

Max. Mks.: 75

Time: 2.5 Hours

Note: 1. All questions are compulsory subject to internal choice

2. Figures to the right indicate full marks.

Q-1. Attempt any 2 questions: (15)

- a) Explain features of project management?
- b) What are the types of organisational structure?
- c) Describe importance of project selection.

Q-2. Attempt any 2 questions: (15)

- a) What is E-commerce in project management?
- b) What are the types of project feasibility?
- c) What is product mix analysis?

Q-3. Attempt any 2 questions: (15)

- a) What is cost control?
- b) What is risk management process?
- c) Explain financial criteria for capital allocation.

Q-4. Attempt any 2 questions: (15)

- a) Describe modern developments in project management.
- b) Explain capacity planning.
- c) What are the reasons for project termination?

Q-5. Case Study:

The operating income of Hypothetical Ltd. Amounts to Rs. 1,86,000. It pays 35% on its income. Its capital structure consists of the following: (15)

Particulars	Amount
14% Debentures	Rs. 5,00,000
15% Preference Shares	Rs. 1,00,000
Equity Shares (100 each)	Rs. 4,00,000

- 1) Determine the firm's EPS.
- 2) Determine the percentage change in EPS associated with 30% change (both increase & decrease) in EBIT.
- 3) Determine the degree of financial leverage at the current level of EBIT.
- 4) What additional data do you need to compute operating as well as combined leverage?

[Time: 2 1/2 Hours]

[Marks:75]

Please check whether you have got the right question paper.

- N.B.: 1. All questions are compulsory and subject to internal choices.
 2. Figures to the right indicate marks.

Q.1 Answer the following (Any 2) 15

- 1 a) What is branding? How do we differentiate between brand and a product.
 b) Explain the Customer Based Brand Equity Model with the help of a diagram.
 c) What is brand building? Explain the steps in brand building process.

2 Answer the following (Any 2) 15

- a) Explain various criteria for choosing brand elements.
 b) What do you mean by product strategy? Explain perceived quality.
 c) Explain the brand leveraging process with examples.

3 Answer the following (Any 2) 15

- a) Explain briefly the qualitative research techniques.
 b) Explain the Young and Rubicam's Brand Asset Valuator Model.
 c) Discuss holistic methods of measuring brand equity outcomes.

4 Answer the following (Any 2) 15

- a) What is brand hierarchy? Discuss levels of brand hierarchy.
 b) Define brand extension. Explain its advantages and disadvantages.
 c) Explain how organizations build Global Customer Based Brand Equity.

5 Case study:

The practice of oiling hair in India is age old. Oil is associated with nourishment on the one hand and use of shampoo is linked with dryness and damage. The belief is that shampoo typically washes the oil off hair and as a consequence robs hair of its nourishment. To fill this gap Garnier introduced Fructis shampoo plus oil – a two-in-one formula as a positioning innovation. This move has added a new dimension in the evaluative set of consumers. Different brands sought to occupy positions that catered to surface considerations of consumers like hair softness, dandruff and shine. Fructis took a non-linear approach and created a unique innovative product which is a blend of shampoo and non-sticky oils. Shampoo cleans and oil penetrates hair to nourish it from within.

Questions :-

- a) What is Brand Positioning? Explain the positioning strategy adopted by Garnier Fructis.
 b) As a Brand Manager how would you revitalize Garnier Fructis. Explain.

TY BMS (Preliminary Paper)

Sem - VI

Corporate Communication & Public Relations.

Time - 2½ hrs

Marks - 75

Note: All questions are compulsory.
Figures to the right indicate
full marks.

Que. 1. Answer the following (Any Two) (15)

- State the meaning of corporate communication & discuss its scope.
- Write a note on RTI
- Discuss the corporate communication in Indian scenario

Que. 2. Answer the following (Any Two) (15)

- What are the objectives of public relations
- State the advantages of financial communication.
- State the two theories of public relations.

Que. 3. Answer the following (Any Two) (15)

- What are the principles of Good media relations
- How do social & cultural trends influence business of a company.
- What do you mean by effective employee communication.

Ques 4. Answer any Two (15 marks)

- a) write a detailed note on Business Blog
- b) Explain Digital PR
- c) state the essentials of a good content of a blog.

Ques 5. Solve the following case (15 marks)

On Dec 15, 2008, the Domino's Pizza corporate office received a notice from consumerism.com that it had just posted a video to its site that Domino's should know about. In the video two Domino's store employees were seen joking around as they contaminated customer food orders with unsanitary stunts such as sticking cheese up their noses before adding it to a customer's sandwich.

Within limited time, the video popularised & gained viral publicity with more than half a million views & the major news media covering the event. Most of the discussions took place on Twitter.

The company responded nearly 48 hrs later by sharing an apology on YouTube because it wanted to restrict further public knowledge on the video. Company also did not issue any formal press release to the mainstream press. The crisis caused dire consequences for the company.

- a) Analyse the case.
- b) what actions Domino's could have taken to regain control over the situation & preserve its reputation

Ques 1

Sk somaiya college TYBMS PRLIMS PAPER (2018 march)

SUB - GHRM

TIME 2.5 HRS

MARKS -75

NB- ALL QUESTIONS ARE COMPULSARY

FIGURES TO THE RIGHT INDICATE MARKS

Q.1 Answer the questions any two 15

i explain the problem of cross cultural issue

ii explain objectives of international HRM

iii explain dealing with cultural shock

Q.2 Answer the questions any two 15

i explain the factors influencing performance management

ii explain the advantages of training and development

iii what are the key issues in industrial relations?

Q.3 Answer the questions any two 15

i explain the concept of PCNS TCNS HCNS.

ii explain the advantages and limitations of expatriates .

iii what are the problems of repatriation

Q.4 Answer the questions any two 15

i Explain virtual organizations

ii explain the concepts off shoring, international corporate code of conduct, knowledge management

iii what are the challenges in managing international projects

Rajesh Software Limited is a fast growing software company in India. It defines, designs and delivers technology-enabled business solutions to its clients. It has a global presence through strategic alliance with leading technology providers located in different parts of the world. In fact, it conducts its global operations through its 22 overseas offices located in countries like the USA, UK, Australia, China, Poland, South Africa, the Philippines and Argentina. The company has 15,000 employees, of which 3200 are expatriates on an international assignment at any point of time. It has an international HR division as part of the well-developed HR department to prepare, expatriate and repatriate the employees linked to foreign assignments. The HR department of this company is managed by Mr. Pranav Kumar, director (HR). The International Human Resource (IHR) division, headed by AGM (IHR) Mr. Srinivas Patel, is responsible for identifying, training, orienting and compensating the expatriate employees. It is also responsible for evaluating the performance of the expatriate on overseas missions. Since Rajesh Software gets a sizeable portion of its income from overseas operations, it has spent a considerable amount of time and resources to develop a global HR system. Yet, the international division of this company faces a few specific problems like high employee attrition among expatriates and a high cost of maintaining them on international assignments. An employee satisfaction survey conducted among the expatriates revealed employee dissatisfaction over performance evaluation and pay differences. Some of the expatriates complained that the IHR division was ignoring the dissimilarity in the expatriate assignments and foreign situation while evaluating the performance of the expatriate employees in the same positions posted to different countries. As such the international performance management tools have failed to recognize the country-or-region-specific difficulties in job performance. Another major problem associated with the expatriate assignment is the high cost of maintaining expatriates on overseas jobs. Rajesh Software estimated that the cost of using local employees. The management also felt that the expatriates often overemphasized short-term results rather than the necessary long-term results since they were aware that they would be working in the foreign assignment only for a few years. The management sought the view of the HR department about the expatriate problems and instructed it to develop strategies to surmount them. The HR department forwarded the letter to the IHR division for its views and responses. Mr. Patel, in his reply, defended both the performance evaluation system for expatriates and the practice of deputing parent-country employees. Regarding performance evaluation, he maintained that a cross-section of the employees, including expatriates, was consulted while designing the international performance standards and evaluation techniques. Thus, the international performance management system was objective and comprehensive. As regards, the high cost associated with the expatriate employees, he wanted the present system to continue in the future despite managerial vacancies. According to him, the expatriate system enabled the company to have a better and direct control over the foreign branches. When his response was placed before the management, there was a sense of disappointment among the top managers. This was because the response from IHR division was devoid of any concrete solution. Understandably, the management was seriously pondering its next move.

Questions:

- 1) What is your understanding of the seriousness of the problem faced by Rajesh Software Limited in its overseas operations?
- 2) What is your opinion about the response of the IHR division to the queries raised by the management?

S.K.Somaiya college of arts, science and commerce

TYBMS PRELIMS PAPER

HRM IN SERVICE SCTOR MANAGEMENT

Q.1 Attempt any 2:- (15 marks)

- a) Explain the reasons for growth in service sector.
- b) Explain the concept of service encounter along with its elements.
- c) Explain the concept of service culture in detail.

Q.2 Attempt any 2:- (15 marks)

- a) Describe various strategies for managing emotional labour.
- b) Discuss various issues faced by the front line employees.
- c) Explain the service triangle.

Q.3 Attempt any 2:- (15 marks)

- a) Explain various challenges faced in delivering services through agents and brokers.
- b) Explain the service gap model.
- c) Enlist issues and challenges of HR in public services.

Q.4 Attempt any 2:- (15 marks)

- a) Explain the cycle of failure, cycle of mediocrity and cycle of success.
- b) Discuss the ways to enhance organizational effectiveness. .
- c) Explain the service profit chain model.

Q.5 Read the case and answer the following questions :- (15 marks)

Navy tutorials attract the undergraduate students with air condition classrooms, excellent faculty, test series arrange picnic twice a semester. the students were quite comfortable with shelling out huge amount of money for the tutorials even though many of them did the college fee. In the past semester Prof. Ravi was very famous for a technical paper. many students joined navy tutorials because of his expertise. Unfortunately when he was completing the last few modules he met with an accident and was hospitalised. he completed the syllabus by sending lecture notes online but being a slightly difficult subject the students did not understand much. On the day of examination the students found that more than half questions were from last modules. they could not do well and demanded a refund. .

- a) Explain the failure of services? (8 marks)
- b) Explain the importance of people in service delivery? (7 marks)

TYBMS – Paper for Prelims – HRP&IS – 75 marks

Q1 – Answer in brief (Answer any 2 out of 3) – 15 M

1. What is the scope of Human resource planning?
2. What are the various activities that in Human resource planning?
3. What are the techniques for demand forecasting and supply forecasting

Q2 – Answer in brief (Answer any 2 out of 3) – 15 M

- 1) What is employee retention? What are the various strategies for retention?
- 2) What is downsizing and what are the various reasons for it?
- 3) What is Human resource auditing? Explains its process?

Q3 – Answer in brief (Answer any 2 out of 3) – 15 M

- 1) What are the various powers that an HRP practitioner possesses?
- 2) What is the importance of multi skill development, comment.
- 3) Explain the various impacts of mergers and acquisitions on HRP.

Q4 – Answer in brief (Answer any 2 out of 3) – 15 M

- 1) Explain HRIS with its features
- 2) What are the various subsystems that are available in HRIS
- 3) What are the benefits and limitations in HRIS?

Q5 – Case Study – 15 M

Absert Ltd was into production of pagers. However due to introduction of mobile phones by Nokia Ltd, it started losing business. Hence Absert Ltd was merged with Nokia Ltd to cope up with the growing competition. No sooner than both were merged staff of Absert Ltd started feeling that they were being dominated by staff members of Nokia Ltd. Several other such complaints started coming up which needed urgent attention.

- 1) What is the impact of Merger and acquisition on employees?
- 2) You being the HR manager, how will you handle this situation?

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TYBMS PRELIMS PAPER

RETAIL MANAGEMENT

Q.1 Attempt any 2:- (15 marks)

- a) Explain multi channel retailing along with its types.
- b) Explain the concepts:- i) FDI
 - ii) RFID
 - iii) Types of franchising
- c) Illustrate with examples different retail formats.

Q.2 Attempt any 2:- (15 marks)

- a) Describe various steps involved in developing retail strategy.
- b) Discuss various factors influencing store location.
- c) explain the changing profile of retail shoppers.

Q.3 Attempt any 2:- (15 marks)

- a)Write a note on merchandise category.
- b) Explain the concepts:- i) Young & rubicam's brand asset value.
 - ii) private labels
 - iii) lifestyle merchandising
- c) Enlist different pricing strategies of retail stores.

Q.4 Attempt any 2:- (15 marks)

- a) Discuss the 5's of retail operations.
- b) write a note on mall management.
- c) explain the tools used for visual merchandising.

Q.5 Read the case and answer the following questions :- (15 marks)

Pratap Kapoor's wild dining format is unique and one of its kind in Mumbai. Advertised as a jungle theme restaurant, it is named as the 'sher baug'.wild dining is more of amusement park than dining space with all facilities which can delight a family.it delivers its promises through robotics animals and a simulated thunderstorm, features that would delight children.it gives a

feeling of living in the wild for the urbanites and gives them a break from the typical fancy restaurants.mr. Pratap was planning to convert his venture into a franchise format with opening of outlets in all metro cities in India. However he is not sure of the sealability of this kind in retail format in Indian context . The critics of his venture say that for adults who put the food over the experience or eating in an artificial jungle ,the wild dining restaurants isn't all that fun.also the cost incurred in setting up the format is a point of concern.

- a) What is wild dining's offering and target market? (5 marks)
- b) According to you, will this kind of theme based dining format succeed in the Indian context? Why? (5 marks)
- c) What are the pros and cons of providing entertainment in a retail store or restaurants. (5 marks)

Question paper for Preliminary paper 2008**Risk management**

Note: 75 marks

1. Solve any five question
2. Draw diagrams if required
3. All questions carry equal marks

Q1. A. What are the methods of risk mitigation? (7 m)

B. Explain the techniques used for diversification of risk. (8m)

OR

Q1. A. Explain the techniques of risk measurement in short (7M).

B. Explain the parameters of ALM in short (8M).

Q2. A. What are the characteristics of forwards? (7M)

B. What is swaps, explain its structural models? (8M)

OR

A. What is EPM? Explain its process (7m)

B. Write note on SWOT (8M)

Q3 A. Explain the importance and scope of governance (7m).

B. What is risk and concern to stakeholders? (8m)

OR

A. Explain various life and non-life insurance schemes? (7m)

B. What are the types of insurance securitization? (8m)

Q4 A. Calculate rate of return and standard deviation of return from stock A and B which stock would be prefer. (8m)

	Boom	normal	Recession
Probability of occurrence	0.3	0.4	0.3
Rate of return on stock A (%)	20	30	50
Rate of return on stock B (%)	50	30	20

B. compares the portfolio on performance using the Sharpe's measures and comment (7m)

Portfolio	Average return (%)	Standard deviation
1	15	0.25
2	12	0.30
3	10	0.20
Market index	12	0.2

The risk free rate of return is 9%.

OR

C. What are the duties and functions of IRDA? (7m)

D. Explain two methods of pricing of insurance products. (8m)

Q5 Write short notes on followings (any 3) (15 m)

1. Role and importance of actuary

2. Challenges of risk assurance

3. ERM

4. Maturity and death claim

5. Futures versus options