

Question No. 1-8 Carries 1 Mark Each (Write Answer and Describe the solved Set)
Question No. 09-11 Carries 2 Mark Each (Write only Answer Option)
Question No. 12-27 Carries 1 Mark Each (Write only Answer Option)

Question No. 1-8

Read the passage and answer the following questions

One day, we were becalmed among a group of small islands, most of which appeared to be uninhabited. As soon as we were in want of fresh water, the captain sent the boat ashore to bring off a cask or two. But, we were mistaken in thinking there were no natives, for scarcely had we drawn near to the shore when a band of savages rushed out of the bush and assembled on the beach, brandishing their clubs and spears in a threatening manner.

Q1. The captain sent the boat to the shore to

- a) look for inhabitants
- b) find help
- c) find a place to settle there
- d) fetch some water

Q2. The savages brandished their spears in order to

- a) display their skill
- b) frighten the crew
- c) welcome the crew to the island
- d) tell the crew to leave

Q3. The inhabitants of the islands were

- a) man-eaters
- b) pirates
- c) cruel people
- d) primitive tribes

Q4. Which word from the passage means a large container?

- a) Club
- b) Cask
- c) Brandish
- d) Savage

For questions 5-6 pick out the most effective word from the given words to fill in the blank and make a meaningful sentence.

Q5 Some people _____ themselves into believing that, they are the only honest and hardworking employees in the company.

- a. keep
- b. fool
- c. delude
- d. force

Q6 The bus met with an accident and was _____ the traffic, so he had a hard time driving through the downtown.

- a. obstructing
- b. obviating
- c. hiding
- d. disturbing

For questions 7-8, select the most preferable sentence with respect to grammar, meaning and usage.

- Q7 a. Our team had won the competition if only we would have concentrated.
- b. Our team would have won the competition if only we had concentrated.
- c. Our team would win the competition only if we had concentrated.
- d. Our team had won the competition if only we would have concentrated.
- e. Our team would have won the competition if only we would have concentrated.

- Q8 a. As one travels from Kulumanali to Shimla, he finds the line most beautifully laid.
- b. Travelling from Kulumanali to Shimla, one finds the line most beautifully laid.
- c. While travelling from Kulumanali to Shimla, one would find the line most beautifully laid.
- d. If one travels from Kulumanali to Shimla, he will find the line beautifully laid.

Question No. 9-11

Seven friends A, B, C, D, E, F and G sits in a row facing north with equal distance between them, not necessarily in the same order. Each one is pursuing a different profession-actor, reporter, doctor, engineer, lawyer, teacher and painter. G is fifth to the left of C. The reporter is third to the right of G. F is fifth to the right of A. E is second to the left of B. The engineer is second to the left of D. There are only three people between the engineer and the painter. The doctor is to the immediate left of the engineer. The lawyer is to the immediate right of the teacher.

9. Who sits at the extreme left of the row?

10. What is D's position with respect to the painter?

11. What is F's profession?

Question No. 12-27

12. The price of petrol increased by 2% in a certain week and increased by 4% in the next week. Find the net percentage increased in the price of petrol over these two weeks.

- A) 6.12% B) 6.08%
- C) 6.00% D) 6.18%
- E) None of These

13. If 10% of X=20% of Y, then X: Y is equal to:

- A) 2:1 B) 1:2
- C) 5:1 D) 10:1
- E) None of these

14. The ages of A and B are in the ratio 3:1. Fifteen years hence, the ratio will be 2:1. Their present ages are:

- A) 30, 10 B) 60, 20
- C) 21, 7 D) 45, 15
- E) None of These

15. Find the units digit of $314 \times 778 + 149 \times 138$
 A) 3 B) 6 C) 7 D) 1 E) None of These

16. The average of $a, 11, 23, 17$ is 15 and the average of $a, b, 12, 25$ is 16. The value of $\frac{a}{b}$ is:
 (A) $\frac{3}{1}$ (B) $\frac{1}{2}$ (C) $\frac{3}{2}$ (D) $\frac{4}{3}$ (E) None of These

17. The captain of a cricket team of 11 members is 26 years old and the wicket keeper is 3 years older. If the ages of these two are excluded, the average age of the remaining players is one year less than the average age of the whole team. What is the average age of the team?
 A) 25 years B) 23 years C) 24 years D) None of these

18. How much time will it take for an amount of Rs. 450 to yield Rs. 81 as interest at 4.5% per annum of simple interest?
 A) 3.5 years B) 4 years C) 4.5 years D) 5 years E) None of These

19. What is the profit/loss incurred when a shopkeeper marks his goods 20% above the cost price and then allows a discount of 20% on the marked price?
 A) 2% Loss B) 4% Profit C) 4% Loss D) 2% Profit E) None of these

20. A man walks 5 km toward south and then turns to the right. After walking 3 km he turns to the left and walks 5 km. Now in which direction is he from the starting place?
 A) West B) South C) North-East D) South-West E) None of These

21. The probability that numbers selected at random from the set of numbers $\{1, 2, 3, \dots, 100\}$ is a cube is:
 (A) $\frac{1}{25}$ (B) $\frac{2}{25}$ (C) $\frac{3}{25}$ (D) $\frac{4}{25}$

22. Y is in the East of X which is in the North of Z. If P is in the South of Z, then in which direction of Y is P?
 (A) North (B) South (C) South-East (D) None of these

23. Pointing to a lady, a man said, "She is the only daughter of my mother's husband's only son". How is the lady related to the man?
 (A) Sister (B) Aunt (C) Daughter (D) Niece (E) None of These

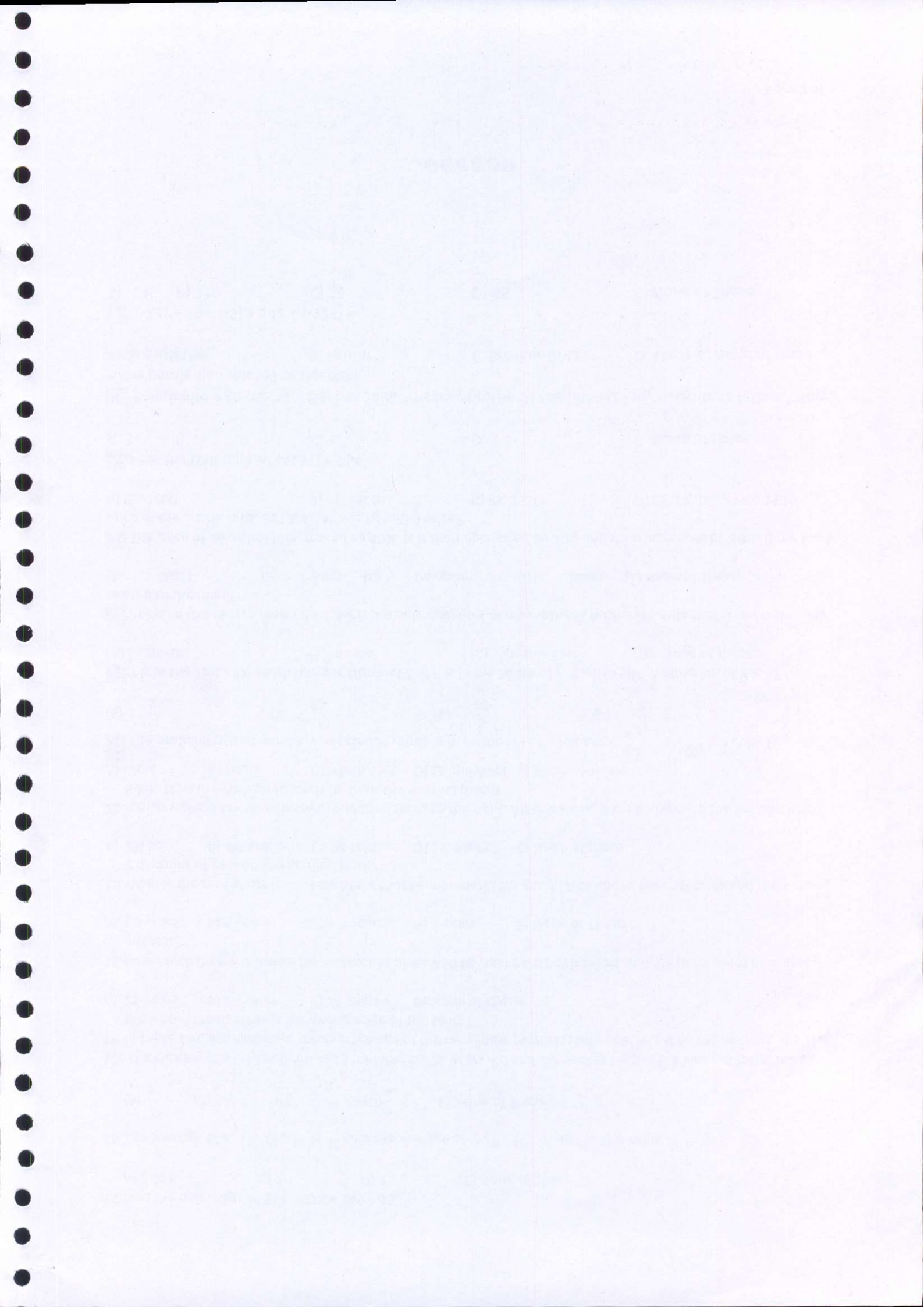
24. The price of an article is increased by 40%. It is then decreased by 30% and then increased by 50%. If the final price of the article is Rs. 1617, what was its initial price?
 A) Rs. 1000 B) Rs. 1100 C) Rs. 1350 D) Rs. 1250 E) Rs. 1150

25. Find the unit digit of $(4137)^{754}$
 A. 3 B. 7 C. 3 D. 1 E. None of these

26. Pointing to a gentleman, Deepak Said, "His only brother is the father of my daughter's father." How is the gentleman related to Deepak?
 A. Grandfather B. Father C. Brother-in-Law D. Uncle E. None of these

27. $(-13) + 69 + (-5) + 142 + (-128) =$
 A) -146 B) 210 C) 13 D) 65 E) None of These

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT



(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: VERBAL SKILLS & QUANTITATIVE ANALYSIS - 1

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 1:30 Hrs.

Max. Marks: 30

SET-A * mention the set no. on your answer booklet

Important: Read the instructions Carefully

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Sign / means Division

Question No. 1-16 Carries 1 Mark Each (Write only Answer Option)

Question No. 17-19 Carries 2 Mark Each (Write Answer and Describe the solved Set)

Question No. 20-27 Carries 1 Mark Each (Write only Answer Option)

Question No. 1-16

1. The captain of a cricket team of 11 members is 26 years old and the wicket keeper is 3 years older. If the ages of these two are excluded, the average age of the remaining players is one year less than the average age of the whole team. What is the average age of the team?
A) 23 years B) 24 years C) 25 years D) None of these
2. How much time will it take for an amount of Rs. 450 to yield Rs. 81 as interest at 4.5% per annum of simple interest?
A) 3.5 years B) 4 years C) 4.5 years D) 5 years E) None of these
3. What is the profit/loss incurred when a shopkeeper marks his goods 20% above the cost price and then allows a discount of 20% on the marked price?
A) 2% Loss B) 4% Profit C) 4% Loss D) 2% Profit E) None of these
4. A man walks 5 km toward south and then turns to the right. After walking 3 km he turns to the left and walks 5 km. Now in which direction is he from the starting place?
A) West B) South C) North-East D) South-West E) None of these
5. The price of petrol increased by 2% in a certain week and increased by 4% in the next week. Find the net percentage increased in the price of petrol over these two weeks.
A) 6% B) 6.12% C) 6.08% D) 6.18% E) None of these
6. If 10% of X=20% of Y, then X: Y is equal to:
A) 1:2 B) 2:1 C) 5:1 D) 10:1 E) None of these
7. The ages of A and B are in the ratio 3:1. Fifteen years hence, the ratio will be 2:1. Their present ages are:
A) 30, 10 B) 45, 15 C) 21, 7 D) 60, 20 E) None of these

19. What is D's position with respect to the painter?

18. Who sits at the extreme left of the row?

17. What is A's profession?

Seven friends A, B, C, D, E, F and G sits in a row facing north with equal distance between them, not necessarily in the same order. Each one is pursuing a different profession-actor, reporter, doctor, engineer, lawyer, teacher and painter. G is fifth to the left of C. The reporter is third to the right of G. F is fifth to the right of A. E is second to the left of B. The engineer is second to the left of D. There are only three people between the engineer and the painter. The doctor is to the immediate left of the engineer. The lawyer is to the immediate right of the teacher.

Question 17-19

16. $(-13) + 69 + (-5) + 141 + (-128) =$
A) -146 B) 210 C) 13 D) 65 E) None of These

15. Pointing to a gentleman, Deepak Said, "His only brother is the father of my daughter's father." How is the gentleman related to Deepak?
A. Grandfather B. Father C. Brother-in-Law D. Uncle E. None of these

14. Find the unit digit of $(4137)^4 \times 754$
A. 3 B. 7 C. 3 D. 1 E. None of these

13. The price of an article is increased by 40%. It is then decreased by 30% and then increased by 50%. If the final price of the article is Rs. 1617, what was its initial price?
A) Rs. 1000 B) Rs. 1100 C) Rs. 1350 D) Rs. 1250 E) Rs. 1150

12. Pointing to a lady, a man said, "She is the only daughter of my mother's husband's only son". How is the lady related to the man?
A) Sister B) Aunt C) Daughter D) Niece E) None of These

11. Y is in the East of X which is in the North of Z. If P is in the South of Z, then in which direction of Y is P?
A) North B) South C) South - East D) None of these

10. The probability that numbers selected at random from the set of numbers $\{1, 2, 3, \dots, 100\}$ is a cube is:
A) $\frac{1}{25}$ B) $\frac{2}{25}$ C) $\frac{3}{25}$ D) $\frac{4}{25}$

9. The average of a, 11, 23, 17 is 15 and the average of a, b, 12, 25 is 16. The value of $\frac{a}{b}$ is:
A) 3 B) 6 C) 7 D) 1 E) None of These

8. Find the units digit of $314 \times 779 + 149 \times 138$

Read the passage and answer the following questions

As I write, highly civilized human beings are flying overhead, trying to kill me. They do not feel any enmity against me as an individual, nor I against them. They are "only doing their duty," as the saying goes. Most of them are kind-hearted law-abiding men who would never dream of committing murder in private life. But if one of them succeeds in blowing me to pieces, he will still be able to sleep without any degree of compunction. He is serving his country, which has the power to absolve him from evil.

Q20. The people who are flying overhead are called highly civilized because they

- a) are involved in advanced technical tasks
- b) are doing their duty
- c) are trained bombers
- d) draw hefty salaries

Q21. The person who succeeds in killing the author will

- a) never sleep undisturbed
- b) be without any remorse
- c) suffer a lot
- d) consider himself a sinner

Q22. The reason why they are trying to kill the author is that

- a) they have murderous instincts
- b) they have a grudge against the author
- c) they have an assigned job
- d) the author is not as law-abiding as they are

Q23. In this passage, the author assumes that doing one's duty to one's country

- a) heightens one's sensibility
- b) exonerates a person of his act of killing
- c) makes one kind-hearted
- d) makes one desist from doing anything unscrupulous

Q24. What is the author's attitude towards the ways of civilized societies?

- a) Deeply concerned
- b) Mildly indifferent
- c) Mildly Hostile
- d) Mostly Casual

For questions 25-27, select the most preferable sentence with respect to grammar, meaning and usage.

Q25. a. Our team had won the competition if only we would have concentrated.

- b. Our team would have won the competition if only we had concentrated.
- c. Our team would win the competition only if we had concentrated.
- d. Our team had won the competition if only we would have concentrated.
- e. Our team would have won the competition if only we would have concentrated.

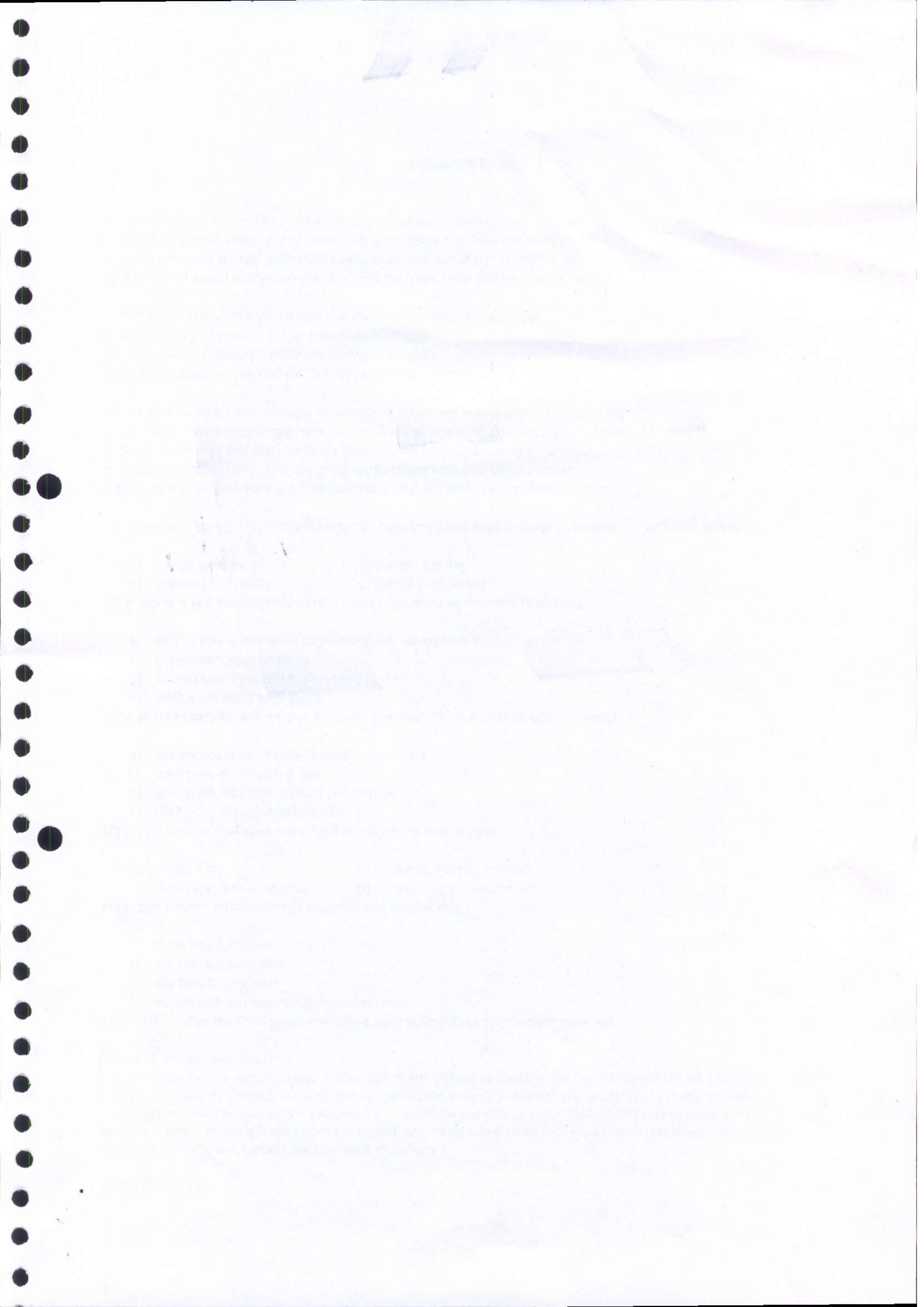
Q26. a. She came in too quickly to avoid waking her child.

- b. She entered in quickly, so as not to wake her child.
- c. Having not to wake her child, she came in quickly.
- d. She came in very quickly so that she might avoid waking her child.

Q27. a. Many trains must stop owing to floods, if the rains last till the weekend.

- b. If the rains last for the weekend, owing to floods, many trains must stop.
- c. Owing to floods, many trains must stop if the rains last over the weekend.
- d. Having the rains lasting to the weekend, many trains must stop.

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: VERBAL SKILLS & QUANTITATIVE ANALYSIS - 1

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 1:30 Hrs.

Max. Marks: 30

SET-B * mention the set no. on your answer booklet

Important: **Read the Instructions Carefully**

Sign $\wedge$ means Raise to the Power

Sign / means Division

Question No. 1-3 Carries **2 Mark** Each (Write Answer and **Describe** the solved Set)

Question No. 04-19 Carries **1 Mark** Each (Write only Answer Option)

Question No. 20-27 Carries **1 Mark** Each (Write only Answer Option)

Question No. 1-3

Seven friends A, B, C, D, E, F and G sits in a row facing north with equal distance between them, not necessarily in the same order. Each one is pursuing a different profession-actor, reporter, doctor, engineer, lawyer, teacher and painter.
G is fifth to the left of C. The reporter is third to the right of G. F is fifth to the right of A. E is second to the left of B. The engineer is second to the left of D. There are only three people between the engineer and the painter. The doctor is to the immediate left of the engineer. The lawyer is to the immediate right of the teacher.

1. What is G's profession?

2. Who sits at the extreme right of the row?

3. What is D's position with respect to the painter?

Question No. 4-19

4. The price of petrol increased by 2% in a certain week and increased by 4% in the next week. Find the net percentage increased in the price of petrol over these two weeks.
A) 6.12% B) 6.08% C) 6.00% D) 6.18% E) None of These
5. If 10% of $X=20\%$ of Y , then $X:Y$ is equal to:
A) 2:1 B) 1:2 C) 5:1 D) 10:1 E) None of these
6. The ages of A and B are in the ratio 3:1. Fifteen years hence, the ratio will be 2:1. Their present ages are:
A) 30, 10 B) 60, 20 C) 21, 7 D) 45, 15 E) None of These
7. Find the units digit of $314 \wedge 778 + 149 \wedge 138$
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8. The average of $a, 11, 23, 17$ is 15 and the average of $a, b, 12, 25$ is 16 . The value of $\frac{a}{b}$ is:

- (A) $\frac{3}{1}$ (B) $\frac{2}{1}$ (C) $\frac{3}{2}$ (D) $\frac{4}{3}$ (E) None of These

9. The captain of a cricket team of 11 members is 26 years old and the wicket keeper is 3 years older. If the ages of these two are excluded, the average age of the remaining players is one year less than the average age of the whole team. What is the average age of the team?

- (A) 25 years (B) 23 years (C) 24 years (D) None of these

10. How much time will it take for an amount of Rs. 450 to yield Rs. 81 as interest at 4.5% per annum of simple interest?

- (A) 3.5 years (B) 4 years (C) 4.5 years (D) 5 years (E) None of These

11. What is the profit/loss incurred when a shopkeeper marks his goods 20% above the cost price and then allows a discount of 20% on the marked price?

- (A) 2% Loss (B) 4% Profit (C) 4% Loss (D) 2% Profit (E) None of these

12. A man walks 5 km toward south and then turns to the right. After walking 3 km he turns to the left and walks 5 km. Now in which direction is he from the starting place?

- (A) West (B) South (C) North-East (D) South-West (E) None of These

13. The probability that numbers selected at random from the set of numbers $\{1, 2, 3, \dots, 100\}$ is a cube is:

- (A) $\frac{1}{25}$ (B) $\frac{2}{25}$ (C) $\frac{3}{25}$ (D) $\frac{4}{25}$

14. Y is in the East of X which is in the North of Z. If P is in the South of Z, then in which direction of Y is P?

- (A) North (B) South (C) South-East (D) None of these

15. Pointing to a lady, a man said, "She is the only daughter of my mother's husband's only son". How is the lady related to the man?

- (A) Sister (B) Aunt (C) Daughter (D) Niece (E) None of These

16. The price of an article is increased by 40%. It is then decreased by 30% and then increased by 50%. If the final price of the article is Rs. 1617, what was its initial price?

- (A) Rs. 1000 (B) Rs. 1100 (C) Rs. 1350 (D) Rs. 1250 (E) Rs. 1150

17. Find the unit digit of $(4137)^{754}$

- (A) 3 (B) 7 (C) 3 (D) 1 (E) None of these

18. Pointing to a gentleman, Deepak said, "His only brother is the father of my daughter's father." How is the gentleman related to Deepak?

- (A) Grandfather (B) Father (C) Brother-in-Law (D) Uncle (E) None of these

19. $(-13) + 69 + (-5) + 142 + (-128) =$

- (A) -146 (B) 210 (C) 13 (D) 65 (E) None of These

Question 20-27

Read the passage and answer the following questions

Once upon a time I went for a week's holiday in the Continent with an Indian friend. We both enjoyed ourselves and were sorry when the week was over, but on parting our behaviour was absolutely different. He was plunged in despair. He felt that because the holiday was over, all happiness was over until the world ended. He could not express his sorrow too much, but in me the Englishman came out strong. I could not see what there was to make a fuss about. It wasn't as if we were parting forever or dying. "Buck up", I said, "do buck up". He refused to buck up, and I left him plunged in gloom.

Q20. What does the author mean by 'buck up'?

- a) Buckle yourself up
- b) Stand up
- c) Cheer up
- d) Shut up

Q21. Why was the Indian friend plunged in despair?

- a) He was hopeless
- b) He experienced racial discrimination
- c) He would never be so happy again
- d) He had spent lot of money

Q22. What does 'but in me the Englishman came out strong' imply?

- a) He was a strong Englishman
- b) He had the typical English character
- c) The Englishman went out of him
- d) He started following Indian traditions

Q23. What is the author's intention in the passage?

- a) To contrast the Indian character with the English character
- b) To show that an Indian is sorrowful
- c) To ridicule the Indian traditions
- d) To praise the Englishman

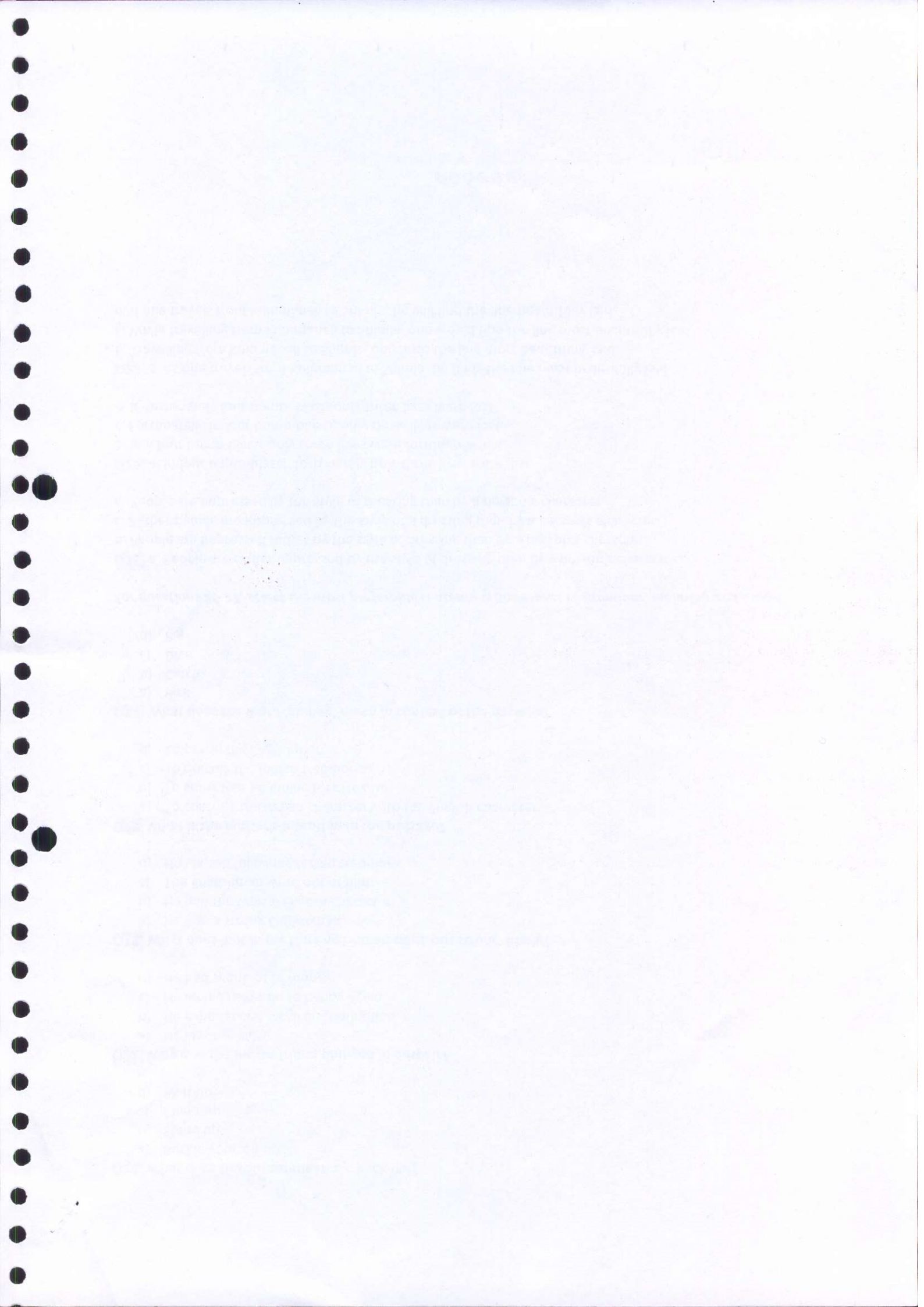
Q24. What does the word 'plunge' mean in context of the passage?

- a) Pick
- b) Catch
- c) Dive
- d) Big

For questions 25-27, select the most preferable sentence with respect to grammar, meaning and usage.

- Q25.** a. People are rather impressed by the style of dressing than by a person's character.
b. People are impressed rather by the style of dressing than by a person's character.
c. Rather people are impressed by the style of a dressing than by a person's character.
d. People are impressed by the style of dressing than by a person's character.
- Q26.** a. In four bomb-blasts, fortunately only three lives were lost.
b. In a four bomb-blasts only three lives were fortunately lost.
c. Fortunately, in four bomb-blasts, only three lives were lost.
d. In fortunately four bomb-blast, only three lives were lost
- Q27.** a. As one travels from Kulumanali to Shimla, he finds the line most beautifully laid.
b. Travelling from Kulumanali to Shimla, one finds the line most beautifully laid.
c. While travelling from Kulumanali to Shimla, one would find the line most beautifully laid.
d. If one travels from Kulumanali to Shimla, he will find the line beautifully laid.

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: VERBAL SKILLS & QUANTITATIVE ANALYSIS - 1

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 1:30 Hrs.

Max. Marks: 30

SET-C * mention the set no. on your answer booklet

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Question No. 1-8 Carries **1 Mark** Each (Write Answer and Describe the solved Set)

Question No. 09-11 Carries **2 Mark** Each (Write only Answer Option)

Question No. 12-27 Carries **1 Mark** Each (Write only Answer Option)

Question No. 1-8

Read the passage and answer the following questions

One day, we were becalmed among a group of small islands, most of which appeared to be uninhabited. As soon as we were in want of fresh water, the captain sent the boat ashore to bring off a cask or two. But, we were mistaken in thinking there were no natives, for scarcely had we drawn near to the shore when a band of savages rushed out of the bush and assembled on the beach, brandishing their clubs and spears in a threatening manner.

Q1. The captain sent the boat to the shore to

- a) look for inhabitants
- b) find help
- c) find a place to settle there
- d) fetch some water

Q2. The savages brandished their spears in order to

- a) display their skill
- b) frighten the crew
- c) welcome the crew to the island
- d) tell the crew to leave

Q3. The inhabitants of the islands were

- a) man-eaters
- b) pirates
- c) cruel people
- d) primitive tribes

Q4. Which word from the passage means a large container?

- a) Club
- b) Cask
- c) Brandish
- d) Savage

For questions 5-6 pick out the most effective word from the given words to fill in the blank and make a meaningful sentence.

Q5. Some people _____ themselves into believing that, they are the only honest and hardworking employees in the company.

- a. keep
- b. fool
- c. delude
- d. force

Q6. The bus met with an accident and was _____ the traffic, so he had a hard time driving through the downtown.

- a. obstructing
- b. obviating
- c. hiding
- d. disturbing

For questions 7-8, select the most preferable sentence with respect to grammar, meaning and usage.

- Q7. a. Our team had won the competition if only we would have concentrated.
 b. Our team would have won the competition if only we had concentrated.
 c. Our team would win the competition only if we had concentrated.
 d. Our team had won the competition if only we would have concentrated.
 e. Our team would have won the competition if only we would have concentrated.

- Q8. a. As one travels from Kulumanali to Shimla, he finds the line most beautifully laid.
 b. Travelling from Kulumanali to Shimla, one finds the line most beautifully laid.
 c. While travelling from Kulumanali to Shimla, one would find the line most beautifully laid.
 d. If one travels from Kulumanali to Shimla, he will find the line beautifully laid.

Question No. 9-11

Seven friends A, B, C, D, E, F and G sits in a row facing north with equal distance between them, not necessarily in the same order. Each one is pursuing a different profession-actor, reporter, doctor, engineer, lawyer, teacher and painter.
 G is fifth to the left of C. The reporter is third to the right of G. F is fifth to the right of A. E is second to the left of B. The engineer is second to the left of D. There are only three people between the engineer and the painter. The doctor is to the immediate left of the engineer. The lawyer is to the immediate right of the teacher.

9. Who sits at the extreme left of the row?

10. What is D's position with respect to the painter?

11. What is F's profession?

Question No. 12-27

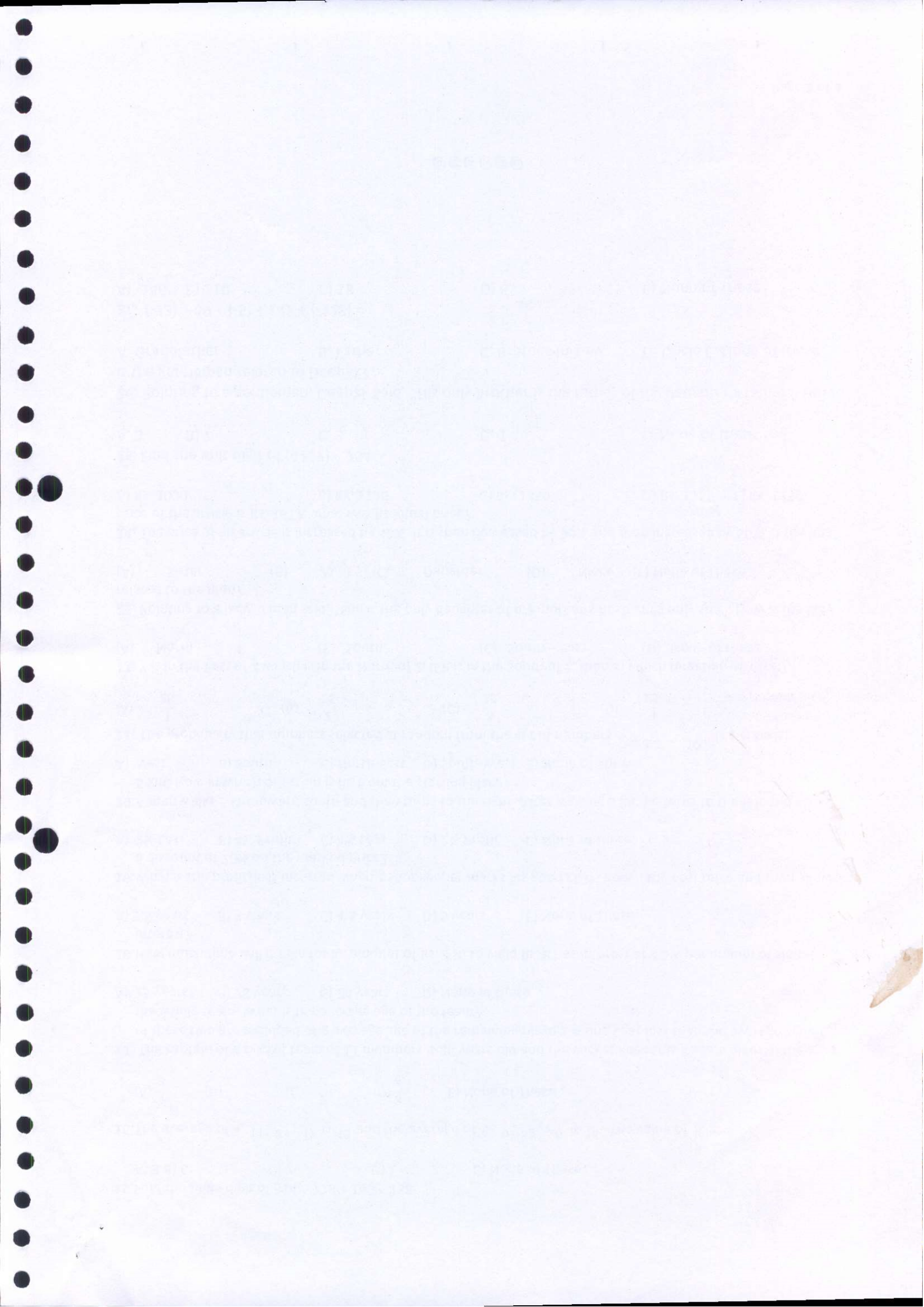
12. The price of petrol increased by 2% in a certain week and increased by 4% in the next week. Find the net percentage increased in the price of petrol over these two weeks.
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15. Find the units digit of $314 \times 778 + 149 \times 138$
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 A) 25 years B) 23 years C) 24 years D) None of these
18. How much time will it take for an amount of Rs. 450 to yield Rs. 81 as interest at 4.5% per annum of simple interest?
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 A) 2% Loss B) 4% Profit C) 4% Loss D) 2% Profit E) None of these
20. A man walks 5 km toward south and then turns to the right. After walking 3 km he turns to the left and walks 5 km. Now in which direction is he from the starting place?
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24. The price of an article is increased by 40%. It is then decreased by 30% and then increased by 50%. If the final price of the article is Rs. 1617, what was its initial price?
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25. Find the unit digit of $(4137)^{754}$
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26. Pointing to a gentleman, Deepak said, "His only brother is the father of my daughter's father." How is the gentleman related to Deepak?
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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

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NAVI MUMBAI

PGDM 2019-2021 BATCH
[PGDM ALL BATCHES]

SUBJECT: VERBAL SKILLS & QUANTITATIVE ANALYSIS - 1

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 1:30 Hrs.

Max. Marks: 30

SET-A * mention the set no. on your answer booklet
Important: Read the instructions Carefully

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Question No. 1-16 Carries **1 Mark** Each (Write only Answer Option)
Question No. 17-19 Carries **2 Mark** Each (Write Answer and Describe the solved Set)
Question No. 20-27 Carries **1 Mark** Each (Write only Answer Option)

Question No. 1-16

1. The captain of a cricket team of 11 members is 26 years old and the wicket keeper is 3 years older. If the ages of these two are excluded, the average age of the remaining players is one year less than the average age of the whole team. What is the average age of the team?
A) 23 years B) 24 years C) 25 years D) None of these
2. How much time will it take for an amount of Rs. 450 to yield Rs. 81 as interest at 4.5% per annum of simple interest?
A) 3.5 years B) 4 years C) 4.5 years D) 5 years E) None of these
3. What is the profit/loss incurred when a shopkeeper marks his goods 20% above the cost price and then allows a discount of 20% on the marked price?
A) 2% Loss B) 4% Profit C) 4% Loss D) 2% Profit E) None of these
4. A man walks 5 km toward south and then turns to the right. After walking 3 km he turns to the left and walks 5 km. Now in which direction is he from the starting place?
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5. The price of petrol increased by 2% in a certain week and increased by 4% in the next week. Find the net percentage increased in the price of petrol over these two weeks.
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A) 1:2 B) 2:1 C) 5:1 D) 10:1 E) None of these
7. The ages of A and B are in the ratio 3:1. Fifteen years hence, the ratio will be 2:1. Their present ages are:
A) 30, 10 B) 45, 15 C) 21, 7 D) 60, 20 E) None of these

19. What is D's position with respect to the painter?

18. Who sits at the extreme left of the row?

17. What is A's profession?

Seven friends A, B, C, D, E, F and G sits in a row facing north with equal distance between them, not necessarily in the same order. Each one is pursuing a different profession-actor, reporter, doctor, engineer, lawyer, teacher and painter. G is fifth to the left of C. The reporter is third to the right of G. F is fifth to the right of A. E is second to the left of B. The engineer is second to the left of D. There are only three people between the engineer and the painter. The doctor is to the immediate left of the engineer. The lawyer is to the immediate right of the teacher.

Question 17-19

16. $(-13) + 69 + (-5) + 141 + (-128) =$
A) -146 B) 210 C) 13 D) 65 E) None of These

15. Pointing to a gentleman, Deepak Said, "His only brother is the father of my daughter's father." How is the gentleman related to Deepak?
A. Grandfather B. Father C. Brother-in-Law D. Uncle E. None of these

14. Find the unit digit of $(4137)^{754}$
A. 3 B. 7 C. 3 D. 1 E. None of these

13. The price of an article is increased by 40%. It is then decreased by 30% and then increased by 50%. If the final price of the article is Rs. 1617, what was its initial price?
A) Rs. 1000 B) Rs. 1100 C) Rs. 1350 D) Rs. 1250 E) Rs. 1150

12. Pointing to a lady, a man said, "She is the only daughter of my mother's husband's only son". How is the lady related to the man?
A) Sister B) Aunt C) Daughter D) Niece E) None of These

11. Y is in the East of X which is in the North of Z. If P is in the South of Z, then in which direction of Y is P?
A) North B) South C) South - East D) None of these

10. The probability that numbers selected at random from the set of numbers $\{1, 2, 3, \dots, 100\}$ is a cube is:
A) $\frac{1}{25}$ B) $\frac{2}{25}$ C) $\frac{3}{25}$ D) $\frac{4}{25}$

9. The average of a, 11, 23, 17 is 15 and the average of a, b, 12, 25 is 16. The value of b is:
A) 3 B) 6 C) 7 D) 1 E) None of These

8. Find the units digit of $314 \times 779 + 149 \times 138$

Read the passage and answer the following questions

As I write, highly civilized human beings are flying overhead, trying to kill me. They do not feel any enmity against me as an individual, nor I against them. They are "only doing their duty," as the saying goes. Most of them are kind-hearted law-abiding men who would never dream of committing murder in private life. But if one of them succeeds in blowing me to pieces, he will still be able to sleep without any degree of compunction. He is serving his country, which has the power to absolve him from evil.

Q20. The people who are flying overhead are called highly civilized because they

- a) are involved in advanced technical tasks
- b) are doing their duty
- c) are trained bombers
- d) draw hefty salaries

Q21. The person who succeeds in killing the author will

- a) never sleep undisturbed
- b) be without any remorse
- c) suffer a lot
- d) consider himself a sinner

Q22. The reason why they are trying to kill the author is that

- a) they have murderous instincts
- b) they have a grudge against the author
- c) they have an assigned job
- d) the author is not as law-abiding as they are

Q23. In this passage, the author assumes that doing one's duty to one's country

- a) heightens one's sensibility
- b) exonerates a person of his act of killing
- c) makes one kind-hearted
- d) makes one desist from doing anything unscrupulous

Q24. What is the author's attitude towards the ways of civilized societies?

- a) Deeply concerned
- b) Mildly indifferent
- c) Mildly Hostile
- d) Mostly Casual

For questions 25-27, select the most preferable sentence with respect to grammar, meaning and usage.

Q25. a. Our team had won the competition if only we would have concentrated.

- b. Our team would have won the competition if only we had concentrated.
- c. Our team would win the competition only if we had concentrated.
- d. Our team had won the competition if only we would have concentrated.
- e. Our team would have won the competition if only we would have concentrated.

Q26. a. She came in too quickly to avoid waking her child.

- b. She entered in quickly, so as not to wake her child.
- c. Having not to wake her child, she came in quickly.
- d. She came in very quickly so that she might avoid waking her child.

Q27. a. Many trains must stop owing to floods, if the rains last till the weekend.

- b. If the rains last for the weekend, owing to floods, many trains must stop.
- c. Owing to floods, many trains must stop if the rains last over the weekend.
- d. Having the rains lasting to the weekend, many trains must stop.

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The first of these is the fact that the
the second is the fact that the
the third is the fact that the

The fourth is the fact that the
the fifth is the fact that the
the sixth is the fact that the

The seventh is the fact that the
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the thirtieth is the fact that the



INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: VERBAL SKILLS & QUANTITATIVE ANALYSIS - 1

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 1:30 Hrs.

Max. Marks: 30

SET-B * mention the set no. on your answer booklet

Important: Read the Instructions Carefully

Sign ^ means Raise to the Power

Sign / means Division

Question No. 1-3 Carries **2 Mark** Each (Write Answer and **Describe** the solved Set)

Question No. 04-19 Carries **1 Mark** Each (Write only Answer Option)

Question No. 20-27 Carries **1 Mark** Each (Write only Answer Option)

Question No. 1-3

Seven friends A, B, C, D, E, F and G sits in a row facing north with equal distance between them, not necessarily in the same order. Each one is pursuing a different profession-actor, reporter, doctor, engineer, lawyer, teacher and painter.
G is fifth to the left of C. The reporter is third to the right of G. F is fifth to the right of A. E is second to the left of B. The engineer is second to the left of D. There are only three people between the engineer and the painter. The doctor is to the immediate left of the engineer. The lawyer is to the immediate right of the teacher.

1. What is G's profession?

2. Who sits at the extreme right of the row?

3. What is D's position with respect to the painter?

Question No. 4-19

4. The price of petrol increased by 2% in a certain week and increased by 4% in the next week. Find the net percentage increased in the price of petrol over these two weeks.
A) 6.12% B) 6.08% C) 6.00% D) 6.18% E) None of These

5. If 10% of X=20% of Y, then X: Y is equal to:

A) 2:1 B) 1:2 C) 5:1 D) 10:1 E) None of these

6. The ages of A and B are in the ratio 3:1. Fifteen years hence, the ratio will be 2:1. Their present ages are:
A) 30, 10 B) 60, 20 C) 21, 7 D) 45, 15 E) None of These

7. Find the units digit of $314 \wedge 778 + 149 \wedge 138$
A) 3 B) 6 C) 7 D) 1 E) None of These

8. The average of a , 11 , 23 , 17 is 15 and the average of a , b , 12 , 25 is 16 . The value of b is:

- (A) $\frac{3}{1}$ (B) $\frac{2}{1}$ (C) $\frac{3}{2}$ (D) $\frac{4}{3}$ (E) None of These

9. The captain of a cricket team of 11 members is 26 years old and the wicket keeper is 3 years older. If the ages of these two are excluded, the average age of the remaining players is one year less than the average age of the whole team. What is the average age of the team?

- (A) 25 years (B) 23 years (C) 24 years (D) None of these

10. How much time will it take for an amount of Rs. 450 to yield Rs. 81 as interest at 4.5% per annum of simple interest?

- (A) 3.5 years (B) 4 years (C) 4.5 years (D) 5 years (E) None of These

11. What is the profit/loss incurred when a shopkeeper marks his goods 20% above the cost price and then allows a discount of 20% on the marked price?

- (A) 2% Loss (B) 4% Profit (C) 4% Loss (D) 2% Profit (E) None of these

12. A man walks 5 km toward south and then turns to the right. After walking 3 km he turns to the left and walks 5 km. Now in which direction is he from the starting place?

- (A) West (B) South (C) North-East (D) South-West (E) None of These

13. The probability that numbers selected at random from the set of numbers $\{1, 2, 3, \dots, 100\}$ is a cube is:

- (A) $\frac{1}{25}$ (B) $\frac{2}{25}$ (C) $\frac{3}{25}$ (D) $\frac{4}{25}$

14. Y is in the East of X which is in the North of Z. If P is in the South of Z, then in which direction of Y is P?

- (A) North (B) South (C) South-East (D) None of these

15. Pointing to a lady, a man said, "She is the only daughter of my mother's husband's only son". How is the lady related to the man?

- (A) Sister (B) Aunt (C) Daughter (D) Niece (E) None of These

16. The price of an article is increased by 40%. It is then decreased by 30% and then increased by 50%. If the final price of the article is Rs. 1617, what was its initial price?

- (A) Rs. 1000 (B) Rs. 1100 (C) Rs. 1350 (D) Rs. 1250 (E) Rs. 1150

17. Find the unit digit of $(4137)^{754}$

- (A) 3 (B) 7 (C) 3 (D) 1 (E) None of these

18. Pointing to a gentleman, Deepak said, "His only brother is the father of my daughter's father." How is the gentleman related to Deepak?

- (A) Grandfather (B) Father (C) Brother-in-Law (D) Uncle (E) None of these

19. $(-13) + 69 + (-5) + 142 + (-128) =$

- (A) -146 (B) 210 (C) 13 (D) 65 (E) None of These

Question 20-27

Read the passage and answer the following questions

Once upon a time I went for a week's holiday in the Continent with an Indian friend. We both enjoyed ourselves and were sorry when the week was over, but on parting our behaviour was absolutely different. He was plunged in despair. He felt that because the holiday was over, all happiness was over until the world ended. He could not express his sorrow too much, but in me the Englishman came out strong. I could not see what there was to make a fuss about. It wasn't as if we were parting forever or dying. "Buck up", I said, "do buck up". He refused to buck up, and I left him plunged in gloom.

Q20. What does the author mean by 'buck up'?

- a) Buckle yourself up
- b) Stand up
- c) Cheer up
- d) Shut up

Q21. Why was the Indian friend plunged in despair?

- a) He was hopeless
- b) He experienced racial discrimination
- c) He would never be so happy again
- d) He had spent lot of money

Q22. What does 'but in me the Englishman came out strong' imply?

- a) He was a strong Englishman
- b) He had the typical English character
- c) The Englishman went out of him
- d) He started following Indian traditions

Q23. What is the author's intention in the passage?

- a) To contrast the Indian character with the English character
- b) To show that an Indian is sorrowful
- c) To ridicule the Indian traditions
- d) To praise the Englishman

Q24. What does the word 'plunge' mean in context of the passage?

- a) Pick
- b) Catch
- c) Dive
- d) Big

For questions 25-27, select the most preferable sentence with respect to grammar, meaning and usage.

Q25. a. People are rather impressed by the style of dressing than by a person's character.

b. People are impressed rather by the style of dressing than by a person's character.

c. Rather people are impressed by the style of a dressing than by a person's character.

d. People are impressed by the style of dressing than by a person's character.

Q26. a. In four bomb-blasts, fortunately only three lives were lost.

b. In a four bomb-blasts only three lives were fortunately lost.

c. Fortunately, in four bomb-blasts, only three lives were lost.

d. In fortunately four bomb-blast, only three lives were lost

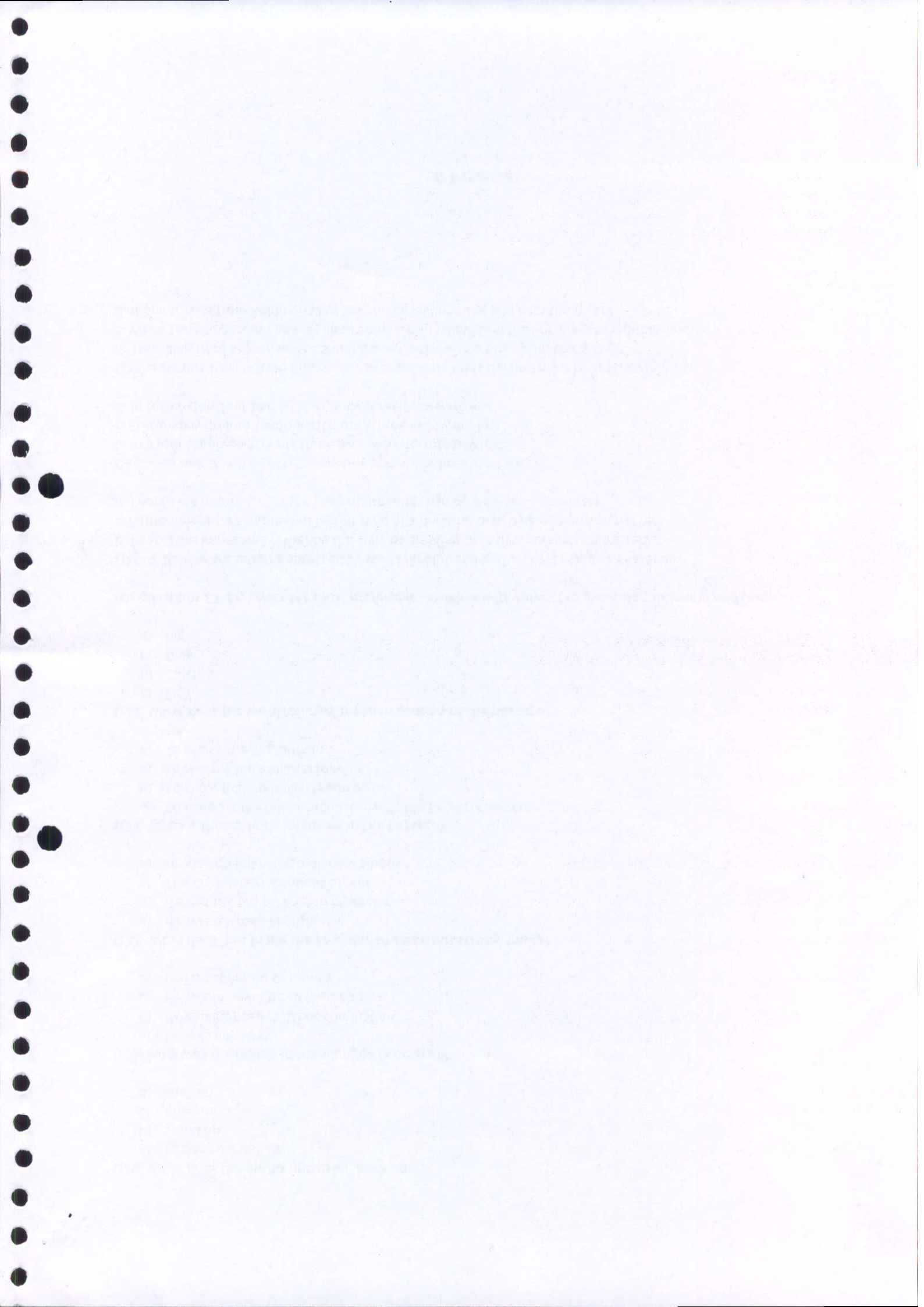
Q27. a. As one travels from Kulumanali to Shimla, he finds the line most beautifully laid.

b. Travelling from Kulumanali to Shimla, one finds the line most beautifully laid.

c. While travelling from Kulumanali to Shimla, one would find the line most beautifully laid.

d. If one travels from Kulumanali to Shimla, he will find the line beautifully laid.

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM ALL BATCHES]

SUBJECT: VERBAL SKILLS & QUANTITATIVE ANALYSIS - I

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 1:30 Hrs.

Max. Marks: 30

SET-C * mention the set no. on your answer booklet

Important: Read the instructions Carefully

Sign ^ means Raise to the Power

Sign / means Division

Question No. 1-8 Carries **1 Mark** Each (Write Answer and Describe the solved Set)

Question No. 09-11 Carries **2 Mark** Each (Write only Answer Option)

Question No. 12-27 Carries **1 Mark** Each (Write only Answer Option)

Question No. 1-8

Read the passage and answer the following questions

One day, we were becalmed among a group of small islands, most of which appeared to be uninhabited. As soon as we were in want of fresh water, the captain sent the boat ashore to bring off a cask or two. But, we were mistaken in thinking there were no natives, for scarcely had we drawn near to the shore when a band of savages rushed out of the bush and assembled on the beach, brandishing their clubs and spears in a threatening manner.

Q1. The captain sent the boat to the shore to

- a) look for inhabitants
- b) find help
- c) find a place to settle there
- d) fetch some water

Q2. The savages brandished their spears in order to

- a) display their skill
- b) frighten the crew
- c) welcome the crew to the island
- d) tell the crew to leave

Q3. The inhabitants of the islands were

- a) man-eaters
- b) pirates
- c) cruel people
- d) primitive tribes

Q4. Which word from the passage means a large container?

- a) Club
- b) Cask
- c) Brandish
- d) Savage

For questions 5-6 pick out the most effective word from the given words to fill in the blank and make a meaningful sentence.

Q5. Some people _____ themselves into believing that, they are the only honest and hardworking employees in the company.

- a. keep
- b. fool
- c. delude
- d. force

Q6. The bus met with an accident and was _____ the traffic, so he had a hard time driving through the downtown.

- a. obstructing
- b. obviating
- c. hiding
- d. disturbing

For questions 7-8, select the most preferable sentence with respect to grammar, meaning and usage.

- Q7. a. Our team had won the competition if only we would have concentrated.
 b. Our team would have won the competition if only we had concentrated.
 c. Our team would win the competition only if we had concentrated.
 d. Our team had won the competition if only we would have concentrated.
 e. Our team would have won the competition if only we would have concentrated.

- Q8. a. As one travels from Kulumanali to Shimla, he finds the line most beautifully laid.
 b. Travelling from Kulumanali to Shimla, one finds the line most beautifully laid.
 c. While travelling from Kulumanali to Shimla, one would find the line most beautifully laid.
 d. If one travels from Kulumanali to Shimla, he will find the line beautifully laid.

Question No. 9-11

Seven friends A, B, C, D, E, F and G sits in a row facing north with equal distance between them, not necessarily in the same order. Each one is pursuing a different profession-actor, reporter, doctor, engineer, lawyer, teacher and painter.
 G is fifth to the left of C. The reporter is third to the right of G. F is fifth to the right of A. E is second to the left of B. The engineer is second to the left of D. There are only three people between the engineer and the painter. The doctor is to the immediate left of the engineer. The lawyer is to the immediate right of the teacher.

9. Who sits at the extreme left of the row?

10. What is D's position with respect to the painter?

11. What is F's profession?

Question No. 12-27

12. The price of petrol increased by 2% in a certain week and increased by 4% in the next week. Find the net percentage increased in the price of petrol over these two weeks.
 A) 6.12% B) 6.08% C) 6.00% D) 6.18% E) None of These

13. If 10% of X=20% of Y, then X: Y is equal to:
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15. Find the units digit of $314 \times 778 + 149 \times 138$
 A) 3 B) 6 C) 7 D) 1 E) None of These
16. The average of a , 11, 23, 17 is 15 and the average of a , b , 12, 25 is 16. The value of $\frac{a}{b}$ is:
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17. The captain of a cricket team of 11 members is 26 years old and the wicket keeper is 3 years older. If the ages of these two are excluded, the average age of the remaining players is one year less than the average age of the whole team. What is the average age of the team?
 A) 25 years B) 23 years C) 24 years D) None of these
18. How much time will it take for an amount of Rs. 450 to yield Rs. 81 as interest at 4.5% per annum of simple interest?
 A) 3.5 years B) 4 years C) 4.5 years D) 5 years E) None of These
19. What is the profit/loss incurred when a shopkeeper marks his goods 20% above the cost price and then allows a discount of 20% on the marked price?
 A) 2% Loss B) 4% Profit C) 4% Loss D) 2% Profit E) None of these
20. A man walks 5 km toward south and then turns to the right. After walking 3 km he turns to the left and walks 5 km. Now in which direction is he from the starting place?
 A) West B) South C) North-East D) South-West E) None of These
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22. Y is in the East of X which is in the North of Z. If P is in the South of Z, then in which direction of Y is P?
 (A) North (B) South (C) South – East (D) None of these
23. Pointing to a lady, a man said, "She is the only daughter of my mother's husband's only son". How is the lady related to the man?
 (A) Sister (B) Aunt (C) Daughter (D) Niece (E) None of These
24. The price of an article is increased by 40%. It is then decreased by 30% and then increased by 50%. If the final price of the article is Rs. 1617, what was its initial price?
 A) Rs. 1000 B) Rs. 1100 C) Rs. 1350 D) Rs. 1250 E) Rs. 1150
25. Find the unit digit of $(4137)^{754}$
 A. 3 B. 7 C. 3 D. 1 E. None of these
26. Pointing to a gentleman, Deepak said, "His only brother is the father of my daughter's father." How is the gentleman related to Deepak?
 A. Grandfather B. Father C. Brother-in-Law D. Uncle E. None of these
27. $(-13) + 69 + (-5) + 142 + (-128) =$
 A) -146 B) 210 C) 13 D) 65 E) None of These

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Section A. Write a Short Note - Marks 5

1. Operations Management's interface with Marketing, Finance and HR functions in an organization.
- OR
2. The challenges faced by Operations Management in the current scenario.
- OR
3. Transformation process in Operations with 2 examples.

Section B. Answer all questions. All questions carry equal marks – 15 Marks (3X5)

- Q1. Discuss the factors which determine the location of any one of the following.
- Manufacturing plant – Automobile or
- Process Manufacturing plant – Cement Industry or
- Information Technology Industry (Software)
OR
- What is MRP? Explain with a sketch.

- Q2. Explain the ISO Quality Standard covering its
- Scope, Application, and Process approach
OR

The annual demand for coffee maker is 18,000 units. The cost of each coffee maker is Rs 100/-. The ordering cost is Rs. 250 per order. The carrying cost is 25% of per unit cost.
A) Calculate EOQ?
B) No of orders in a year and
c) Time between orders?

- Q3. Explain the differences between Manufacturing and Service organizations
OR
- What are the various types of facility/plant lay-outs? Illustrate.

Section C - Marks 10

- Q1. Explain the various techniques of Inventory Control, with special emphasis on "ABC" technique
OR
- Explain in detail the Scope of Production Planning and Control in any Manufacturing organization
OR
- What are 7 QC Tools? Describe.

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM – INTERNATIONAL BUSINESS 2019-2021 BATCH

SUBJECT: MANAGING PEOPLE AT WORK

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 1:30 Hrs.

Max. Marks: 30

Part A

Q.1 Write short notes on any three of the following. Each question carries 4 marks (4*3=12)
(CO 1,2 & 3)

- a) Organizational Culture
- b) Conflict Resolution strategies
- c) Bases of Power
- d) Attribution theory of perception
- e) Types of Employees in an International setup
- f) Approaches of International Recruitment

PART B

Answer the following questions. The question carries 8 marks

Q2.) Define Personality. Explain Big Five Model of Personality. (8 marks) (CO 1 & 2)

OR

Compare and Contrast Maslow's theory of motivation and Herzberg's Two factor theory.

Part - C

Answer the following Case Study. The question carries 10 marks
(CO1,2 &3)

A survey of 1016 directors by McKinsey showed that a quarter of the directors surveyed, had at best, a limited understanding of the current and future strategy of their companies. They were found to lack confidence in the management although they had a desire to assume more active overall roles. **Vision:** More than half of the directors surveyed said that they had limited or no clear sense of their companies prospects five to ten years in future; an equal number indicated that they had little or no understanding of the five to ten key initiatives that their companies need in order to secure the long term. **Risk:** With regards to risk, only 11 percent of the directors, in the survey, they had a complete understanding of the risks their companies currently bore, while 23 percent had limited understanding or none. Further, only 8 percent claimed to have a complete understanding of the long-term risks of their companies, and another 37 percent said they had little or no understanding. More than half of the directors admitted that they had no way of tracking changes in risks over time and that the boards were vulnerable to unforeseen shifts.

Questions:

1. Relate the contents of the above case and explain the traits of effective leaders. (5 Marks)
2. In the above context bring out the difference between managers and leaders? (5 marks)

Belief in subordinates: The survey also highlighted lack of confidence in executives. Only 8 percent of the directors felt that the management fully understood the key initiatives required by strategies for the future, while 38 percent said that it had, at most, a limited understanding.

Time orientation: It also showed that directors focused primarily on financial matters reflecting short-term corporate performance, but they wished to expand their reach into issues that shed light on the longer health of their companies.

Around 70 percent of the directors, however, wanted to know more about customers, competitors, suppliers, the likes and dislikes of consumers, market share, brand strength, levels of satisfaction with products and so forth.

More than 75 percent of the directors also said that they wanted to spend more time on strategies and risks. For this to happen, the directors need to spend more time in corporate meetings more effectively and develop a new understanding of their roles and responsibilities. The composition and culture of boards, as well as the agendas of board meetings, will also need to change.

Directors, according to McKinsey, want to be more actively involved in three areas: The Company's health- its ability to survive and develop over the longer term and its short-term financial performance -its strategy and assessment of risk, and its leadership.

The Survey also indicated that nearly one-quarter of the directors reported that the most recent CEO succession at their companies had failed. According to them, this failure was due to the absence of appropriate core skills as the most important- but if these skills were present in the 'good ones', their importance was lesser.

Half of the board members had little or no formal process of evaluating the performance of CEOs, despite the huge responsibility entrusted to them. Focus on the short-term business goals accounted for the largest part of the assessment at 35 percent.

"Longer-term goals play a smaller role, as do other metrics, such as the ability to lead people and manage stakeholders, as well as professional ethical behaviour," the study revealed.

Q2. Answer the following questions (10 x 4 = 40 Marks)

a) We know that managers are busy keeping track of their team's performance and ensuring that employees are meeting their numbers. But if managers spent more time engaging their employees, they'd get much better results. An 'engaged employee' is defined as one who is fully absorbed by and enthusiastic about their work and takes positive action to further the organization's reputation and interests. "Better engagement means better productivity. Just like the old idiom "you get more with a carrot than a stick." HR managers play major role here. Justify this statement. (10 marks)

OR

These days, the Job Characteristics Model comes under the concept of work design or job design, where the emphasis is on shaping a role to satisfy the needs of both the organization and the individual. As a HR manager how, you will bring balance in this aspect, explain with suitable example. (10 marks)

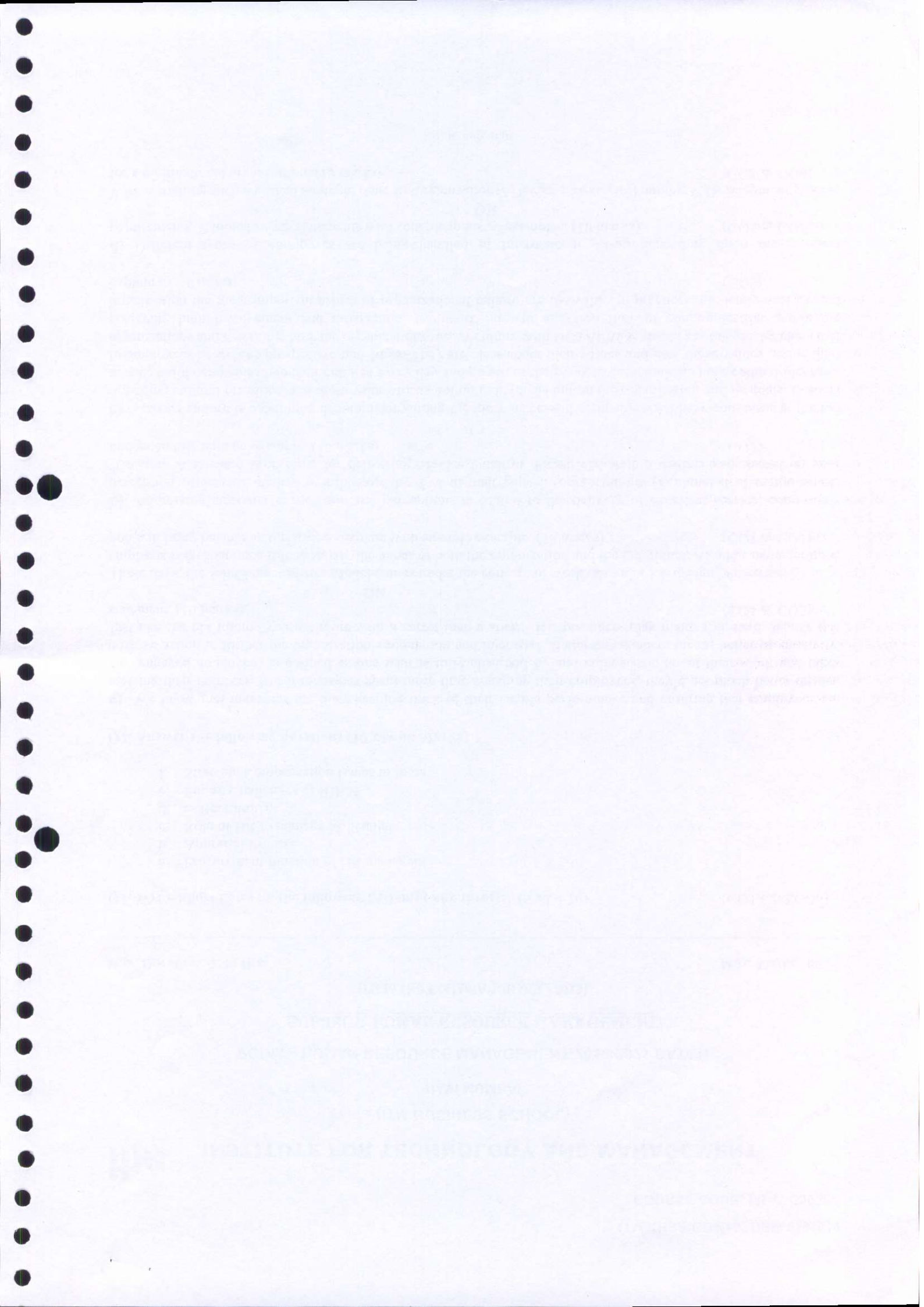
b). Addressing customer expectation and perceptions is central to the delivery of excellent service, consumer's perception of service quality is influenced by five distinct gaps in organizations (Zeithaml et al in the article "Creating A talented Workforce for delivering Service Quality). Please elaborate 5 distinct gaps based on your understanding with an example. (10 marks)

c) A strong culture is a common denominator among the most successful companies. All have consensus at the top regarding cultural priorities, and those values focus not on individuals but on the organization and its goals. Leaders in successful companies live their cultures every day and go out of their way to communicate their cultural identities to employees as well as prospective new hires. They are clear about their values and how those values define their organizations and determine how the organizations run. A culture with OCTAPACE values has the greater chance of achieving high involvement and satisfaction, teamwork, growth and free flow of communication within the organization the most important aspect of organizational culture are the values it practices. Critically analyze and explain it. (10 marks)

d) Different types of employees are being handled in International set-up depending upon the business requirements. Rationalize the statements with suitable industry examples. (10 marks)

OR

Why is training such a critical strategic issue for organizations? Devise a Strategic Training & Development process for a multinational organization. (10 marks)





INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM – RETAIL MANAGEMENT & MARKETING 2019-2021 BATCH

SUBJECT: INTRODUCTION TO RETAIL MANAGEMENT

TERM END EXAMINATION OCT - 2019

Max. Duration: 2:30 Hrs.

Max. Marks: 60

Section - A

Case Study – 15 marks
FUTURE RETAIL

Upscale hypermarket chain HyperCity was the latest addition in the portfolio of Future Retail Limited (Future Retail), the largest retail group in India. The company, which owned large retail chains including Big Bazaar and Food Bazaar, had been expanding its footprint across the country by acquiring several regional and national chains. Most of the acquisitions by Future Retail were in small-format stores with value positioning in locations where Future Retail had limited presence. HyperCity, however, was an upscale hypermarket chain with a strong presence in geographies where Future Retail's flagship Big Bazaar was already present. While this acquisition was likely to help Future Retail expand its retail network and gain more economies of scale for its back-end operations, it remained to be determined how HyperCity fit into its existing portfolio remained to be determined. Also, HyperCity was suffering losses, and turning around a loss-making company would be another challenge for Future Retail.

In 2017-18, Future Retail was expanding its network of stores to more locations, offering the convenience of proximity to its customers. However, customers in urban India were shifting to e-commerce for better pricing and the comfort of shopping from home. Pure-play food and grocery e-commerce players such as bigbasket were becoming increasingly popular and efficient. Global lifestyle e-commerce player Amazon.com Inc. had also entered the online food retailing business. At one end, customers were shifting to e-commerce for their medium to large planned purchases, while small neighbourhood stores (popularly known as *kirana* stores) and cart vendors remained the popular choice for small, quick purchases.

ACQUISITIONS

Future Retail was aggressive in its expansion right from its inception, and acquisition of regional and national players was at the core of its expansion strategy. Nilgiris was a supermarket chain with 140 outlets in the southern states of Karnataka, Kerala, Andhra Pradesh, and Tamil Nadu. Nilgiris operated its stores through a network of franchisees. Nilgiris Dairy Farm Ltd. was an iconic brand established in 1905, with a strong portfolio of dairy, bakery, chocolates, and staples. Nilgiris had manufacturing facilities, strong back-end operations, distribution centres, and a fleet of vehicles to service its outlets. Future Retail acquired Nilgiris in November 2014 for ₹3 billion, thereby expanding its network in South India and gaining expertise in running a successful franchise network.

Easyday was a national retail chain owned by Bharti Retail Limited, with stores in hypermarkets, supermarkets, and neighbourhood stores. The company had over 200 stores in 144 cities across the country, with revenues of approximately ₹20 billion in 2015. Future Retail acquired Easyday through the merger route in 2015 and expanded its reach into 77 new cities. Easyday was a strong retail brand, especially in small-format stores. With the acquisition of Easyday, Future Retail became India's largest retailer. To streamline formats and have a homogeneous brand portfolio, Easyday hypermarket stores were rebranded as Big Bazaar outlets, while Future Retail's neighbourhood convenience stores and small supermarkets—KB's Fair Price and KB's Conveniently Yours—were rebranded as Easyday neighbourhood stores or supermarkets. With a focus on small format, Future Retail expanded the Easyday network, and by 2017, the company had 538 Easyday stores across 137 cities in the country.

HyperCity was a chain of upscale hypermarket stores owned by Shoppers Stop, a leading department store chain in Mumbai. Shoppers Stop entered into the food and grocery segment by launching HyperCity in 2006. HyperCity offered a range of products across categories such as food and grocery, fashion, electronics, home furnishings, home needs, sports, toys, and stationery. HyperCity was positioned as an upscale hypermarket to provide an international shopping experience with a large, modern, and exciting environment. It sourced its merchandise from both local and international markets. HyperCity had an exclusive supply agreement with Waitrose & Partners, a top supermarket chain in the United Kingdom, for sourcing global merchandise. HyperCity etched a strong presence in urban centres, with 19 large stores across the country by 2017. However, the company was posting losses year on year and had reported a loss of ₹839.9 million on revenue of ₹11 billion in FY 2017. Future Retail acquired HyperCity in October 2017 for ₹6.55 billion. HyperCity was Future Retail's first acquisition of a hypermarket chain; it had previously focused mainly on acquiring small-store formats to expand its reach.

Through the inorganic route of expansion, Future Retail had addressed the heterogeneous market and secured a strong local presence and a deep acceptance among customers. However, there was a strong emergence of online retailers making swift inroads into the market by offering large assortments, deep discounts, and the convenience of home delivery. Customers were quickly switching to e-commerce for planned food and grocery purchases, while kirana stores and local mandis remained the preferred choice for unplanned and fresh-produce purchases.

Q1. By expanding its network of stores across different formats, would Future Retail be able to attract more customers moving to online retailers? (10 marks)

[CO.1,2,6]

Q2. Match the Column (5 marks)

[CO.1,2]

U.K	Gucci
U.S	Louis Vuitton
U.K	Tesco
France	Michael Kors
Italy	Marks & Spencer

SECTION – B (Answer any 3) [10 marks each]

Q1. Tata Group's three years old e-commerce venture Tata CLiQ is yet to scale up the way foreign e-commerce marketplaces such as Walmart-owned Flipkart and Amazon. Tata CLiQ have been able to generate revenues which is only a fraction of its rivals. However, the Tatas have managed to check the burnout rate by reducing the growth in net losses.

In FY18, Tata Unistore's net loss was Rs 208.4 crore, which had grown by 28% year-on-year, while total income was Rs 41.7 crore.

Looking at the turmoil situation of TATA CLiQ, Suggest feasible Strategies for TATA CLiQ (E-commerce Brand) to be able to grow their revenues and profits.

[CO.1,2,6]

Q2. For many brands and retailers today, stores are a thing of the past, it seems. They want the shoppers to step, not into an old-fashioned shop, but into a place referred to as an "experiential centre", offering a sort of immersion into an enchanting world made up of a variety of products and services.

NEW SALES MANTRA

NVKA:
51 studios
USP: Make-up centres where beauty advisors help visitors try products and offer tips; there are also events featuring beauty bloggers

ZIVAME:
37 studios in 10 cities
USP: Innerwear fitting and recommendation services; customers can also take appointments with experts at the studios

FABINDIA:
19 centres in 12 cities
USP: Besides apparels, the centres have cafes, design studios, wellness centres, alteration studios and kids' play zones

PEPPERFRY:
65 studios in 28 cities
USP: Lets visitors touch and feel the furniture; they can order online by scanning QR codes on the products

URBAN LADDER:
13 stores in 7 cities
USP: Visitors can see how the furniture seen online looks in real life; they are also offered design tips

FLIPKART:
One in Bengaluru, 2 more planned
USP: Tie-up with Google Lens to showcase products from furniture brands; visitors can also feel the furniture before buying them online

Source: Companies

The experience centres will enable customers to engage with the brand in multiple ways, shifting from transactional retail to a more experiential and interactive shopping experience.

Enumerate the various customer service strategies to keep customers engaged and involved in the store. Explain the concept of Experience Store from the above case let. [CO 3,4]

Q3. Amazon India launched its third largest fulfilment centre in the country in Maharashtra. The centre is intended to help the e-commerce giant to enhance its capabilities ahead of the festive season. The new centre located near Bhiwandi, will support faster deliveries of orders within the region and neighbouring states. With this infrastructure, the company's storage capacity is pegged at over 6 million cubic feet across 14 fulfilment centres in Maharashtra. At the end of 2019, it will have over 50 fulfilment centres in 13 states across the country with a combined storage space of 25 million cubic feet.

Supply Chain management is critical in Retail organizations. Explain the critical function of a Distribution Centre. [CO 4]

Q4. Four years after H&M entered India and it has almost accomplished its initial target of setting up 50 outlets in India, Hennes & Mauritz (H&M) has now set its sight on 100 outlets in the coming years. H&M has narrowed the gap with global rival Zara in India's fast-fashion market with more new stores as well as merchandise priced lower than most rivals. H&M has set a benchmark in terms of growth in the market where several brands including Levi Strauss, Benetton and Marks & Spencer have seen a tepid performance for many years. Each H&M store generates an annual sale of Rs. 30 crore on an average, making H&M's performance among the best in the apparel segment in the retail market.

Over the years, H&M has been opening one store a month and the world's number two fashion retailer by sales plans to reach 60 outlets by the end of next year from 42 in 15 cities at present.

H&M's aggressive push into India is in sharp contrast to rival Zara. Unlike Zara which has 22 outlets in India, H&M has been more aggressive in store expansion.

[CO.6]

Explain the growth strategy (Ansoff's matrix) of H&M. Define the competitive advantage of H&M when compared to its rivals.

SECTION C – (Answer any 3)

[5marks each]

[CO.1]

Q1. 6 elements of Retail Mix

Q2. Formula for Return on Assets, GMROI, Sales per square feet, Productivity per person per day, Gross profit margin percentage

[CO.5]

Q3. Explain Cross docking and Reverse Logistics

[CO.4]

Q4. Draw an assortment plan / model for a category of Denim product

[CO.5]

Q5. Types of Layout in a retail store

[CO.3]

Q6. Explain Private label brands and National brands with examples

[CO.4, 5]

INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL)

NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM - BUSINESS ANALYTICS / DIGITAL MARKETING & TRANSFORMATION]

SUBJECT: MANAGERIAL COMMUNICATION 1

[TERM END EXAMINATION OCT - 2019]

Max. Marks: 60

Max. Duration: 2:30 Hrs.

Section I

Note: Each question carries 8 Marks.

Q1. A. Write an e-mail to the manager of your company seeking permission to organise a free health check-up camp for the residents of a nearby slum on occasion of 'World Health Day'. [CO2]

OR

Q1. B. Write an email to your colleague, Deepak, congratulating him on the success of his grand project. He successfully got the highest revenue project on board and completed it within the timeline. [CO2]

Q2. Jane attended a Non-Verbal Communication class to improve her sales. After the class, she began to close sales quickly. Her sales increased by 20 percent after the first quarter. Jane learned to stop spending time with potential clients who showed contempt and disgust. The skills helped her identify what made clients happy and address potentially difficult situations before anger boiled over. Due to her results, her department invested in further Non-Verbal Communication training. Highlight any four aspects of non-verbal communication in detail that must have helped Jane at her work. [CO3]

Section II

Note: All the questions are compulsory. Each question carries 12 Marks

Q1. Michael is a typical go-getter college student. He leads a busy academic and campus life but is also looking ahead to his future to see what he can get done "in advance" to make the rest of his life easier. Here are some of his unique challenges:

- Wanting to start a side business while still in school
- Staying fit and healthy.
- Managing a full-time academic load and busy campus social life.

Here are his time-wasters and inefficient habits

- Cooking.
- Facebook / email.
- Procrastination, on both coursework and that side business.
- Michael had some bad habits that needed to be amended:
- Multitasking.
- Doing things last minute.
- Not knowing what to do next.

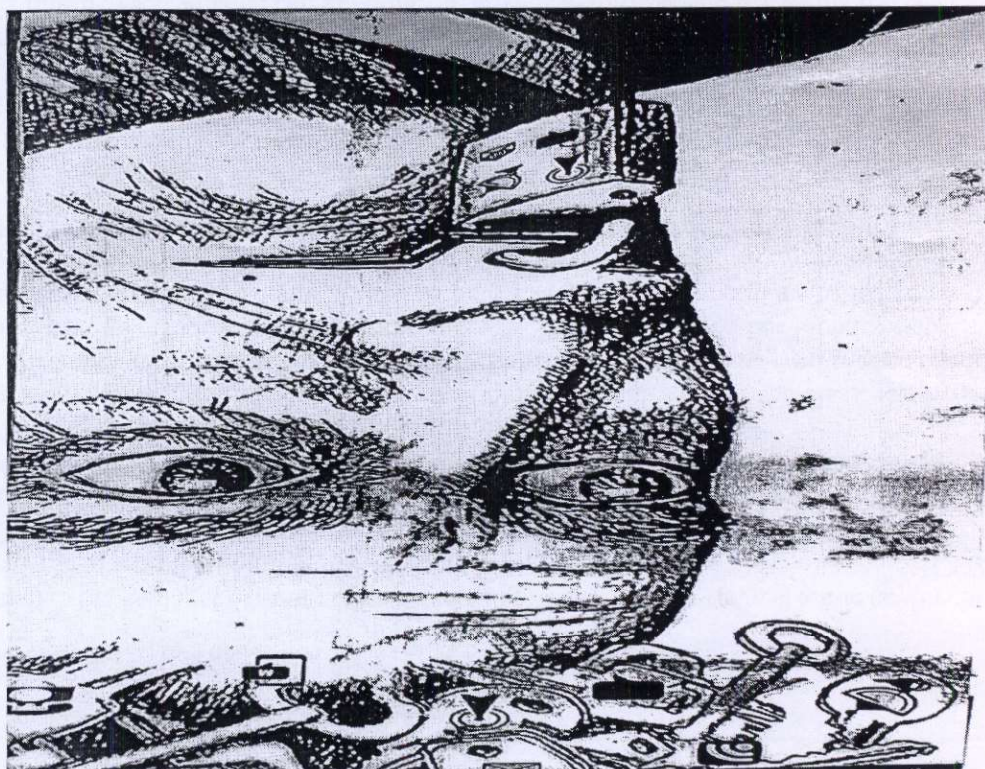
1. Recommend solutions to overcome his unique challenges as well as for each of his bad habits.
2. Keeping in mind the time management matrix, devise a routine that will help Michael
- a) achieve his goal as well as
- b) maintain his social life.

- Q2. You are conducting a tour for aliens who are visiting earth and observing humans. You're all in their spaceship when you fly over a football stadium. One of the aliens is confused and turns to you for help. Applying all the attributes of critical thinking answer the below asked questions in detail. [CO4]
- What is a game, and why do humans play them?
 - What are "teams" and why are they so important for humans to be part of?
 - Why is it these games seem to get more attention than other matters on your planet, like disease and poverty?
 - Why do humans get so emotional and even violent when watching games?

Section III

Each question carries 10 marks

Q1. Weive a story around the picture given below. Word limit 300 to 350 words (10 Marks)



Q2. Analyse the below mentioned situations and provide an appropriate solution for each in detail

- Imagine that your presentation starts in an hour. You arrive at the venue and, to your horror, the projector won't work with your laptop. The slides you spent hours preparing are useless. This is a disaster! Sometimes, speakers can get so wrapped up in delivering their presentations that they forget about the needs of their audience.
- If you take too long getting to your point, you risk losing your audience's attention.
- Have you ever been to a presentation where the speaker spent all of his time looking at his notes, the screen, the floor, or even at the ceiling? How did this make you feel?

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

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NAVI MUMBAI

PGDM 2019-2021 BATCH

[PGDM - BUSINESS ANALYTICS / DIGITAL MARKETING & TRANSFORMATION]

SUBJECT: MANAGERIAL COMMUNICATION 1

[TERM END EXAMINATION OCT - 2019]

Max. Duration: 2:30 Hrs.

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OR

Q1. B. Write an email to your colleague, Deepak, congratulating him on the success of his grand project. He successfully got the highest revenue project on board and completed it within the timeline. [CO2]

Q2. Jane attended a Non-Verbal Communication class to improve her sales. After the class, she began to close sales quickly. Her sales increased by 20 percent after the first quarter. Jane learned to stop spending time with potential clients who showed contempt and disgust. The skills helped her identify what made clients happy and address potentially difficult situations before anger boiled over. Due to her results, her department invested in further Non-Verbal Communication training. Highlight any four aspects of non-verbal communication in detail that must have helped Jane at her work. [CO3]

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- Cooking.
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- Procrastination, on both coursework and that side business.

Michael had some bad habits that needed to be amended:

- Multitasking.
- Doing things last minute.
- Not knowing what to do next.

1. Recommend solutions to overcome his unique challenges as well as for each of his bad habits.
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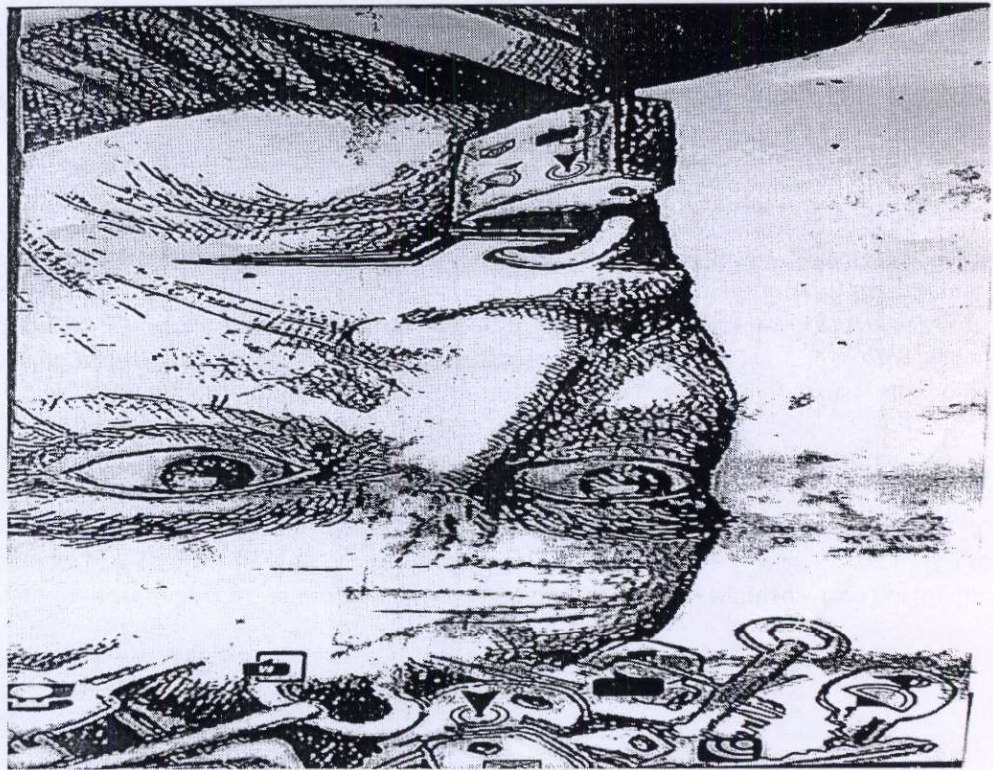
Q2. You are conducting a tour for aliens who are visiting earth and observing humans. You're all in their spaceship when you fly over a football stadium. One of the aliens is confused and turns to you for help. Applying all the attributes of critical thinking answer the below asked questions in detail. [CO4]

- What is a game, and why do humans play them?
- What are "teams" and why are they so important for humans to be part of?
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[CO2]

OR

Q1.B.

Write an email to your colleague, Deepak, congratulating him on the success of his grand project. He successfully got the highest revenue project on board and completed it within the timeline.

[CO2]

Q2.

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[CO3]

Section II

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- Why do humans get so emotional and even violent when watching games?

Section III

Case Study (20 Marks)

Read the case study carefully and answer all the questions that follow.

Barry is a 27-year old who is a Production Manager at a casual dining restaurant. Barry is responsible for supervising and managing all employees in the back of the house which range in age from 16 years old to 55 years. For many, English is not their primary language. Barry tries his best to keep up with food safety issues in the kitchen. Employees receive "on the job training" about food safety basics (for example, appropriate hygiene and handwashing, time/temperature, and cleaning and sanitizing). But with high turnover of employees, training is often rushed, and some new employees are put right into the job without training if it is a busy day. One day Barry comes to work and is rather upset even before he steps into the restaurant. Things haven't been going well at home and he was lucky to search through some of the dirty laundry and find a relatively clean outfit to wear for work. He admits he needs a haircut and a good hand scrubbing, especially after working on his car last evening. When he walks into the kitchen, he notices several trays of uncooked meat sitting out in the kitchen area. It appears these have been sitting at room temperature for quite some time. Barry feels like he is beating his head against a brick wall when it comes to getting employees to practice food safety. Barry has taken many efforts to get employees to be safe in how they handle food. He has huge signs posted all over the kitchen with these words: KEEP HOT FOOD HOT AND COLD FOOD COLD and WASH YOUR HANDS ALWAYS AND OFTEN. All employees are given a thermometer when they start so that they can temp food. Hand sinks, soap, and paper towels are available for employees so that they are encouraged to wash their hands frequently.

[CO3, CO4]

- What are the communication challenges and barriers Barry faces? (10 marks)

- Suggest at least 2 solutions for each of the barriers that Barry should consider in addressing each of these challenges? (10 marks)

BEST OF LUCK !!