



GLC

2021-2023 BATCH
QUESTION PAPERS
SEMESTER-II

**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH**[Specialisation – Human Resource Management]****SUBJECT: ORGANIZATIONAL BEHAVIOUR****[TERM END EXAMINATION APRIL - 2022]****Max. Duration: 1.15 minutes****Max. Marks: 20****I. Short Notes (Answer any two) 4 X 2 = 8M**

1. Leader Vs. Manager (CO1)
2. Stereotype (CO1)
3. OB Model (CO1)
4. Team Vs. Group (CO1)
5. Johari Window (CO1)

II Note: Answer the questions of the Case Study. (12 marks) 6X2=12M

The HR function has evolved dramatically. While the pre-pandemic focus of the function was mostly on bolstering and accelerating the digital transformation journey. Post pandemic, HR truly was at the forefront of business. Over the past two years, HR leaders dealt with immediate pandemic relief measures, preparing for extended remote work, or dealing with burnout and mental health issues. And during this time, HR leaders have aligned with the business to re-jig priorities, accelerate digital transformation and enable skilling programs that will shape the future of work.

Speaking about the shift, Prof Girsh Balasubramanian, Assistant Professor, Human Resource Management, Indian Institute of Management, Lucknow said, “As an after-effect of the ongoing pandemic, we are seeing that most of the companies are going through core transformations in their culture, values and talent strategy. The HR domain is becoming a lot more agile and owing to the new skills demand of the function, it is imperative to create professionals who are equipped and skilled enough to help enterprises adopt and deploy disruptive technologies across the system.”

As HR and business continue to work closely together in the emerging (new) hybrid world of work, HR leaders need to become business strategists.

Research on the “Organization of the future” shows that companies of the future will need to address three focus areas for the future:

- Know what they are and what they stand for
- Operate with a fixation on speed and simplicity
- Grow by scaling up their ability to learn and innovate

A 2021 report by McKinsey on “The new possible: How HR can help build the organization of the future” highlights that “HR will be the driving force for many initiatives: mapping talent to value; making the workforce more flexible; prioritising strategic workforce planning, performance management, and reskilling; building an HR platform, and developing an HR tech ecosystem.”

If the pandemic accelerated the digital innovation journeys of organisations, it has also opened up new avenues for companies to reflect on the potential for advanced technology integration, including automation and AI, data and analytics. And HR leaders will increasingly need to step up to better understand business priorities as a range of new jobs and skills upturn business models.

Business acumen is not a single skill. It combines finance knowledge, a market perspective and business systems thinking.

It's having a solid understanding of business fundamentals, including the strategy, cash flow, finance metrics and statements, and company performance. It also includes knowing what it takes to make the business a success, having a motivational management style, and knowing how marketplace change can shape business decisions.

Questions

1. With the recent changes in work environment owing to pandemic and post pandemic, evaluate the leadership style that HR professionals should adopt for a motivating and an exciting work environment. (CO 2)
2. There's a lot of change in the workplace post-pandemic regarding the teams operating globally with digital innovation. What are those challenges which can occur between teams globally in a multi-cultural virtual workplace and how can these challenges be handled for a better teamwork? (CO 5)

BEST OF LUCK!!

**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Human Resource Management]

SUBJECT: INDUSTRIAL RELATIONS**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 1.15 minutes

Max. Marks: 20

Note: Attempt any 5 questions out of the 10 questions (each question carries 4 marks).

Q1 A. What is the objective, and scope of the Workmen 's Compensation Act, 1923? (CO1)

B. What are the different kinds of disabilities recognized under the Workmen's compensation Act 1923?
(CO1)

Q2. A. What are the features of the Workmen's Compensation Act, 1923? (CO1)

B. Write a note on when the employer is liable to pay compensation, and when he is not liable to pay compensation, under the Workmen's Compensation Act, 1923? (CO1)

Q3. Define an Industrial dispute? What are the objectives of the Industrial Disputes Act 1947? What are the various outcomes of an industrial dispute? (CO1)

Q4 A. Write a short note on Collective bargaining (CO1)

B.: Analyse the case below:

In an iron and steel factory near Mysore, an industrial dispute arose on the issue of enhancement of wage rates and allowances. When negotiations with the management failed, the only trade union in the factory informed the members about the failure of negotiations and asked them to adopt agitational methods. Demonstrations against the management and shouting anti-management slogans became frequent. At the instance of the union, the workers went to their jobs but did not handle tools or machines. When they did not get any response from the management, the union asked the workers to go on strike. The strike started and continued for 20 days, but the management was rigid on the resumption of work by the strikers as the first condition for starting talks.

In the meantime, the workers of the ancillary industries of the area that supplied equipment and materials to the steel factory resorted to frequent work stoppages for short periods in sympathy for the strikers of the steel factory, in complete defiance of the directive of the proper authority of the union to which they belonged. The trade union in the nearby colliery which supplied coal to the steel factory organized a two-day strike in support of the demands of the workers of the steel factory. A group of more militant workers of the factory occasionally contained some of the senior executives of the factory in their offices for hours together and did not allow them to leave. Ultimately, the state government declared the strike illegal and referred the dispute to an adjudication authority for disposal.

Question: What are the various forms of strike adopted in the above case? (CO3)

Q5. What are salient features of The Payment of Bonus Act 1965? Who all are eligible for a bonus under the Bonus Act 1965? (CO1)

- Q6. Explain "Set on and set off of allocable surplus"? How is the bonus calculated as per the Bonus Act (Amendment of 2015)? Explain with an example? **(CO3)**
- Q7. Give the scope, coverage, and eligibility of payment of Gratuity un the Payment of Gratuity Act 1972? **(CO1)**
- Q8. What are the main provisions and scope of the Employees Provident Funds & Miscellaneous Provisions Act, 1952? **(CO1)**
- Q9. Write a note on the Employees' Pension Scheme? **(CO1)**
- Q 10. Explain The Maternity Benefit Act, of 1961 and the Maternity Benefit (Amendment) Act, of 2017? Discuss its applicability and benefits? **(CO1)**

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT****(ITM BUSINESS SCHOOL – NAVI MUMBAI)****PGDM 2021-2023 BATCH****[Specialisation – Human Resource Management]****SUBJECT: LEARNING & DEVELOPMENT****[TERM END EXAMINATION APRIL - 2022]****Max. Duration: 1.15 minutes****Max. Marks: 20****Q1. Write Short Notes (any four):****(2.5x4=(C10 Marks))**

- a) Outbound Training (CO1)
- b) Kirkpatrick Model (CO1)
- c) Role of Trainer (CO1)
- e) David Kolb Cycle (CO1)
- f) Social Learning Theory (CO1)

Q3. Read the following Case Study and answer the questions given below: (Marks 5X2=10)

OIL and Chemical Products Company is a large public sector organization dealing with the production and marketing of petrochemical products. Before nationalization, it was part of a large multinational organization. The culture prevailing in the organization when it was part of a multinational organization was unique and typical. Besides being highly paternalistic. Persons with low Qualifications were inducted at lower cadres and evolved into good managers through extensive practical training coupled with job rotation aimed at the all-around development of the individual. In the process, a person with high potential could join as a worker and rise to a very senior and commanding position. With nationalization, the policies, procedures, rules and regulations of the public sector came into force. But the executives felt national also resulted in certain advantages. Job security was an asset. The management information system became open while earlier it was confidential. After nationalization, the organization started growing again. Personnel were inducted in large numbers and the existing core personnel were pensioned off from the organization and recounted according to public sector rules. Due to revamping a large vacuum was created at the top level of the organization.

The freshly recruited personnel were mostly first-class graduates but lacked experience. Though they were inducted into the junior-most cadres, they were given Quick promotions to fill the gap created in the middle ranks. Also, a generation gap was created between these comparatively young. Freshly recruited executives and the earlier employees. Some of the executives from the older generation suddenly found themselves working under comparatively young and inexperienced bosses and this created friction. As a result of the high qualification, organizational loyalties started disappearing and professional loyalties took root. With the situation prevalent, training had to be rejuvenated to train the newly employed personnel and mould them according to the organizational needs. This brings us to the training prevalent in the organization both in the past and at present. The emphasis of training during Pre-nationalization time was the overall development of an individual through practical training. The qualifications of the individuals being inducted were very low and were then supplemented with practical training which compensated to a great extent. Individuals with potential were selected and given training in various fields and provided the requisite experience through job rotation to enable them to become capable managers. Senior executives were sent abroad for training to achieve the same purpose. To provide training within the organization, a cohesive team of personnel existed who formed the core faculty. The mass induction of employees necessitated new and extensive training facilities and made it imperative for the relegated training to come to the fore again. From this need arose a pattern of training which included external and internal training programmes. The internal training programmes developed were mainly functional. External programmes were selected for management development and senior executives were nominated for these programmes. With this expansion, the need for a full-fledged experienced training manager was felt and a

person was recruited to fill the post of training and development manager. Besides this, statutory obligation under Apprenticeship Act, functional courses had to be started for existing officers as the earlier provision of on-the-job training combined with job rotation was no longer available. Moreover, the need for an influx of new ideas and techniques was felt and emphasis on internal and external programmes increased. Though many executives were nominated for external training at this time there was no specific objective and no specific training needs, identification was done. Following the expansion, there is a well-established training set up which takes care of the functional training programmes for senior executives and the workers, besides the two statutory courses and the induction programming for the first 5 years of service following induction. the potential of the person is assessed, and the individuals with high potential are identified depending on their performance, their zeal, and their usefulness to the organization. These individuals are given further training and undergo rapid job rotation as compared to others. The corporate office in consultation with the Director Personnel and the training manager decides the budget based on identified programmes. A certain allocation is made for inflation during the following year. The budget is then sanctioned by the directors. In the opinion of the training manager, since the emphasis has been extended from purely technical training to managerial training, the allocation for management training is on the increase, along with the overall budget. The final selection of participants is done, following the finalization of the programmes. curriculum and faculty. The selection of personnel with high potential as mentioned earlier is preferred more for external training programmes. Others with average and low potential and those needing refresher courses are sent for internal functional programmes and management development programmes specially designed for them. For selection, the individual's choice is taken into consideration provided the executive can satisfy his boss regarding his training requirement. Even if they do air their deficiencies and opt for a training programme. the selection is again based on their potential and not according to the deficiencies identified. This attitude on the part of the organization as well as the individual does not seem to be credible because training in essence is aimed at developing better managers and better individuals. If the weak points aren't recognized and alleviated the entire exercise of training loses its meaning. It was felt by many executives that immediately after nationalization though the need for training was realized, training need analysis was not done. The objectives were not emphasized, and the selection of courses was very haphazardly done. The general opinion was that the head of the department selected the individuals, and the personnel department forwarded the nominations without any change. Once the selection is made. the next step is the preparation for the course. But there is no formal preparation, except for a few internal, courses. As the individual himself was not aware of the contents of the programme, he was not in a position to prepare for the programme. Due to a lack of awareness of the contents of the programme, the individual could not partake in learning immediately which resulted in disinterest, disillusionment in the course and further loss of learning. This ultimately resulted in low learning and consequently, minimum or no transfer of learning to the work situation. The new policies, procedures, rules etc. are acting as a major hindrance to the effective transfer of learning. While earlier an executive was able to take effective and quick decisions, now he has to refer to the committees. The time available has been considerably reduced and along with responsibility. the freedom for implementing change has been lost. making the effective transfer of learning, which was possible earlier, very difficult. Organizational constraints caused by public sector policies and governmental interference limited the transfer of learning and restricted certain routine procedures. All through, the promotions were based on merit, but now they are influenced by the pressure applied from various angles. This has resulted in a discordant note. These factors again hinder the effective transfer of learning. Apathy, lack of interest and resistance to change on the part of the colleagues were reported to cause a major hurdle in the path of transfer of learning. As mentioned earlier, in the post nationalization period. though the personnel were sent for training in large numbers, there was no specific objective involved and no expectation from the programmes. Therefore, evaluation was not considered necessary. According to the training manager, even at present, individuals are nominated without any specific objectives, no expectation is associated with the training programme, especially in the case of external programmes. As a result, the emphasis on evaluation is very less. When over some time following the training programme if the individual does not show any effective transfer of learning, then his promotional aspects diminish. Though this is a kind of evaluation, whether it is a proper assessment or not, is a point that can be disputed.

Questions

Q1. Why was there no impact on training, though the training, the budget has been increasing in the company? (CO4)

Q2. Do you agree that improper identification of training needs and lack of proper support from the top resulted in less impact on organizational change? Explain. (CO4)

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Human Resource Management]

SUBJECT: HR PLANNING AUDIT METRICS & HRIS[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 1.15 minutes

Max. Marks: 20

Q:1 Short Notes:**(Any two)****(Marks 2.5 x2= 5)**

- a) Challenges of HRP (0202300318.1)
- b) Wastage Analysis in HRP (0202300318.2)
- c) HR Audit Process (0202300318.4)
- d) Designing HR Audit for Business improvement (0202300318.5)

Q-2 Answer the following questions: (Marks 5 x2= 10)

- a) What are the benefits and Challenges of HRIS System for modern organisations? (0202300318.6)
- b) Explain stages of HRP Process. Why it is important to consider time scale for HRP? (0202300318.1)

Q-3 Case Study: (Marks 5)

Prem Nath Divan, executive chairman of Vertigo, the country's largest engineering project organisation, decided to switch tracks for a career in academics. Divan was still six years short of the company's retirement age of 65. His premature exit was bound to create a flutter at the Vertigo board. Having joined Vertigo as a management trainee soon after college, he had gradually risen through the hierarchy to take a board position as the marketing director of the firm, he had become the President five years later and the youngest chairman of the company at 45. But, by the time he was 50, the whiz kid had acquired a larger than life image of a role model for young managers and a statesman who symbolised the best and brightest face of Indian management. On his wife's suggestion that it would be wise to discuss the move with one of his trusted colleagues before making a formal announcement of his intention to seek premature retirement. Divan called on Ramcharan Saxena, a solicitor who has been on the Vertigo board for over a decade. Saxena was surprised at Divan's plan. But he was unfazed. "If that is what you want to do for the rest of your life, we can only wish you well", he told him. "The board will miss you. But the business should get down to the task of choosing successor. The sooner it is done, the better". "I think the choice is quite obvious," said Divan, "Ranjan Warrior. He is good and ..." Divan was taken aback to see Saxena's grim face. "You don't have anything against him, do you?" he asked him. "No, no," said Saxena, "He is good. A financial strategist and a visionary. His conceptual skills have served the company well. But he has always had staff role with no line experience. What we need is someone from operations. Like Richard Crasta". "Richard knows things inside out alright," said Divan, "But he is just a doer. No fire in the belly. Vertigo needs someone who understands the value of power and knows how to use it. Like me. Like Ranjan". "That is just the problem", said Saxena. "Prem, let me tell you something. Ranjan is a man in your own image. Everyone knows that he is your protégé. And protégés are never popular. He has generated a lot of resentment among senior Vertigo executives and there would be a revolt if he were to succeed you. An exodus is something we can't afford to have on our hands. We should think of someone else in the interest of stability of top management". Divan could not believe what he heard.

He had always himself on his hands-on style thought he had his ear to the ground. "How could I lose touch?" he wondered, somewhat shaken. "When you are the boss, people accept your authority without question," continued Saxena. "In any case, you have been successful at Vertigo and it is difficult to argue with success. But the moment you announce your intention to leave, the aura begins to fade away. And in deciding on your successor, the board will seek your opinion, with due regard to your judgement. The board members must do what in their view is right for the company. Having said that, may I also mention that if there is a showdown in the boardroom, you could always choose to stay on? We would like it. Or we could bring in an outsider". "I have finalised my career plans and there is no question of staying on beyond six months from now," said Divan. "The board is scheduled to meet next month. Let us shelve the matter till then. In the meantime, I rely on you, Ram, to keep this discussion between the two of us". "Of course, yes," said Saxena. On his way home, Divan thought about the matter in detail. Bringing an outsider would undo all his life's work at Vertigo. There were considerations like culture and compatibility, which were paramount. The chairman had to be an inside man. "Richard lacks stature," Divan said to himself. "Ranjan is the one I have been grooming, but heavens, the flip side of it all had missed me completely. There is no way I can allow a split at the top just before I quit. I must leave on a high note in my own interest. I must find a way out of the imminent mess".

Question

1. What should Divan do? (0202300318.1)
2. Did the organisation miss the very basics of HRP in this case? Comment. (0202300318.3)

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Marketing, Finance, OPS, BA, DMT, FT, FM, HRM, IB & RMM]

SUBJECT: LEADERSHIP LAB

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

Note: Answer all questions based on your level of understanding.

Based on your readings, activities, and dialogue in Leadership Lab sessions, write a **Reflective essay** (Minimum 2 pages and not more than 4 pages) based on pointer given below:

- a. What concepts/ tools that you learned resonates with you the most and which the least? (Make use of personal narratives wherever appropriate to elaborate. For eg. When I was reading x or working on x presentation with Y...this insight made me curious....etc.) **4 Marks (CO 1, CO2)**
- b. What principles/learnings have you applied or are working with in your daily life. (Make use of personal narratives wherever appropriate to elaborate.) **6 Marks (CO2, CO3, CO4)**

-All the Best-



INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Human Resource Management]

SUBJECT: PERFORMANCE MANAGEMENT SYSTEM

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

Q1. Describe one of the following in detail

(5 Marks)

a. Performance Counselling (CO3)

or

b. Appraisal Process at Google. (CO3)

Q2. Write a short note on one of the following

(5 Marks)

a. Potential Appraisal (CO1)

or

b. Non-Performance Grid (CO1)

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Human Resource Management]

SUBJECT: EMPLOYEE SOURCING & RECRUITMENT**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

Q1. What is BEI? What are its advantages over traditional interviewing and what are the 4 probe parameters of BEI? (5 Marks)

#Case Study

EX. is a leading garment manufacturing company having a turnover of 200 cores. The company started its operation 10 years back and during the past 5 years it has been expanding the activities by opening new units at different places. Recently Mr. Pushpa has been appointed as HR manager of the company. Earlier he was with a cement plant working as operations Manager for about 10 years. He was assisting the HR manager and knew some of the HR concepts.

He recently completed his MBA in HR. EX. company appointed Mr. Pushpa in the vacancy created by the sudden resignation of earlier HR Manager due to some internal problem. The time Mr. Pushpa took the charge of HR Manager, company was in selection spree for the new plant about to commission with a week. After taking charge as HR manager, he was straight away told by the CEO to select about 200 workers and 10 supervisors along with 2 production managers immediately. Pushpa prepared a notice showing the vacancy and circulated locally.

He took the assistance of clerk working in the HR department who was more interested to appoint the locals. He advised Mr. Pushpa to keep the educational qualification as any graduates with/without experience. Pushpa resorted to oral Interview for the selection of the workers and Immediately 200 persons were selected and sent to the production shops. CEO was very happy with the quick response of the new HR manager and appreciated him. Most of the workers selected were freshers. After a few days, complaints started pouring in from the production shop about fresh workers.

The plant became stand still due to above. The matter reached the CEO and he was not willing to hear any excuse compromising production. Pushpa was in dilemma what to do? Providing training to entire workers will take minimum 3 months and that much time cannot be spared from the production shop. After some time, out of the 200 workers about 50 of them left the Job which created another headache to Pushpa since another Immediate recruitment is not possible.

Q1. What went wrong with Mr. Pushpa? What recruitment and selection policy could have been adopted? What went wrong with calculation of demand? What can be done to solve the above situation now? (5 MARKS)

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization –Marketing, Finance, OPS, BA, FT, DMT, HRM, IB, RMM & FM]

SUBJECT: MANAGERIAL COMMUNICATION - 2

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

Read the following Case studies and answer the questions given below in 200 - 250 words (5x2 = 10 Marks)

Case 1

Radha was very proud of her father. He was a senior bureaucrat in the state and he was invited to every major function in Radha's school and colleges. She used to feel like a star on such occasions. She boasted about her father in her friends' circle. It was not without reason as her father himself used to tell her his stories of honesty, integrity in administration from his personal experiences.

Radha was a brilliant student in her studies. She had many friends and some enemies too. Ramya was one of those enemies who was jealous of Radha and she constantly searched for an opportunity to hurt Radha with her acerbic taunts. Most of the time Radha avoided encountering Ramya inside the college campus. When Radha was in her final year of graduation, just before her final exams, her father was arrested on charges of corruption and was sent to jail. This became a major news in the state and severely affected Radha mentally.

She did not want to write her exams as she felt embarrassed to go to college. But her friends and mother convinced her to give exams as it was very important for her future. As soon as Radha entered college, Ramya met her and started talking sarcastically about Radha's father, how an honest father got arrested and how Radha had come to write exams in spite of a major crisis in her family. Ramya wryly asked Radha if her father had gone to jail to deliver a lecture about honesty and integrity.

One of Radha's close friends slapped Ramya there itself. Radha was hurt by Ramya's comments and not able to control her emotions she rushed out of college crying loudly. That day she did not give her exam. Next day she committed suicide at her home. In the above example, Radha, Ramya and Radha's friend who slapped Ramya all have displayed different shades of low emotional intelligence.

- Identify points of Low EI on the part of Radha, Ramya and Radha's friend **CO4..(2.5 Marks)**
- Analyse how each one of them (Radha, Ramya and Radha's friend) would have behaved if they all had possessed high emotional intelligence? **CO4.. (2.5 Marks)**

Case 2

Neha, a second year student, and Tara, a senior, are roommates in one of the university dorms and have been enjoying spending time with each other. Recently, Neha has been leaving dirty dishes and personal belongings in the communal area she and Tara share. This has started to annoy Tara, as she is becoming overwhelmed with the messy room, increased class assignments, and the stress of her upcoming graduation. Tara feels Neha is taking advantage of her and being disrespectful.

This morning, after stepping on one of Neha's wire clothing hangers, she hurt her foot. In anger, Tara threw Neha's cell phone against the wall and shattered the screen on Neha's phone. This act enraged Neha and she started pushing Tara and yelling profanities. The RA was contacted and resulted in Neha being arrested for assault.

- What signs of conflict did you observe in the scenario? **CO5..(2.5 Marks)**
- What could they have done to improve their conflict? **CO5..(2.5 Marks)**

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Human Resource Management]

SUBJECT: COMPENSATION MANAGEMENT

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

Note: Answer any two questions. Each question carries 5 marks.

1. Introduction to Compensation, Recent trends in Compensation practices, Interested Parties in Compensation, Compensation practices in India. **(CO1)**
2. Types of compensation and benefits-Direct pay, indirect pay, merit pay, incentive pay, fringe benefits, allowances, non-monetary benefits. **(CO1)**
3. Designing CTC structure-Components and calculations. **(CO3)**
4. Employee Benefits: Retirement Plan; Pension Plans; VRS, Insurance Schemes/Corporate/Group/ Insurance **(CO1)**
5. International Compensation/Compensation for Expats in India. **(CO1)**

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Marketing, Finance, BA, DMT, OPS, FT, FM, HRM, IB & RMM]

SUBJECT: VERBAL SKILLS AND QUANTITATIVE ANALYSIS - 2**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

Note: All Questions are mandatory. Each Question Carries 2 Marks.

Q.1 A can complete a work in 10 days and B can complete the same in 15 days. In how many days they can finish the work working together. **CO2**

- (A) 6 (B) 7
(C) 8 (D) 9

Q.2. A and B together can complete a work in 3 days while B alone can finish it in 5 days. In how many days A can finish it alone? **CO2**

- (A) 9 days (B) 15/8 days
(C) 15/2 days (D) 8 days

Q. Which day was on 26th January 1950? **CO2**

- (A) Monday (B) Tuesday
(C) Wednesday (D) Thursday

Q.4 A person was born on 29th February 1796. When did he celebrate his next birthday? **CO2**

- (A) 29th Feb 1798 (B) 29th Feb 1800
(C) 29th Feb 1802 (D) None of these

Q.5 A train crosses a platform of length 120 mt and 162 mt in 15 sec and 18 sec respectively. Find the length of the train? **CO2**

- (A) 90 mtr. (B) 120 mtr
(C) 150 mtr (D) Cannot be determined

Q.6 A person goes to his office at the speed of 6 km per hour and comes back with a speed of 4 km per hour. Find his average speed during the whole journey? **CO1**

- (A) 5 kmph (B) 4.8 kmph
(C) 2.4 kmph (D) 3.6 kmph

Q.7. If a clock is showing 7:20 in real image what will be the time in mirror image? **CO1**

- (A) 4:40 (B) 5:40
(C) 7:20 (D) 3:20

Q.8 If A can do a work in 15 days and B can do the same work in 12 days. In how many days they can finish the work working together? **CO1**

- (A) 60/7 days (B) 9 days
(C) 20/3 days (D) 10 days

- 9) Arrange the following sentences in order to create a logical paragraph
1. Commercially reared chicken can be unusually aggressive and are often kept in darkened sheds to prevent them from pecking at each other.
 - a. The birds spent far more of their time — up to a third — pecking at the inanimate objects in the pens, in contrast to birds in other pens which spent a lot of time attacking others.
 - b. In low light conditions, they behave less belligerently but are more prone to ophthalmic disorders and respiratory problems.
 - c. In an experiment, aggressive head-pecking was all but eliminated among birds in the enriched environment.
 - d. Altering the birds' environment, by adding bales of wood-shavings to their pens, can work wonders.
 6. Bales could diminish aggressiveness and reduce injuries; they might even improve productivity since a happy chicken is a productive chicken.
- i. DCAB
 - ii. CDBA
 - iii. DBAC
 - iv. BDCA

- 10) Complete the following statements by filling the blanks with the appropriate words:

Mann's broadside _____ The New Republic to write an editorial in April 1936 praising him: "It is news in the international republic of letters when Thomas Mann comes out in _____ to the new Germany".

- i. impasse, spinster
- ii. prompted, spinster
- iii. impasse, opposition
- iv. prompted, opposition

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Human Resource Management]

SUBJECT: COMPETENCY MAPPING**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

Q.1. During monsoon, we face problem in fleet unloading and crossing activities. Also, as days pass, material unloaded into godown must be lifted timely to avoid pressure lumps generation. Due to this, plant fleet are detained, orders execution is delayed and material lifting from godown maintaining FIFO system becomes difficult. We started taking involvement in designing of godown infrastructure and started communication our standard godown infrastructure design to godown owners. With our proposal, we managed few of godown owners to relocate and redesign the godown as per monsoon feasibility and easy to lift material in FIFO method. Last year, there was approx 200 MT material was converted into damage after monsoon but this year after monsoon is over, no material in any godown is older than 10 days. We managed to keep material aging max up to 10 days and nil damage generation. **(5 Marks) (CO 3)**

Which competency/ competencies did you observe? Define these identified competencies.

- A. ☐ Vision & Strategy
- B. ☐ Business Acumen
- C. ☐ Teamwork & Collaboration
- D. ☐ Gets Results
- E. ☐ Develops Self & Teams
- F. ☐ Innovates & Improves
- G. ☐ Customer Focus
- H. ☐ Communicates to influence & engage
- I. ☐ None of these

Q 2. Write short notes on **any 2 (2x 2.5)**

- A. **Iceberg Model.** (CO1)
- B. Balance Scorecard (CO1)
- C. 360-degree feedback (CO1)
- D. BEI (CO1)

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Marketing, Finance, BA, DMT, OPS, FT, FM, HRM, IB &RMM]

SUBJECT: ADVANCED EXCEL**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

Note: Select one correct option from the below MCQ's- (1 Mark each)

- 1) Where is the PIVOT feature of EXCEL available in the ribbon? [CO3]
 - Home Tab
 - Insert Tab
 - Data Tab
- 2) Which of the following is a true statement about Pivot Tables? [CO3]
 - PIVOT report is a feature that summarizes the given data only if it is sorted in ascending order.
 - PIVOT report can only help if one needs to ADD the values in raw data however it can't perform any other operation
 - PIVOT report summarizes the raw data even if it is not sorted and can perform various operations like SUM, COUNT, MAX, MIN, PRODUCT, Grouping etc.
- 3) Once pivot table is created and the content from main database is updated, by which feature of excel would the pivot table be updated? [CO3]
 - Subtotal
 - Goal seek
 - Refresh All
- 4) Do slicers from different pivot table needs to be connected, in order to work in a synchronised manner? [CO3]
 - Yes
 - No
- 5) Which tool under Pivot table will further narrow down your search? [CO3]
 - Goal Seek
 - Name Manager
 - Slicer
- 6) Macros recorded once, can it be modified? [CO4]
 - Yes
 - No
- 7) Excel Macros can help us with _____ [CO4]
 - Graphs, dashboards & Histogram only
 - Print layouts exclusively
 - Helps Automate repetitive tasks.

8) Macro is coded in which language?

[CO4]

- C++
- Vb script
- Python

9) Can we enter data only in the row input cell under Data Table using What If analysis [CO2]

- Yes
- No

10) The Goal Seek tool, comes under which of these functions

[CO2]

- Statistical functions
- What If Analysis
- Pivot table

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Marketing, Finance, BA, DMT, OPS, FT, FM, HRM, IB &RMM]

SUBJECT: CAREER MANAGEMENT**[TERM END EXAMINATION APRIL - 2022]****Max. Duration: 45 minutes****Max. Marks: 10**

Q1) Rahul, your classmate had an interview with TCS for the role of Assistant Manager. The interviewer asked him, "What Are Your Strengths?"

Rahul: "I do good work and I'm the best. I'm not so sure, but I'm a good learner also."
The recruiter thanks him and asks the candidate to leave.

- a. Identify what's wrong with the answer. **2 Marks - CO5**
- b. Had this question been asked to you in the process, what would you have replied?
(Write the Answer EXACTLY as you would say to the Recruiter) **3 Marks - CO5**

Q2) You are a participant amongst 8 in the Group discussion round of Infosys. Read the following case study and answer.

- a) How would you initiate the group discussion to make a powerful impact? **2 Marks - CO2**
- b) Which offer would you accept as a chairman and why? **3 Marks - CO2**

The Neelkamal Lacquer Company (NLC) of Ahmedabad, India, employed seven thousand men and produced 500,000 pieces of lacquer tableware annually.

The market for lacquerware in India seemed to have matured, with the production steady at 500,000 pieces a year. NLC did practically no business outside India.

In May 2000, the ambitious and dynamic Mr. Neel (Chairman, NLC) received two offers from American companies wishing to sell lacquer ware in America.

The first offer was from the National Company. It was the largest manufacturer of good quality dinnerware in the U.S., with their "Rose and Crown" brand. They were willing to give a firm order for three years for annual purchases of 400,000 sets of lacquer dinnerware. However, Neel would have to forgo their trademark to "Rose and Crown" and also undertake not to sell lacquer ware to anyone else in the U.S.

The second offer was from SSW, Chicago, the largest supplier of hotel and restaurant supplies in the U.S. They perceived a U.S. market of 600,000 sets a year. Since the Japanese government did not allow overseas investment, SSW was willing to budget \$1.5 million for the next two years towards introduction and promotion. Neel would sell his "Pride" brand but would have to give exclusive representation to SSW for five years at standard commission rates and also forgo his profit margin toward paying back the \$ 1.5 million.

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – International Business]

SUBJECT: GLOBAL OPERATIONS MANAGEMENT

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 1.15 minutes

Max. Marks: 20

Note: Please read the case study and answer the questions given below.

Case study - McDonald's Restaurants: McDonald's is one of only a handful of brands that command instant recognition in virtually every country in the world. It has more than 30,000 restaurants in over 119 countries, serving around 50 million people every day. All businesses face challenges every day. One of the major challenges facing McDonald's is managing stock. Stock management involves creating a balance between meeting customers' needs whilst at the same time minimizing waste. Waste is reduced by:

1. Accurate forecasting of demand so that products do not have to be thrown away as often.
2. Accurate stock control of the raw materials.

Stock management involves creating a balance between meeting customers' needs whilst at the same time minimizing waste. This is an increasingly tough balancing act. As customer tastes change, McDonald's needs to increase the range of new products it offers, so the challenge of reducing waste becomes even greater.

Why change was needed: In the past, stock ordering was the responsibility of individual restaurant managers. They ordered stock using their local knowledge, as well as data on what the store sold the previous day, week and month. For example, if last week's sales figures showed they sold 100 units of coffee and net sales were rising at 10%, they would expect to sell 110 units this week. However, this was a simple method and involved no calculations to take account of factors such as national promotions or school holidays. It took up a lot of the Restaurant Manager's time, leaving them less time to concentrate on delivering quality food, service and cleanliness in the restaurants.

The new system: In 2004, McDonald's introduced a specialist central stock management function known as the Restaurant Supply Planning Department. This team communicates with restaurant managers on a regular basis to find out local events. The team builds these factors into the new planning and forecasting system (called Manugistics) to forecast likely demand of finished menu items (e.g., Big Macs). This case study looks at how McDonald's manages its stock through its management systems and what benefits this brings.

Stock management: Holding too much stock carries costs, so McDonald's runs a lean stock control to save money. Stock management is the process of making sure there is enough stock at all times to meet customer demands whilst minimizing expensive waste.

Stock control charts: A stock control chart shows the balance of orders for new stocks against sales. The system is dependent on figures for expected sales. For example, if sales of burgers are going out of the system, then stocks of beef patties need to be coming into the system.

Manugistics uses two years' worth of product mix history to produce forecasts for each restaurant. This uses time series analysis. The planner will apply a causal factor (the blue blocks in the example) to the time series for the start and end date of this promotion. Using complex calculations, the graph then produces a forecast - seen below circled red.

Entering data: Any system is only as good as the data that is provided. Therefore, McDonald's Restaurant Managers need to ensure that the data they enter into the system is as accurate as possible. For example, each day, Restaurant Managers record opening and closing stocks of key food items. They record all other items weekly. The store computer system identifies any stock count deviations from the last stock count so

managers can investigate. For example, the manager may have missed off a box of organic milk whilst counting them earlier on in the shift.

Buffer stock: Restaurants hold a small buffer stock. This is an extra quantity of stock held to meet unexpected higher demand. It is also the point at which more goods are ordered the re-order level.

Ordering: McDonald's store managers use a simple web-based communication tool called 'Weblog' to view and amend store Order Proposals. Every day Weblog creates a proposed order for the manager to analyse and amend if necessary. Weblog enables managers and central planners to see what quantities have been ordered, what the current stock levels are and exactly how much stock is due to be delivered at a particular time.

In the past, managers would have had to check their delivery for any shortages and input every item they had received. The system now automatically generates a delivery note that gives the exact quantities and descriptions of the delivery. All managers need to do is simply click 'confirm' on Weblog. This saves valuable time and makes the process more cost-effective.

Benefits to customers and restaurants: The centralized stock management system generates many benefits. Many of these are for restaurants and Restaurant Managers. However, customers also benefit through improved customer experience customers can eat a quality product, in a clean environment, when they want it.

- 1) Restaurants avoid running out of stock.
- 2) As a result, customers can always receive what they order.
- 3) The system eliminates inexperience in the ordering. The system enables a new Restaurant Manager to ensure the order is right first time.
- 4) Time saved in ordering as the system calculates how much is required.
- 5) Orders are based on the current stocks. The Restaurant Manager simply inputs the current stock level.
- 6) Less waste means food costs are reduced. This cost saving is then passed on in better value for money for customers.
- 7) The amount of stock ordered for promotions is more accurate, being based on past performance.
- 8) There is a reduction in the need for emergency deliveries, saving money.
- 9) Stock levels are always at optimum level, helping to ensure sales and the freshest product.
10. Stock can be reduced automatically at the end of a promotion, avoiding too much stock.

Conclusion: Because McDonald's has taken much of the hard work out of stock management, Restaurant Managers are able to spend more time focusing on delivering McDonald's high standards of Quality, Service and Cleanliness. Customers are happy because they can be sure the item, they want is on the menu that day. Efficient stock management is essential to any business. It enables the business to operate in a responsible way.

The system also minimizes waste. Efficient use of materials means that society's resources are being used well with very few waste products. For example, fewer materials end up as waste in landfill sites. This leads to a reduction in costs. Due to lower costs, McDonald's can pass the benefits on to customers, providing better service and lower prices. The reduction of waste provides a win/win/win situation for McDonald's, its customers and wider society.

Questions:

1. Discuss the various process changes and their implications on inventory control. 10 marks (0203300318.3)
2. Deliberate on the concept of Manugistics. 5 marks (0203300318.3)
3. Centralized planning vs local planning. Discuss the pros and cons. 5 marks (0203300318.3)

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – International Business]

SUBJECT: GLOBAL SUPPLY CHAIN & LOGISTICS MANAGEMENT

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 1.15 minutes

Max. Marks: 20

Case study : Gateway and Apple: Two Different Journeys into Retailing

Gateway was founded in 1985 as a direct sales manufacturer of PCs with no retail footprint. In 1996, Gateway was one of the first PC manufacturers to start selling PCs online. After many years of selling its PCs without a retail infrastructure, Gateway introduced an aggressive strategy of opening Gateway retail stores throughout the United States in the late 1990s. Its stores carried no finished-goods inventory and were primarily focused on helping customers select the right configuration to purchase. All PCs were manufactured to order and shipped to the customer from one of the assembly plants.

Initially, investors rewarded Gateway for this strategy and raised the stock price to more than \$80 per share in late 1999. However, this success did not last. By November 2002, Gateway shares had dropped to less than \$4, and Gateway was losing a significant amount of money. By April 2004, Gateway had closed all its retail outlets and reduced the number of configurations offered to customers. In August 2007, Gateway was purchased by Taiwan's Acer for a price of \$710 million. By 2010, Gateway computers were sold through more than 20 different retail outlets including Best Buy and Costco. As you can imagine, this was quite a transition for the company to experience.

In contrast, Apple has enjoyed tremendous success since it opened its first retail store in 2001. By 2010, Apple had more than 300 stores worldwide, and retail sales represented about 15 percent of the company's total net sales. Unlike Gateway, Apple has always carried product inventory at its stores. Given its product designs, Apple has relatively little variety that it carries in its stores. Each of its stores has a relatively high level of sales with its Regent Street store in London reaching sales of 2,000 pounds per square foot in 2009. In the 2010 annual report, Apple listed retail sales totalling almost \$10 billion, a growth of 47 percent relative to the previous year.

The following questions highlight supply chain decisions that have a bearing on the difference between Apple's and Gateway's performance:

All 5 questions are compulsory (5*4=20 marks)

1. Why did Gateway choose not to carry any finished-product inventory at its retail stores? Why did Apple choose to carry inventory at its stores? (4 marks)(CO3)
2. What are the characteristics of products that are most suitable to be carried in finished-goods inventory? What characterizes products that are best manufactured to order? (4marks)(CO3)
3. Should a firm with an investment in retail stores carry any finished-goods inventory? How does product variety affect the level of inventory a retail store must carry? (4marks)(CO3)
4. Is a direct selling supply chain without retail stores always less expensive than a supply chain with retail stores? Explain briefly (4marks) (CO1)
5. What factors explain the success of Apple retail and the failure of Gateway country stores? (4marks)(CO1)

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – International Business]

SUBJECT: EXPORT & IMPORT MANAGEMENT**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 1.15 minutes

Max. Marks: 20

Note: This paper is in 02 parts A & B. Part A is compulsory. In part B, attempt any seven questions.

PART A

XYZ is a 100% export oriented company located in NOIDA (UP) and dealing in manufacturing of car engines for Toyota. The company imports few parts (**restricted item**) from South Korea which are required for assembling of car engines. Once these engines are ready the same are exported.

The company has a separate export import department which is headed by a Manager who handles all export import requirements through a Customs Handling Agent (CHA) based at Mumbai. The department has received an intimation from the exporter that the ordered consignment has been dispatched as air cargo and will reach to India in 10 days' time. As per packing list, the consignment will be in 10 cartoons each weighing 150 kg and having dimensions Length 1.75 M width 1.0 M and height 1.5 M. The commercial invoice received had cost, insurance and freight (CIF) value of the consignment 15500 USD. In India, Basic custom duty (BCD) for such items are 10%, Social Welfare Surcharge (SWS) is 10% and IGST is 18%.

The Manager of this department had some emergency and proceeded on leave without briefing his staff about this consignment. Based on CHA request, the concerned staff sent documents for clearance of import consignment. These documents were namely **Commercial Invoice, Packing list, Letter of credit (LC), RCMC Registration cum Membership Certificate, DEEC/DEPB/ECGC License for duty benefits, Airway Bill, Certificate of Insurance etc.** to CHA. The staff also requested the CHA to prepare a **shipping bill** & submit the same to customs for early clearance of the consignment.

You have recently joined this company as Asst. Manager marketing. Due to your academic qualification, you have been temporarily shifted to export import department.

When you were scrutinising the documents sent for import clearance of the consignment, you found that number of important documents essentially required for customs import clearance were not provided to CHA.

(i) Please name those documents which are to be sent to CHA with immediate effect. Also indicate whether the staff asked CHA for making Shipping bill for import clearance of consignment was a correct instruction.

(3 marks)

(ii) What would be the Total Customs Duty amount, you will be requisitioning to your finance department for paying the customs duty?

(3 marks)

PART B

Attempt any 07 questions. Detail explanation not required. Give your answer with relevant points only. All questions carry 2 marks each.

1. What do you understand by the terms factoring and forfaiting? Enumerate at least three differences between the two?
2. Why export Finance is required? What is the Packing Credit?
3. What is the difference between Shipping Bill and Bill of Entry? What are the three types of Bills of Entry?
4. What are the Principal Commercial and Regulatory Documents under Export Documentation? Give names only.
5. Who regulates EXIM bank? List down 03 of its major functions.
6. List down various types of customs duty which can levied on importation of goods?
7. List down 05 physical and 02 documentation steps of Shipping Process.
8. Name the portal where shipping bill and Bill of Entry are filed and system in which all documents are uploaded.
9. Expand the following: (i) P & I (ii) ECGC (iii) BAF (iv) FAS.

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Finance & IB]

SUBJECT: COST AND MANAGEMENT ACCOUNTING

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

Q.1. A particular component Z used in the assembly of a product manufactured by your company can be purchased from the market. The current market price of this component is Rs. 240. Further the firm has to incur transportation cost of Rs. 54 per piece. Annual requirement of this component is 6000 units.

The cost of manufacturing the component is as follows:

(5 marks) (CO2, CO4 & CO5)

	Component Z per unit (Rs.)
Raw materials	192
Direct wages	16
Overheads - Variable	16
Overheads -Fixed	112
Total Cost	336

Should we manufacture the product or buy it from the market? Make your recommendations.

Q.2. S. V. Ltd. manufactures plastic. From the following information you are required to calculate Cost Variance, Price variances and Usage Variance for Direct materials:

(3 marks) (CO2, CO3 & CO5)

A standard mix of the compound required is as follows: -

Direct materials		
	Std. Qty. (kgs.)	Std. Price (Rs per kg.)
A	4650	0.90
B	3100	0.65

During December 2021, actual materials consumed were:-

Direct materials		
	Actual Qty. (kgs.)	Actual Price (Rs per kg.)
A	5000	0.85
B	2900	0.60

OR

Q.2. Briefly explain the concepts of the following variances: Material Cost Variance Material Price Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. (3 marks) (CO2, CO3 & CO5)

Q.3. XYZ Ltd. has recorded the following data of the sales and profit during the two years were as follows:

Year Ending 31st March	Sales (Rs.)	Profit (Rs.)
2020	4,00,000	40,000
2021	6,00,000	80,000

From the above, you are required to calculate the following:

- Profit-Volume (P/V) Ratio
- Fixed Cost
- Break Even Point

(2 marks) (CO2, CO4 & CO5)

OR

Q.3. What do you mean by Marginal Costing? Discuss the following terms in relation to Marginal Costing: (a) P/V Ratio, (b) Margin of Safety and (c) Break-even analysis.

(2 marks) (CO2, CO4 & CO5)

**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH**[Specialization – Finance, FT, OPS, HRM, IB & FM]****SUBJECT: RESEARCH METHODOLOGY****[TERM END EXAMINATION APRIL - 2022]****Max. Duration: 45 minutes****Max. Marks: 10****Section A****Note : Section A is compulsory and carries 5 marks. (5 Marks)**

1. Patanjali wants to know whether their products are preferred by people of different demographics and which attributes of the products are liked by them. **(CO2)**

- a) What research design can be used?
- b) Define the research objectives?
- c. Which are the variables in this study?
- d. What hypothesis can be formulated?
- e. What sampling method can be used?

Section B**Note: Answer any ONE question. Each Question carries 5 Marks****Short Notes (any ONE: 5 marks each) (5Marks)**

1. Explain various steps involved in the research process. **(CO1)**

OR

2. Explain the various methods of sampling? **(CO1)**

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Marketing, Finance, OPS, BA, DMT, FT, FM, HRM, IB & RMM]

SUBJECT: LEADERSHIP LAB

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

Note: Answer all questions based on your level of understanding.

Based on your readings, activities, and dialogue in Leadership Lab sessions, write a **Reflective essay** (Minimum 2 pages and not more than 4 pages) based on pointer given below:

- a. What concepts/ tools that you learned resonates with you the most and which the least? (Make use of personal narratives wherever appropriate to elaborate. For eg. When I was reading x or working on x presentation with Y...this insight made me curious....etc.) **4 Marks (CO 1, CO2)**
- b. What principles/learnings have you applied or are working with in your daily life. (Make use of personal narratives wherever appropriate to elaborate.) **6 Marks (CO2, CO3, CO4)**

-All the Best-

**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT****(ITM BUSINESS SCHOOL – NAVI MUMBAI)****PGDM 2021-2023 BATCH****[Specialization – International Business]****SUBJECT: INTERNATIONAL TRADE****[TERM END EXAMINATION APRIL - 2022]****Max. Duration: 45 minutes****Max. Marks: 10****Note- Q 1 is compulsory. Answer any two questions from Q2 to 4.****Q 1- Read the case and answer the questions given below.**

When the North American prepaid agreement (NAFTA) went into effect in December 1992 and tariffs on imported tomatoes were dropped US tomato producers in Florida feared that they would lose business to lower cost producers in Mexico. So they lobbied the government to set a minimum floor price for tomatoes imported from Mexico. The idea was to stop Mexican producers from cutting prices below the floor to gain share the US market. In 1996, the United States and Mexico agreed on a basic floor price of 21.69 cents a pound. At the time, both sides declared themselves to be happy with the deal. As it turns out, the deal didn't offer much protection for the US tomato growers. In 1992, the year before NAFTA was passed, Mexican producers exported 800 million pounds of tomatoes to the United States. By 2011, they were exporting 2.8 billion pounds of tomatoes an increase of 3.5-fold. The value of Mexican tomato exports almost tripled over the same period to \$2 billion. In contrast tomato production in Florida has fallen by 41% since NAFTA went into effect. Florida growers complained that they could not compete against low wages and lax environmental oversight in Mexico. They also alleged that Mexico growers were dumping tomatoes in the US market at below the cost of production with the goal of driving US producers out of business. In 2012, Florida growers petitioned the U.S. Department of Commerce to scrap the 1996 minimum price agreement, which would then free them up to file an anti-dumping case against the Mexican producers. In September 2012, the Commerce Department announced the preliminary decision to scrap the agreement. At first glance, it looked as if the Florida growers were going to get their way. It soon became apparent, however, that the situation was far more complex than appeared at first glance. More than 370 business and trade groups in the United States- from small family run importers to meat and vegetable producers and Walmart stores- wrote or signed letters to the Commerce Department in favour of continuing the 1996 agreement.

Among the letter writers was Kevin Ahern, the CEO of Ahern Agri business in San Diego. His company sells about \$20 million a year in tomato seeds and transplants to Mexican farmers. In a letter sent to the New York Times, Ahern noted that, "yes, Mexico produces the tomatoes on average at a lower cost than Florida; that is what we call competitive advantage." Without the agreement term Ahern claimed that his business would suffer. Another US company Nature Sweet limited, grows cherry and grape tomatoes under 1200 acres of green houses in Mexico for the American market. It employs 5000 people although all but 100 work in Mexico. The CEO Bryant Ambelang that his company could not survive without NAFTA. In his view, Mexican grown tomatoes were more competitive because of lower labour cost, good weather and more than a decade of investment in greenhouse technology. In a similar vein, Scott Defife, a representative of the U.S. National Restaurant Association, stated "people want tomato-based dishes all the time.... you plan over the course of the year where you are going to get your supply in the winter, spring, fall. Without tomatoes to Mexico, a winter freeze in Florida, for example, will send prices shooting up, he said. Faced with a potential backlash from US importers and US producers with interest in Mexico, the Commerce Department pulled back from its initial conclusion that the agreement should be scrapped. Instead, in early 2013 it reached an agreement with the Mexican growers to raise the minimum floor price from 21.69 cents a pound to 31 cents a pound. The new agreement also established even higher prices for speciality tomatoes and tomatoes grown in controlled environment. This was clearly aimed at Mexican growers who have invested billions to grow tomatoes in greenhouse is greenhouses. Florida tomatoes are largely picked green and treated with gas to change their colour.

A. Was the establishment of a minimum floor price for tomatoes consistent with the free trade principles enshrined in NAFTA? **2 Marks CO 1**

B. Was the Commerce Department right to establish a new minimum floor price rather than scrap the agreement and file an antidumping suit? Who would have benefitted from an anti-dumping suit against Mexican tomato producers? Who would have suffered? What do you think is the optimal government policy response here? Explain your answer. **4 Marks CO 3**

Q 2- What are the various institutions under the World Bank Umbrella? Discuss in brief the functions of anyone. **4 Marks CO 5**

Q 3- Discuss with examples factors influencing country competitiveness. **4 Marks CO 4**

Q 4- Discuss in brief India's Foreign Trade policy considering - export and import prohibition and restriction. **4 Marks CO 2**

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization –International Business]

SUBJECT: SELLING SKILLS**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

CASE

You work for a shoe manufacturing company and are one of the senior executives in the Corporate B2B relations department. Your company has just launched a latest range of comfortable sports shoes. An IPL Team is interested in sourcing these shoes from you for their players. Ms. Anindita Banerjee, the key decision maker, has called you for a meeting in this regard.

Q1. Try and understand their exact requirements using the SPIN Technique. (5 MARKS) *(Please note: Write only the list of questions that you can probably ask and categorize them under S, P, I & N...uncategorized questions will attract a score of Zero)*

Q2. Explain your new product to her using FAB. (5 MARKS) *(Create a FAB Table/Chart...failing to do so will attract a score of Zero)*

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization –Marketing, Finance, OPS, BA, FT, DMT, HRM, IB, RMM & FM]

SUBJECT: MANAGERIAL COMMUNICATION - 2

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

Read the following Case studies and answer the questions given below in 200 - 250 words (5x2 = 10 Marks)

Case 1

Radha was very proud of her father. He was a senior bureaucrat in the state and he was invited to every major function in Radha's school and colleges. She used to feel like a star on such occasions. She boasted about her father in her friends' circle. It was not without reason as her father himself used to tell her his stories of honesty, integrity in administration from his personal experiences.

Radha was a brilliant student in her studies. She had many friends and some enemies too. Ramya was one of those enemies who was jealous of Radha and she constantly searched for an opportunity to hurt Radha with her acerbic taunts. Most of the time Radha avoided encountering Ramya inside the college campus. When Radha was in her final year of graduation, just before her final exams, her father was arrested on charges of corruption and was sent to jail. This became a major news in the state and severely affected Radha mentally.

She did not want to write her exams as she felt embarrassed to go to college. But her friends and mother convinced her to give exams as it was very important for her future. As soon as Radha entered college, Ramya met her and started talking sarcastically about Radha's father, how an honest father got arrested and how Radha had come to write exams in spite of a major crisis in her family. Ramya wryly asked Radha if her father had gone to jail to deliver a lecture about honesty and integrity.

One of Radha's close friends slapped Ramya there itself. Radha was hurt by Ramya's comments and not able to control her emotions she rushed out of college crying loudly. That day she did not give her exam. Next day she committed suicide at her home. In the above example, Radha, Ramya and Radha's friend who slapped Ramya all have displayed different shades of low emotional intelligence.

- Identify points of Low EI on the part of Radha, Ramya and Radha's friend **CO4..(2.5 Marks)**
- Analyse how each one of them (Radha, Ramya and Radha's friend) would have behaved if they all had possessed high emotional intelligence? **CO4.. (2.5 Marks)**

Case 2

Neha, a second year student, and Tara, a senior, are roommates in one of the university dorms and have been enjoying spending time with each other. Recently, Neha has been leaving dirty dishes and personal belongings in the communal area she and Tara share. This has started to annoy Tara, as she is becoming overwhelmed with the messy room, increased class assignments, and the stress of her upcoming graduation. Tara feels Neha is taking advantage of her and being disrespectful.

This morning, after stepping on one of Neha's wire clothing hangers, she hurt her foot. In anger, Tara threw Neha's cell phone against the wall and shattered the screen on Neha's phone. This act enraged Neha and she started pushing Tara and yelling profanities. The RA was contacted and resulted in Neha being arrested for assault.

- What signs of conflict did you observe in the scenario? **CO5..(2.5 Marks)**
- What could they have done to improve their conflict? **CO5..(2.5 Marks)**

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – International Business]

SUBJECT: FRENCH – 2

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

Instructions:

- | | |
|--|--|
| a) Use of dictionary & mobile phone is not permitted | b) All questions are compulsory |
| c) Marks to each question are indicated to the right | d) All answers to be written in French |

THE INTERROGATIVES:

Q.1. Convert Any One of the following sentences into interrogative by using all three methods.

3 Marks (CO 1)

- A) Ils sont français (They are French)
- B) Vous mangez du pain (You are eating some bread)
- C) Tu vas au collège (You are going to the college)

TIMINGS:

Q.2. How to say in French - Write the full sentence (All questions compulsory)

2 Marks (CO 4)

- A) It is 6.00pm
- B) It is 12.30 noon
- C) It is 3.30am
- D) It is 7.45pm

FUTUR PROCHE (NEAR FUTURE)

Q.3. Convert Any Two of the following present tense sentences into Futur Proche (Near Future)

2 Marks (CO 2)

- A) Nous mangeons ensemble (We are eating together)
- B) Je parle français (I am speaking French)
- C) J'aime ma famille (I love my family)
- D) Vous habitez à Paris (You are living in Paris)

PASSE RECENT (RECENT PAST)

Q.4. Convert Any Two of the following present tense sentences into Passe Recent (Recent Past)

2 Marks (CO 2)

- A) Je mange mon déjeuner (I am eating my lunch)
- B) Elle arrive (She is arriving)
- C) Nous bavardons (We are chatting)
- D) Ils finissent leur classe (They finish their class)

LA NEGATION (THE NEGATIVES)

Q.5. Negate the following affirmative sentences (Any one)

1 Marks (CO 2)

- E) Il y a une classe demain (There is a class tomorrow)
- F) Elle est indienne (She is an Indian)

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Marketing, Finance, BA, DMT, OPS, FT, FM, HRM, IB & RMM]

SUBJECT: VERBAL SKILLS AND QUANTITATIVE ANALYSIS - 2**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

Note: All Questions are mandatory. Each Question Carries 2 Marks.

Q.1 A can complete a work in 10 days and B can complete the same in 15 days. In how many days they can finish the work working together. **CO2**

- (A) 6 (B) 7
(C) 8 (D) 9

Q.2. A and B together can complete a work in 3 days while B alone can finish it in 5 days. In how many days A can finish it alone? **CO2**

- (A) 9 days (B) 15/8 days
(C) 15/2 days (D) 8 days

Q. Which day was on 26th January 1950? **CO2**

- (A) Monday (B) Tuesday
(C) Wednesday (D) Thursday

Q.4 A person was born on 29th February 1796. When did he celebrate his next birthday? **CO2**

- (A) 29th Feb 1798 (B) 29th Feb 1800
(C) 29th Feb 1802 (D) None of these

Q.5 A train crosses a platform of length 120 mt and 162 mt in 15 sec and 18 sec respectively. Find the length of the train? **CO2**

- (A) 90 mtr. (B) 120 mtr
(C) 150 mtr (D) Cannot be determined

Q.6 A person goes to his office at the speed of 6 km per hour and comes back with a speed of 4 km per hour. Find his average speed during the whole journey? **CO1**

- (A) 5 kmph (B) 4.8 kmph
(C) 2.4 kmph (D) 3.6 kmph

Q.7. If a clock is showing 7:20 in real image what will be the time in mirror image? **CO1**

- (A) 4:40 (B) 5:40
(C) 7:20 (D) 3:20

Q.8 If A can do a work in 15 days and B can do the same work in 12 days. In how many days they can finish the work working together? **CO1**

- (A) 60/7 days (B) 9 days
(C) 20/3 days (D) 10 days

Arrange the following sentences in order to create a logical paragraph

1. Commercially reared chicken can be unusually aggressive and are often kept in darkened sheds to prevent them from pecking at each other.
- a. The birds spent far more of their time — up to a third — pecking at the inanimate objects in the pens, in contrast to birds in other pens which spent a lot of time attacking others.
- b. In low light conditions, they behave less belligerently but are more prone to ophthalmic disorders and respiratory problems.
- c. In an experiment, aggressive head-pecking was all but eliminated among birds in the enriched environment.
- d. Altering the birds' environment, by adding bales of wood-shavings to their pens, can work wonders.
6. Bales could diminish aggressiveness and reduce injuries; they might even improve productivity since a happy chicken is a productive chicken.

- i. DCAB
- ii. CDBA
- iii. DBAC
- iv. BDCA

10) Complete the following statements by filling the blanks with the appropriate words:

Mann's broadside _____ The New Republic to write an editorial in April 1936 praising him: "It is news in the international republic of letters when Thomas Mann comes out in _____ to the new Germany".

- i. impasse, spinster
- ii. prompted, spinster
- iii. impasse, opposition
- iv. prompted, opposition

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – International Business]

SUBJECT: FOREIGN POLICY**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

Note- Answer any two questions. Q 1 is compulsory.

Q 1 - Read the article and answer the questions given below.

For India, Putin's War Starts to Look Like a Gift- C Raja Mohan

When Russia launched its full-scale war on Ukraine, India first appeared stuck in an unenviable corner. Having edged closer to the West in recent years as an insurance policy against its main adversary, China, New Delhi might have been expected to align with Washington and its allies in the conflict. Yet India has been reluctant to condemn Russia, on which it remains utterly dependent for the vast majority of its military equipment. At the same time, there is a deep reservoir of goodwill in India for Russia as a partner since the 1950s, when Moscow backed New Delhi as Western powers aligned with Islamabad. While India's ties with the West grew rapidly in the last two decades, the empathy for Russia has endured. Little surprise, then, that India abstained on all the resolutions at the United Nations Security Council and General Assembly censuring the Russian invasion. That India found itself on the same side on this issue as China is a paradoxical effect of the war in Ukraine.

Now, it appears that the war may actually be a gift for New Delhi. Washington has muted its criticism—it knows that New Delhi is needed as a partner against Beijing and understands that India's dependence on Russian military hardware requires it to play nice with Moscow. Just like China, resource-constrained India has also made good use of the crisis to snap up cheap Russian oil, which it is buying at a heavy discount to market prices as Western customers increasingly shun Russian deliveries.

Meanwhile, China and Russia are seizing the opportunity offered by India's reluctance to join the West in condemning the Russian invasion in order to entice India into greater political cooperation. Last week, Chinese Foreign Minister Wang Yi arrived in New Delhi on an unannounced visit. This Thursday, Russian Foreign Minister Sergey Lavrov is expected to arrive in India as well. While Beijing and Moscow might hope to lure New Delhi into a new, anti-Western Asian coalition, India is unlikely to give up on its strategic reorientation toward the United States and its allies. But in the meantime, India is making the most of being wooed by both sides.

Far from being in an unenviable bind, New Delhi now looks well placed to leverage its position in the middle for its own benefit in the short and long term. From Russia, India is getting discounted oil, fertilizer, and other commodities as Moscow desperately seeks new buyers. From China, India is looking to extract an easing of the Sino-Indian military confrontation in the Himalayas. With the United States and other Western partners, India is looking to modernize its defence industrial base and reduce its dependence on Russian military supplies.

Since Washington's early displeasure at India's U.N. votes and U.S. President Joe Biden's statement that India is "shaky" on Russian sanctions, senior administration officials have signalled their understanding of India's positions. U.S. officials concede that India's oil purchases from Russia do not violate current sanctions. New Delhi, in turn, has carefully avoided any contravention of the sanctions regime. As for India's continued dependence on Russian weapons, U.S. Undersecretary of State Victoria Nuland conceded this is to no small extent the fault of the United States, which was reluctant to supply India with modern weapons during the Cold War; during a recent visit to New Delhi, she said Washington is now prepared to make amends, possibly including stronger defence industry collaboration. This will likely be explored at a meeting of U.S. and Indian foreign and defence ministers in November.

Rattled by Russia's military failures and the unprecedented Western unity in the face of Russian President Vladimir Putin's unprovoked war, Beijing and Moscow are edging closer to each other—and looking to enlist new partners in the non-Western world. Inevitably, India is at the top of the list of their targets. To that end, Wang expounded on what China sees as the "Asia moment" in global affairs and pleaded for Sino-Indian cooperation. Wang reminded New Delhi that China is hosting the BRICS summit in 2022—and it won't have been lost on either side that the two remaining BRICS members, Brazil and South Africa, have also been reluctant to support the West on Russia and Ukraine. Wang is promoting BRICS and the Shanghai Cooperation Organization—another non-Western multilateral forum where India, China, and Russia regularly meet—as ways to counter what Beijing considers unacceptable Western dominance of the global order, starkly underlined today by the sweeping sanctions imposed on Russia.

New Delhi, however, is not ready to jump onto the bandwagon of a new coalition led by Beijing and its junior partner, Moscow. India's most immediate concern is ending its low-intensity border war with China in the Himalayas, where Beijing has yet to signal serious movement. New Delhi has insisted that restoration of the status quo before China's 2020 incursion and occupation of territory claimed by India is a precondition for cooperation in other areas. While 15 rounds of talks between Indian and Chinese military commanders have helped ease some of the military face-offs in Ladakh, Indian Foreign Minister Subrahmanyam Jaishankar is pressing for a quicker pace of disengagement, beginning with a pullback of thousands of troops stationed close to the contested border line. India is not holding its breath but would welcome any reduction in Chinese military pressure on the border.

But even if Beijing moderates its policies and New Delhi reviews its own thinking on China, India has little reason to change its focus on deeper security cooperation with the United States, most notably in the Quadrilateral Security Dialogue, a partnership that also includes Japan and Australia. Just as India considered itself nonaligned during the Cold War but tilted to the Soviet Union, India's current constellation—a multi-alignment among China, the United States, and Russia—will be weighted in favor of the United States and the West. For all the manoeuvring, India's difficulties with China are not about to disappear, nor can Moscow prevent the steady diminution of Russia's importance for New Delhi.

In the new situation created by Russia's war, India's dependence on Moscow for weapons has also gotten the Biden administration's attention. Although India's massive reliance on Russian arms and spare parts is unlikely to come down quickly, the United States can play a critical role in accelerating India's diversification. The government of Indian Prime Minister Narendra Modi now has the opportunity to push for U.S. and other Western investment in the modernization and indigenization of India's defense industrial base. In India's ideal but currently elusive scenario, Russia would be at peace with Europe and the United States and help in stabilizing (or stay out of) the Asian balance of power. Putin's Russia, however, has embraced China, invoked Western wrath with its war on Ukraine, and complicated India's quest for Asian balance.

This significantly limits what India can do in the near future with Russia—and, in turn, with China—even as it remains open to engaging Moscow and keeping the lines of communications open with China.

A. Keeping in mind the Indian Foreign Policy, analyse the article. CO1- 3 Marks

B. What are your own views about the issue mentioned in the article? Do you agree with the views of the author? Give reasons. CO5- 3 Marks

Q 2- Write a comprehensive note about the need of studying foreign policy by a corporation?

CO 1- 4 Marks

Q 3- What are the ingredients of the propaganda model? Explain. **CO 5- 4 Marks**

Q 4- What is Foreign Policy? What are the external and domestic determinants of Foreign Policy?

CO 1- 4 Marks

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(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Marketing, Finance, BA, DMT, OPS, FT, FM, HRM, IB & RMM]

SUBJECT: ADVANCED EXCEL**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

Note: Select one correct option from the below MCQ's- (1 Mark each)

- 1) Where is the PIVOT feature of EXCEL available in the ribbon? [CO3]
 - Home Tab
 - Insert Tab
 - Data Tab
- 2) Which of the following is a true statement about Pivot Tables? [CO3]
 - PIVOT report is a feature that summarizes the given data only if it is sorted in ascending order.
 - PIVOT report can only help if one needs to ADD the values in raw data however it can't perform any other operation
 - PIVOT report summarizes the raw data even if it is not sorted and can perform various operations like SUM, COUNT, MAX, MIN, PRODUCT, Grouping etc.
- 3) Once pivot table is created and the content from main database is updated, by which feature of excel would the pivot table be updated? [CO3]
 - Subtotal
 - Goal seek
 - Refresh All
- 4) Do slicers from different pivot table needs to be connected, in order to work in a synchronised manner? [CO3]
 - Yes
 - No
- 5) Which tool under Pivot table will further narrow down your search? [CO3]
 - Goal Seek
 - Name Manager
 - Slicer
- 6) Macros recorded once, can it be modified? [CO4]
 - Yes
 - No
- 7) Excel Macros can help us with _____ [CO4]
 - Graphs, dashboards & Histogram only
 - Print layouts exclusively
 - Helps Automate repetitive tasks.

8) Macro is coded in which language?

[CO4]

- C++
- Vb script
- Python

9) Can we enter data only in the row input cell under Data Table using What If analysis [CO2]

- Yes
- No

10) The Goal Seek tool, comes under which of these functions

[CO2]

- Statistical functions
- What If Analysis
- Pivot table

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(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH**[Specialization – Marketing, Finance, BA, DMT, OPS, FT, FM, HRM, IB &RMM]****SUBJECT: CAREER MANAGEMENT****TERM END EXAMINATION APRIL - 2022****Max. Duration: 45 minutes****Max. Marks: 10**

Q1) Rahul, your classmate had an interview with TCS for the role of Assistant Manager. The interviewer asked him, "What Are Your Strengths?"

Rahul: "I do good work and I'm the best. I'm not so sure, but I'm a good learner also."
The recruiter thanks him and asks the candidate to leave.

a. Identify what's wrong with the answer. **2 Marks - CO5**

b. Had this question been asked to you in the process, what would you have replied?
(Write the Answer EXACTLY as you would say to the Recruiter) **3 Marks - CO5**

Q2) You are a participant amongst 8 in the Group discussion round of Infosys. Read the following case study and answer.

a) How would you initiate the group discussion to make a powerful impact? **2 Marks - CO2**

b) Which offer would you accept as a chairman and why? **3 Marks - CO2**

The Neelkamal Lacquer Company (NLC) of Ahmedabad, India, employed seven thousand men and produced 500,000 pieces of lacquer tableware annually.

The market for lacquerware in India seemed to have matured, with the production steady at 500,000 pieces a year. NLC did practically no business outside India.

In May 2000, the ambitious and dynamic Mr. Neel (Chairman, NLC) received two offers from American companies wishing to sell lacquer ware in America.

The first offer was from the National Company. It was the largest manufacturer of good quality dinnerware in the U.S., with their "Rose and Crown" brand. They were willing to give a firm order for three years for annual purchases of 400,000 sets of lacquer dinnerware. However, Neel would have to forgo their trademark to "Rose and Crown" and also undertake not to sell lacquer ware to anyone else in the U.S.

The second offer was from SSW, Chicago, the largest supplier of hotel and restaurant supplies in the U.S. They perceived a U.S. market of 600,000 sets a year. Since the Japanese government did not allow overseas investment, SSW was willing to budget \$1.5 million for the next two years towards introduction and promotion. Neel would sell his "Pride" brand but would have to give exclusive representation to SSW for five years at standard commission rates and also forgo his profit margin toward paying back the \$ 1.5 million.

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH**[Specialization – International Business]****SUBJECT: COUNTRY PROFILING AND MARKET EVALUATION****[TERM END EXAMINATION APRIL - 2022]****Max. Duration: 45 minutes****Max. Marks: 10****I. Short Notes (Answer any one) 4 X 1 = 4**

1. CAGE Framework (CO 2)
2. Economic Geography (CO 1)
3. Types of Collar Jobs (CO1)

II. Note: Read the following case study and answer the given question. (6 Marks)

Brief history: Godhenu Dairy Farms Private Limited was incorporated on 23 February 2016. It is classified as on govt company and is registered at Registrar of Companies, Mumbai. The founder and CEO of Godhenu Dairy Farms Private Limited is Prashant Kumar Jammi and the directors are Mrs. Kavita & Mr. Himanshu. Godhenu farm at Shahpur, Thane has installed a natural, holistic system capable of producing pure, safe dairy products while improving the health of consumers, the health of cattle's, and the health of our planet's precious resources. Godhenu believes that only a happy cow can produce healthy milk, so they ensure special comfort and good health of their cattle. They feed a special fodder, rich in iron, vitamins, free of any pesticide or fertilisers. Even the entire process of milking the cow is automated in farm at Shahapur, Thane, so that there is no external exposure to the milk produced till it is bottled and delivered to end consumers. The company is a wholesaler of Milk, Paneer, Curd, Fresh Cheese, Desi Ghee, Processed Cheese, Fresh Mawa, Chhena Sweets (made from cow's milk). The company's USP is that they make all their dairy products from cow's milk, whereas in the market many of these products are made from buffalo's milk. In 2016 GODHENU started their business with 35 to 40 cows, cross breed of Holstein Friesian cow which is from New Zealand and Sahiwal cow from Haryana, India. This cross breed was chosen to get the immunity of Sahiwal cow and rich quality and quantity of milk of the Holstein Friesian cow. After successfully deciding the breed of the cow, Godhenu started producing two types of milk which are A1 & A2 on the basis of consumer preference. Godhenu uses green fodder & cakes that are rich in protein & oil content to enhance cow's yield and maintain its health. Regular consultancy with a Veterinary physician takes place for maintaining cow's health.

Organisational structure: Godhenu follows Flat organisation structure because there are a smaller number of people working in this organisation. Since the people working here are less in number, so the CEO and Directors have a close coordination with all the departments of this organisation. Also, they are well connected to customers and their preferences. As and when they expand their business, they will further change the organisational structure accordingly.

Approach to Management: The CEO creates a flexible, dynamic work environment and he himself is in direct contact with every employee because they have a smaller number of employees. The CEO and the two directors have divided their responsibilities and they look after of all aspects of the business personally, right from fetching of milk to the production of all the by-products to the delivery of the products to the distributors

or wholesalers & end consumers. The CEO is visionary and has a dynamic business model which is flexible to change according to the market conditions. He believes that to sustain for a longer run a business must adapt to change rather than resisting from it.

Their marketing strategies are well planned and do not compromise on quality. Hence the price is a higher-than-normal price of cow milk. Godhenu's major competitors are Pride of Cow, Profile and Sharda. Godhenu has positioned itself in the market based on its quality control, right from the initial phase of cow's health, hygiene & fetching of milk to its delivery within 12 hours of bottling.

Road Ahead:

Godhenu further plans to expand its business abroad by launching a specific product in the foreign market, which is Chhena sweet made from cow's milk. Roshogulla, to be precise. The company is yet to identify a country for launching this specific product to enter the foreign market. But before that their major concern is the identification of a prospective market, identifying the total population in that country that would consume the product, the food and health rules and regulations of that particular country, any specific requirements from that particular country if any and the export logistics cost and plan for exporting the product in that particular country.

Answer the following questions.

1. As mentioned in the case, Godhenu plans to expand the business in foreign market with its sweet Rosgulla made from Cow's milk. With your knowledge of Country evaluation of doing business in foreign market, you have been hired as a consultant to evaluate the various parameters to start the business of Godhenu in foreign country. In view of Porter Diamond's Model advise the company.

(6 marks) (CO 4)

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Marketing, DMT & RMM]

SUBJECT: MARKET RESEARCH

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 1.30 minutes

Max. Marks: 20

Note: This paper is divided into two parts; part A is compulsory. From part B attempt any two questions.

Part A

Answer the following questions: All Questions are compulsory.

(10 Marks) (CO1)

1. Why is factor analysis called data reduction technique?
2. Give two differences between correlation and regression?
3. Differentiate between factor analysis and cluster analysis?
4. Explain the terms a) cluster centroid b) Eigen values?
5. What is research design?

Section B

Answer any two questions. All Questions carry equal marks.

(10 Marks)

1. Read the following output on Factor analysis and answer the following questions. (5 marks) (CO3)

KMO and Bartlett's Test

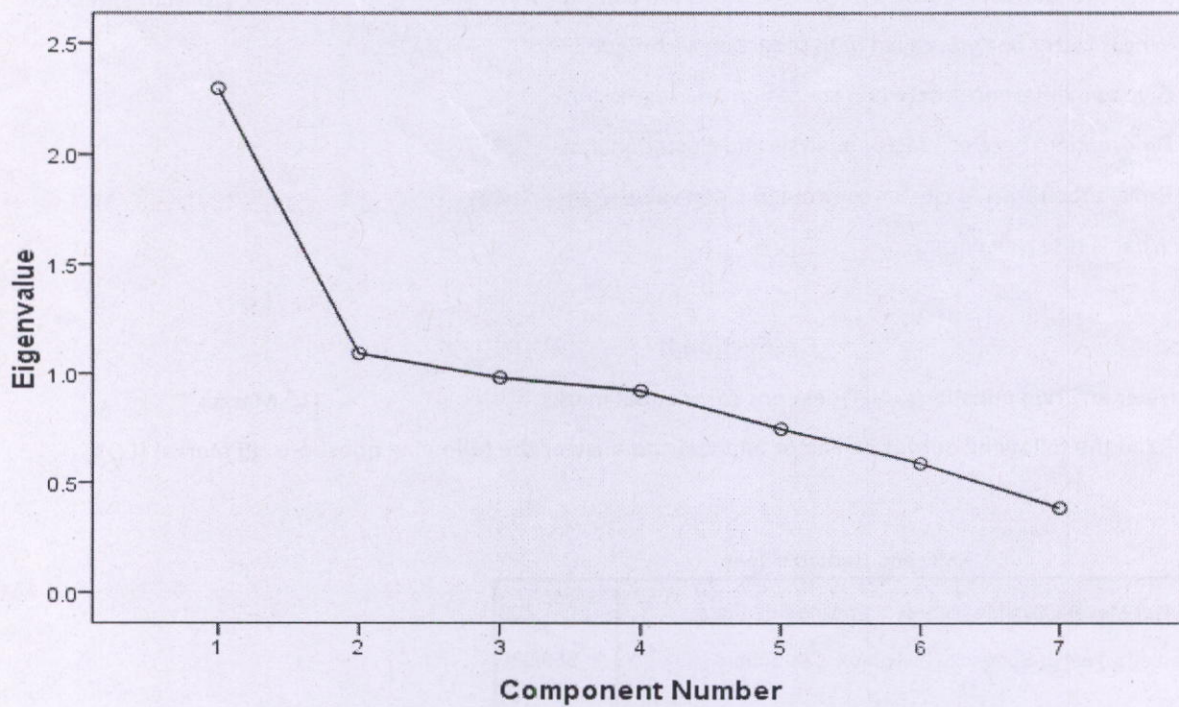
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.706
Bartlett's Test of Sphericity	Approx. Chi-Square	359.080
	df	21
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.297	32.816	32.816	2.297	32.816	32.816	2.223	31.756	31.756
2	1.091	15.583	48.398	1.091	15.583	48.398	1.165	16.642	48.398
3	.981	14.008	62.406						
4	.920	13.138	75.545						
5	.745	10.646	86.191						
6	.586	8.366	94.557						
7	.381	5.443	100.000						

Extraction Method: Principal Component Analysis.

Scree Plot



Rotated Component Matrix^a

	Component	
	1	2
Please indicate which of these you have ever done on the Internet: Newsgroup or Chatrooms	.430	.154
Please indicate which of these you have ever done on the Internet: Looked for a job	.081	.784
Please indicate which of these you have ever done on the Internet: Booked trips	.075	.715
Please indicate which of these you have ever done on the Internet: Downloaded picture	.711	.086
Please indicate which of these you have ever done on the Internet: Downloaded audio	.847	.061
Please indicate which of these you have ever done on the Internet: Information about TV show or movie	.416	.058
Please indicate which of these you have ever done on the Internet: Downloaded video	.793	-.038

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

QUESTIONS:

- 1: Is the data good enough to conduct factor analysis?
- 2: How many factors have been extracted? Why?
- 3: Explain the variables in each of the factors?
- 4: Create a factor model for each of the factors.
- 5: What is scree plot? How many factors are extracted according to scree plot?

2. Read the output of Regression analysis and answer the following questions (5 Marks) (CO3)Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.128 ^a	.016	.014	.68897	1.975

a. Predictors: (Constant), Recoded Age

b. Dependent Variable: Recoded Education

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.912	1	2.912	6.135	.014 ^a
	Residual	175.633	370	.475		
	Total	178.546	371			

a. Predictors: (Constant), Recoded Age

b. Dependent Variable: Recoded Education

QUESTIONS

1. Identify the dependent and independent variables and frame the hypothesis?
2. Which hypothesis is accepted? Why?
3. Frame the regression equation and interpret the value of Y when x is 10.

3. Read the output of cluster analysis and answer the following questions. (CO3)(5 marks)

Final Cluster Centres

	Cluster	
	1	2
Please indicate which of these you have ever done on the Internet: Newsgroup or Chatrooms	1.34	1.60
Please indicate which of these you have ever done on the Internet: Looked for a job	1.52	1.67
Please indicate which of these you have ever done on the Internet: Booked trips	1.300	1.479
Please indicate which of these you have ever done on the Internet: Downloaded picture	1.01	1.42
Please indicate which of these you have ever done on the Internet: Downloaded audio	1.03	1.83
Please indicate which of these you have ever done on the Internet: Information about TV show or movie	1.18	1.56
Please indicate which of these you have ever done on the Internet: Downloaded video	1.18	1.95

Number of Cases in each Cluster

Cluster	1	250.000
	2	121.000
Valid		371.000
Missing		1.000

1. Analyze the variables in each cluster and name them.
2. How many members are there in cluster ?

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Marketing & RMM]

SUBJECT: CUSTOMER INSIGHTS & RELATIONSHIP MANAGEMENT

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 1.15 minutes

Max. Marks: 20

Note: Question 1 is compulsory (10 marks)

Q1. Understanding that parenting is an uplifting and rewarding experience. Pampers has launched its latest campaign 'ItTakes2'.



As a viewer, how will you interpret the above print advertisement. Discuss how the brand has used Perception to change the mindset. (CO3)

OR

Gillette, a razor brand, inspired men in India to embrace a more equal world with its Shaving Stereotypes campaign. Gillette knew that much of its target audience had been brought up on centuries-old notions of masculinity and believed men to be superior to women. Gillette chose to highlight the inherent gender stereotypes in India and help society as a whole to reject such notions. By encouraging men to shave away "stereotypes" that prevent them from being the best versions of themselves, Gillette inspired them to embrace a more equal world. Gillette decided to shift focus from male aspiration to male responsibility – a shared responsibility to undo stereotypes that stop men from making society more gender equal. Gillette had to create cracks in centuries-old 'traditions' and bring about a change in a strongly patriarchal belief system that has remained unchanged. For this campaign, Gillette actively chose to communicate to people at large, since people as a whole shape culture, and culture impacts how men treat women. To create a society that is more gender equal, Gillette decided to inspire the men of tomorrow and the culture they grow up in, to be more vocal in rejecting gender bias. And who better to inspire new thinking than the true story of two girls from Banwari Tola, a backward village in India, who challenged deep-rooted stereotypes by taking over their father's barbershop, a role solely reserved for men. Because blades, unlike people, don't know the difference between a boy and a girl.

This was the first time in India that a men's brand featured women as protagonists of its campaign and demonstrated the importance of having positive role models for the next generation of men. The film received 53m views, the campaign engaged over 100 million people and brand conversations increased by 700%.

What core Indian cultural beliefs and customs are addressed and shifted through this campaign by Gillette.
Answer by taking insights from Hofstede's Cultural values. (CO3)

Q2. Attempt any 4 short notes. Each question carries 2.5 marks (CO2) 10 marks

1. Classical Conditioning theory in Learning
2. Opinion leader
3. Transaction vs Relationship Marketing
4. Five levels of Customer Lifecycle
5. Trait Theory of Personality

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Retail Management & Marketing]

SUBJECT: RETAIL OPERATIONS

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 1.15 minutes

Max. Marks: 20

PART 1

CASE 1

10 marks

Men Buy, Women Shop

A Recent survey at a GAP store revealed that a Male spends approximately 10 minutes in the store and makes a purchase of Rs. 2,500. Whereas, a Female spends around 2 hours and 30 minutes and does a billing of Rs. 11,700. In a typical men's formal section, 95 percent of the merchandise is on 'hang-rods', usually front facing rather than in the usual stacks. Also, the matching trousers/skirts are displayed right alongside or, if possible on the same fixtures. Matching bags, scarves and footwear can be found in the adjacent areas. Waterfall arms are also seen in women's formal wear stores. Surveyors have found that women prefer waterfall arms than straight arms, since the entire range is visible in a waterfall arm.

Q1. Name 2 types of Floor fixture and 2 types of Wall fixture.

(CO – 0201300314.1)

5 marks

Q2. Why do most women centric shops display merchandise on hang-rods rather than in stacks? Elaborate

(CO – 0201300314.5)

5 marks

PART 2

SHORT NOTES (Answer any 2)

5 marks each

1. Explain different types of signages used in a Retail Store (CO – 0201300314.2)
2. Name the formula of : (CO – 0201300314.4)
 - a. Conversion Rate
 - b. GMROI
 - c. AVERAGE BILL VALUE
3. Explain the Importance of FLOOR WALK in the Retail Store. (CO – 0201300314.6)
4. EXPLAIN 2 important functions performed by Customer Services Desk. (CO – 0201300314.5)

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Retail Management and Marketing]

SUBJECT: E-COMMERCE

TERM END EXAMINATION APRIL - 2022]

Max. Duration: 1.15 minutes

Max. Marks: 20

Q1. Short Notes (Attempt any four, 2.5 X 4 = 10 Marks)

- | | |
|--|-----|
| 1. What is the Importance of Google Analytics in E-commerce Business? Explain in Brief | CO2 |
| 2. Explain Drop Shipping Model with Example? | CO1 |
| 3. What is Cross Selling and Upselling? Explain in detail with Example | CO2 |
| 4. What is the importance of RFM analysis in e-commerce? | CO3 |
| 5. Role of CRM in E-commerce. Explain with suitable example in detail | CO2 |

Q2. It's difficult for an individual to forget his/her roots, culture and the authentic hometown flavors. We can move away from these things but the nostalgia, the memories always remain with us and sooner or later we crave for our hometown flavors. In the present busy lifestyle of big cities, SweeDesi brings back these memories, nostalgia and flavors close to you.

We are creating an ecosystem for small regional players to bring them on a global platform and build a Logitech company for hyperlocal intercity delivery at affordable cost.

The name SweeDesi comes from "Sweets + Desi" i.e. the Sweets and flavors which are Traditional, Authentic, Unadulterated with no preservatives. In the current busy and hectic life, the ready availability of our hometown flavors gives us a nostalgic feeling and closeness to our roots.

Why are we different from others:

We source these authentic desi "flavors" and regional savors from the best regional vendors who are known for generations for these amazing delicacies. Any product tastes awesome when it is fresh, pure and made with love and that's why at SweeDesi, we deliver these sweets and snacks to you in less than "24" hrs. after packaging. Yes !! in "24" hrs. to your doorstep. Our ultimate goal is to make your taste buds aware of the different traditional delicacies which you might not have heard. So get ready to try something new, unique and awesome traditional flavor.

You are hired as an E-commerce Business Manager for Brand SweeDesi you need to make it a National Brand by making it available online.

You have to design a complete E-commerce Web Architecture & Plan considering all elements as required by business in detail. (Web design, content design, payments, offers, supply chain, ordering, returns, Policies, marketing, promotions).

10 Marks

CO 4

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH**[Specialization – Retail Management & Marketing]****SUBJECT: BUYING & MERCHANDISING****[TERM END EXAMINATION APRIL - 2022]****Max. Duration: 1.15 minutes****Max. Marks: 20****Section A - Case Study – 10 Marks**

This is the story of a company which has been a major player in the FMCG segment. They developed a strong presence in the Indian market. Their muscle was visible in the marketplace with a strong network of distributors, product portfolio, deep presence in the general trade market, strong teams who were handling both sales as well as marketing. After the Y2K bug had hit the world, the company had started to embrace technology slowly but steadily. Change management is always a perennial challenge.

Beginning the decade of 2010, they started to see a strong tussle between their sales and marketing workforce since their products were getting sold however a lot of them were also getting returned back on account of a variety of reasons.

The management team was concerned and they did a massive exercise of market storming. This led to some great discoveries. They were:

- Sales were happening however on customer visit, products were not seen in the outlet
- Salesman was not focused at building the width and depth of the assortment
- Market dumping was pre-dominant
- Sales people were not focused on visiting the outlet to solve their problems

In view of the above, explain the following:

1. What strategy would the organisation have adopted to mitigate this challenge (CO: 201300318.3)
2. Define width and depth of assortment (CO - 201300318.4)

Section B : Write Short notes with example:

(CO - 201300318.5 | CO - 201300318.4)

Attempt any 2 from following 3 questions. Each carry 5 Marks.

1. Wide and Shallow + Narrow and Deep type of Assortment
2. Describe the steps involved to Range Planning
3. What are the benefits of Store/Group Clustering?

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Marketing, Finance, OPS, BA, DMT, FT, FM, HRM, IB & RMM]

SUBJECT: LEADERSHIP LAB

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

Note: Answer all questions based on your level of understanding.

Based on your readings, activities, and dialogue in Leadership Lab sessions, write a **Reflective essay** (Minimum 2 pages and not more than 4 pages) based on pointer given below:

- a. What concepts/ tools that you learned resonates with you the most and which the least? (Make use of personal narratives wherever appropriate to elaborate. For eg. When I was reading x or working on x presentation with Y...this insight made me curious....etc.) **4 Marks (CO 1, CO2)**
- b. What principles/learnings have you applied or are working with in your daily life. (Make use of personal narratives wherever appropriate to elaborate.) **6 Marks (CO2, CO3, CO4)**

-All the Best-



INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Retail Management & Marketing]

SUBJECT: RETAIL SALES MANAGEMENT

TERM END EXAMINATION APRIL - 2022

Max. Duration: 45 minutes

Max. Marks: 10

Q1. Short note (Answer any One):

(2 marks) CO1

- A) Difference between Build-up Method and Break-down Method
- B) What is GIS and how it acts as a helpful tool for a company.

Q2. A. Zoomcar, is an Indian self-drive car rental company. You are acting as a National Sales Manager.

Design a Sales Promotion Plan? What are the most efficient Sales Promotion Tools should be used to get maximum visibility and sales and help the brand to sustain the market and maximize profits.

(3Marks) CO2

Q3. Why is your Performance disappointing? asked Pushparaj, Zonal Sales manager, to Pinky after looking at the computer statement of his Zonal Performance. The 3 Territories have more or less the same market potential and competition. Raman, set monthly quotas for the 3 territories by dividing the zonal quotas equally to the 3 territories as follows:

(5 Marks)

Monthly Performance Analysis: Month March-2022, Zone-A

Performance Criteria	Quota	Mr. Zoaib	Ms. Pinky	Ms. Dolly
Net Sales Product A	Rs. 100000	Rs. 120000	Rs. 90000	Rs. 150000
Net Sales Product B	Rs. 200000	Rs. 210000	Rs. 190000	Rs. 200000
Net Sales Product C	Rs. 100000	Rs. 120000	Rs. 100000	Rs. 110000
Net Total Sales	Rs. 400000	Rs. 450000	Rs. 380000	Rs. 460000
Sales Expenses	Rs. 4000	Rs. 4500	Rs. 3800	Rs. 4600
Number of Calls	100	110	90	120
Number of New Customers	5	3	4	2

A). How will Pushparaj Zonal Performance Analyze?

(3 marks) CO3

B). If all the 3 Territories have Different market potential and competition, then how should Raman allocate the Territories to the salespeople? Explain well

(2 marks) CO2

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Retail Management and Marketing]

SUBJECT: RETAIL SALES STRATEGY

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

CASE

You work for a television manufacturing company and are one of the senior executives in the Corporate B2B relations department. Your company has just launched a latest range of LED Smart TVs. One of your clients, who is based in Delhi, is now opening a regional office in Mumbai. They wish to put up 20-25 television screens on the various floors of their office. Mr. Rajora, the decision maker, has called you for a meeting in this regard.

Q1. Try and understand their exact requirements using the SPIN Technique. (5 MARKS) *(Please note: Write only the list of questions that you can probably ask and categorize them under S, P, I & N...uncategorized questions will attract a score of Zero)*

Q2. Explain your new product to him using FAB. (5 MARKS) *(Create a FAB Table/Chart...failing to do so will attract a score of Zero)*

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization –Marketing, Finance, OPS, BA, FT, DMT, HRM, IB, RMM & FM]

SUBJECT: MANAGERIAL COMMUNICATION - 2

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

Read the following Case studies and answer the questions given below in 200 - 250 words (5x2 = 10 Marks)

Case 1

Radha was very proud of her father. He was a senior bureaucrat in the state and he was invited to every major function in Radha's school and colleges. She used to feel like a star on such occasions. She boasted about her father in her friends' circle. It was not without reason as her father himself used to tell her his stories of honesty, integrity in administration from his personal experiences.

Radha was a brilliant student in her studies. She had many friends and some enemies too. Ramya was one of those enemies who was jealous of Radha and she constantly searched for an opportunity to hurt Radha with her acerbic taunts. Most of the time Radha avoided encountering Ramya inside the college campus. When Radha was in her final year of graduation, just before her final exams, her father was arrested on charges of corruption and was sent to jail. This became a major news in the state and severely affected Radha mentally.

She did not want to write her exams as she felt embarrassed to go to college. But her friends and mother convinced her to give exams as it was very important for her future. As soon as Radha entered college, Ramya met her and started talking sarcastically about Radha's father, how an honest father got arrested and how Radha had come to write exams in spite of a major crisis in her family. Ramya wryly asked Radha if her father had gone to jail to deliver a lecture about honesty and integrity.

One of Radha's close friends slapped Ramya there itself. Radha was hurt by Ramya's comments and not able to control her emotions she rushed out of college crying loudly. That day she did not give her exam. Next day she committed suicide at her home. In the above example, Radha, Ramya and Radha's friend who slapped Ramya all have displayed different shades of low emotional intelligence.

- Identify points of Low EI on the part of Radha, Ramya and Radha's friend **CO4..(2.5 Marks)**
- Analyse how each one of them (Radha, Ramya and Radha's friend) would have behaved if they all had possessed high emotional intelligence? **CO4.. (2.5 Marks)**

Case 2

Neha, a second year student, and Tara, a senior, are roommates in one of the university dorms and have been enjoying spending time with each other. Recently, Neha has been leaving dirty dishes and personal belongings in the communal area she and Tara share. This has started to annoy Tara, as she is becoming overwhelmed with the messy room, increased class assignments, and the stress of her upcoming graduation. Tara feels Neha is taking advantage of her and being disrespectful.

This morning, after stepping on one of Neha's wire clothing hangers, she hurt her foot. In anger, Tara threw Neha's cell phone against the wall and shattered the screen on Neha's phone. This act enraged Neha and she started pushing Tara and yelling profanities. The RA was contacted and resulted in Neha being arrested for assault.

- What signs of conflict did you observe in the scenario? **CO5..(2.5 Marks)**
- What could they have done to improve their conflict? **CO5..(2.5 Marks)**

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Retail Management and Marketing]

SUBJECT: RETAIL LAB

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

Note: Answer the questions of the Case Study.

(10 Marks)

MR DIY Group (M) Bhd continued with its expansion planned to set up 175 stores nationwide in the year 2021 despite challenges arising from the Covid-19 pandemic. Chief executive officer Adrian Ong (pic) said the group has been utilising data to boost its business model that helps to search for new store locations and sizes and to curate products at its stores depending on the demand and location. MR DIY operated 827 stores nationwide as of June 30, 2021.

“Our main focus is to provide convenience at lower prices, which we can do because of economies of scale as we purchase products directly from the manufacturers.” “With data, we can curate each of our stores and we also can react very quickly to adjust our procurement and inventory according to market demand,” Ong said at the MIDF Conversations Webinar series.

He was using an example of hair clippers that have been one of MR DIY’s top sellers during the pandemic as salons and barbershops were closed. Ong pointed out that the pandemic pushed its products as people can’t call contractors to their home for repairs. The work-from-home arrangements have supported its sales as consumers are looking for home-office equipment such as adapters and other electrical items, he added.

In addition, Ong said that by using data, MR DIY could strategize its store openings, especially in remote areas, to decide between a full-fledged store or a smaller shop like “Mr DIY Express”. He is confident that customer traffic will improve with the relaxation of the movement control order and expects the retail industry to bounce back post-pandemic.

They have no plan to reduce the number of stores. In fact, they were doing quite the opposite. They have added about 93 stores in the first half of the year. Interestingly, while many retailers have moved their operations online and through e-commerce platforms, Ong said the bulk of MR DIY’s business is from its stores while e-commerce only made up a fraction of its total revenue. For the second quarter ended June 30, 2021, the group posted a net profit of RM82.13mil, up 44.14% from RM56.98mil in the same quarter last year.

Being deemed an essential goods retailer, most of its stores have been allowed to stay open during the pandemic, according to Ong.

Questions

1. In spite of coping up with pandemic challenges, what are the opportunities grabbed by Mr. DIY to be a resilient in the market and sticks to the expansion Plan ? **(5 Marks- CO1)**

2. Due to digitalization and globalization, retail is increasingly shifting to the online environment. But what does that mean for stationary retail? Will there still be stationary stores in about ten years? Many agree that physical stores must focus on the shopping experience in order to maybe achieve added value compared to online retailing. Is that the key to survive? Elaborate on your viewpoint with justification. **(5 Marks CO2)**

BEST OF LUCK!!

**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Marketing, Finance, BA, DMT, OPS, FT, FM, HRM, IB & RMM]

SUBJECT: VERBAL SKILLS AND QUANTITATIVE ANALYSIS - 2**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

Note: All Questions are mandatory. Each Question Carries 2 Marks.

Q.1 A can complete a work in 10 days and B can complete the same in 15 days. In how many days they can finish the work working together. **CO2**

- (A) 6 (B) 7
(C) 8 (D) 9

Q.2. A and B together can complete a work in 3 days while B alone can finish it in 5 days. In how many days A can finish it alone? **CO2**

- (A) 9 days (B) 15/8 days
(C) 15/2 days (D) 8 days

Q. Which day was on 26th January 1950? **CO2**

- (A) Monday (B) Tuesday
(C) Wednesday (D) Thursday

Q.4 A person was born on 29th February 1796. When did he celebrate his next birthday? **CO2**

- (A) 29th Feb 1798 (B) 29th Feb 1800
(C) 29th Feb 1802 (D) None of these

Q.5 A train crosses a platform of length 120 mtr and 162 mtr in 15 sec and 18 sec respectively. Find the length of the train? **CO2**

- (A) 90 mtr. (B) 120 mtr
(C) 150 mtr (D) Cannot be determined

Q.6 A person goes to his office at the speed of 6 km per hour and comes back with a speed of 4 km per hour. Find his average speed during the whole journey? **CO1**

- (A) 5 kmph (B) 4.8 kmph
(C) 2.4 kmph (D) 3.6 kmph

Q.7. If a clock is showing 7:20 in real image what will be the time in mirror image? **CO1**

- (A) 4:40 (B) 5:40
(C) 7:20 (D) 3:20

Q.8 If A can do a work in 15 days and B can do the same work in 12 days. In how many days they can finish the work working together? **CO1**

- (A) 60/7 days (B) 9 days
(C) 20/3 days (D) 10 days

9) Arrange the following sentences in order to create a logical paragraph

1. Commercially reared chicken can be unusually aggressive and are often kept in darkened sheds to prevent them from pecking at each other.
- a. The birds spent far more of their time — up to a third — pecking at the inanimate objects in the pens, in contrast to birds in other pens which spent a lot of time attacking others.
- b. In low light conditions, they behave less belligerently but are more prone to ophthalmic disorders and respiratory problems.
- c. In an experiment, aggressive head-pecking was all but eliminated among birds in the enriched environment.
- d. Altering the birds' environment, by adding bales of wood-shavings to their pens, can work wonders.
6. Bales could diminish aggressiveness and reduce injuries; they might even improve productivity since a happy chicken is a productive chicken.

- i. DCAB
- ii. CDBA
- iii. DBAC
- iv. BDCA

10) Complete the following statements by filling the blanks with the appropriate words:

Mann's broadside _____ The New Republic to write an editorial in April 1936 praising him: "It is news in the international republic of letters when Thomas Mann comes out in _____ to the new Germany".

- i. impasse, spinster
- ii. prompted, spinster
- iii. impasse, opposition
- iv. prompted, opposition

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Retail Management and Marketing]

SUBJECT: BRAND MANAGEMENT**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

Question 1 is compulsory.**SECTION-1****Marks: 05**

- 1) Raman and Yogesh are two enterprising youth. They have passed out from a premier Management institute. They decided instead of doing a job, they will launch fresh vegetables in Indian Marketing. Having learnt of the future conventional foods, they decided to venture into cultivation of mushrooms. Mushrooms are known to be the best alternative food for vegetarians. For Raman and Yogesh fundraising was a serious handicap for Mass Production. However, the first trial batch of mushrooms that they produced was bought by star hotel in Pune. Further, the hotel placed orders for supply of 20kgs every day. Raman and Yogesh want to sell mushrooms at large scale on throughout country. How will you guide Raman and Yogesh to formulate: (CO5)

- A. Brand Strategies?
- B. Brand Positioning strategy.

SECTION: 2**Marks: 05****Answer Any 2 questions two out of 4.**

- 1) Describe steps involve in Brand building. (CO1)
- 2) Discuss about methods to establish Brand Positioning. (CO3)
- 3) Illustrate methodology to manage Luxury brand Marketing. (CO4)
- 4) Evaluate Brand extension opportunity. (CO4)

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Marketing, Finance, BA, DMT, OPS, FT, FM, HRM, IB & RMM]

SUBJECT: ADVANCED EXCEL**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

Note: Select one correct option from the below MCQ's- (1 Mark each)

- 1) Where is the PIVOT feature of EXCEL available in the ribbon? [CO3]
 - Home Tab
 - Insert Tab
 - Data Tab
- 2) Which of the following is a true statement about Pivot Tables? [CO3]
 - PIVOT report is a feature that summarizes the given data only if it is sorted in ascending order.
 - PIVOT report can only help if one needs to ADD the values in raw data however it can't perform any other operation
 - PIVOT report summarizes the raw data even if it is not sorted and can perform various operations like SUM, COUNT, MAX, MIN, PRODUCT, Grouping etc.
- 3) Once pivot table is created and the content from main database is updated, by which feature of excel would the pivot table be updated? [CO3]
 - Subtotal
 - Goal seek
 - Refresh All
- 4) Do slicers from different pivot table needs to be connected, in order to work in a synchronised manner? [CO3]
 - Yes
 - No
- 5) Which tool under Pivot table will further narrow down your search? [CO3]
 - Goal Seek
 - Name Manager
 - Slicer
- 6) Macros recorded once, can it be modified? [CO4]
 - Yes
 - No
- 7) Excel Macros can help us with _____ [CO4]
 - Graphs, dashboards & Histogram only
 - Print layouts exclusively
 - Helps Automate repetitive tasks.

8) Macro is coded in which language?

[CO4]

- C++
- Vb script
- Python

9) Can we enter data only in the row input cell under Data Table using What If analysis [CO2]

- Yes
- No

10) The Goal Seek tool, comes under which of these functions

[CO2]

- Statistical functions
- What If Analysis
- Pivot table

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Marketing, Finance, BA, DMT, OPS, FT, FM, HRM, IB & RMM]

SUBJECT: CAREER MANAGEMENT

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

Q1) Rahul, your classmate had an interview with TCS for the role of Assistant Manager. The interviewer asked him, "What Are Your Strengths?"

Rahul: "I do good work and I'm the best. I'm not so sure, but I'm a good learner also."
The recruiter thanks him and asks the candidate to leave.

- a. Identify what's wrong with the answer. 2 Marks - CO5
- b. Had this question been asked to you in the process, what would you have replied?
(Write the Answer EXACTLY as you would say to the Recruiter) 3 Marks - CO5

Q2) You are a participant amongst 8 in the Group discussion round of Infosys. Read the following case study and answer.

- a) How would you initiate the group discussion to make a powerful impact? 2 Marks - CO2
- b) Which offer would you accept as a chairman and why? 3 Marks - CO2

The Neelkamal Lacquer Company (NLC) of Ahmedabad, India, employed seven thousand men and produced 500,000 pieces of lacquer tableware annually.

The market for lacquerware in India seemed to have matured, with the production steady at 500,000 pieces a year. NLC did practically no business outside India.

In May 2000, the ambitious and dynamic Mr. Neel (Chairman, NLC) received two offers from American companies wishing to sell lacquer ware in America.

The first offer was from the National Company. It was the largest manufacturer of good quality dinnerware in the U.S., with their "Rose and Crown" brand. They were willing to give a firm order for three years for annual purchases of 400,000 sets of lacquer dinnerware. However, Neel would have to forgo their trademark to "Rose and Crown" and also undertake not to sell lacquer ware to anyone else in the U.S.

The second offer was from SSW, Chicago, the largest supplier of hotel and restaurant supplies in the U.S. They perceived a U.S. market of 600,000 sets a year. Since the Japanese government did not allow overseas investment, SSW was willing to budget \$1.5 million for the next two years towards introduction and promotion. Neel would sell his "Pride" brand but would have to give exclusive representation to SSW for five years at standard commission rates and also forgo his profit margin toward paying back the \$ 1.5 million.

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH**[Specialization – Retail Management and Marketing]****SUBJECT: MALL MANAGEMENT****[TERM END EXAMINATION APRIL - 2022]****Max. Duration: 45 minutes****Max. Marks: 10****Note: Answer the questions of the Case Study.****(10 Marks)**

A new Shopping Mall, P PANDA Mall, is going to open in Panvel in the summer of 2022. The mall mainly targets at local customers (aged 24-45) who are tired of the "standardized" shopping experience in Panvel and are looking for novelty.

P PANDA predicts that people working in the office areas of Panvel and Navi Mumbai will visit the Mall more frequently, while customers from other districts will visit the mall mostly at weekends or when some attractive activities are held there. It also expects that the pandemic will be fully under control in summer, 2022, and hence many people will be eager to go out shopping and dining then.

P PANDA Mall has a very spacious and relaxing environment. Customers will be attracted by its trendy, stylish and creative interior design.

Some examples of the main attractions of P PANDA Mall include:

- ✓ An event space that is suitable for holding arts exhibition, music shows and workshops- P PANDA will cooperate with various local and international artists, musicians and creative groups to organize regular activities at this site.
- ✓ One of the largest gyms in Panvel, with state-of-the-art fitness facilities and spacious areas for Yoga and Meditation.
- ✓ A rooftop park with a variety of tropical plants, which allows visitors to relax.
- ✓ A number of chic fashion and lifestyles stores that cannot be found elsewhere in Panvel, selling mid to high end items designed by local and international young designers; these cool items include everything from men's and women's fashion, accessories, beauty products to furniture and kitchenware
- ✓ A number of independent specialty café's providing premium- quality coffee and unique atmosphere.

Questions:

You are appointed by P PANDA Mall **to develop a one-year integrated marketing communications (IMC) campaign** starting from June 2022. You are asked not to consider the budget constraint at this planning stage, as long as your proposed ideas are reasonable.

Through this IMC campaign, P PANDA wants to: i) create awareness of P PANDA Mall; ii) establish a strong brand image for P PANDA Mall and build deep relationships with existing and potential customers in the year 2022-23. Based on the above information, **suggest a new IMC campaign theme for P PANDA Mall and explain the reasoning behind – why do you think this is a good IMC campaign them for P PANDA Mall. (10 marks) [CO3]**

BEST OF LUCK!!