

**IIInd YEAR ASSIGNMENT
M.B.A**

PAPER – I

PRODUCTION/ OPERATION MANAGEMENT

MARKS : 20

PART - A

(Descriptive Type Questions)

Answer **ALL** questions. Each question carries 12 marks.

(5×12=60)

1. a) Define Production and operations management. Draw a conceptual model of production and operations management and explain the various terms used in the model.

(OR)

- b) Discuss different types of production systems. Suggest a suitable system for a watch manufacturing industry.

2. a) In your opinion, what is easier to manage between a high volume continuous operation and a high variety intermittent operation? Justify your answer.

(OR)

- b) Discuss the need and importance of various forecasting methods.

3. a) What is meant by intensiveness of use of a productive unit, and how is it relevant while establishing its capacity?

(OR)

- b) Define capacity planning? Describe various steps involve in cap capacity planning.

4. a) What do you understand by Production, Planning and Control (PPC) ? Describe the various objectives of PPC briefly.

(OR)

- b) What are the reasons for classification, codification and standardization of materials?

4-68-2-1

(1)

[P.T.O.]

5. a) Explain the following : "All things being equal, the production inventory quantity will be larger than the economic order quantity".

(OR)

- b) If the trends of computerization of processes continue to grow, what would be its impact on the maintenance function? Discuss in detail.

PART - B

(Case Analysis)

(20)

6. Biermann Inc. is engaged in the manufacturing of electric saw blades. They export the saw blades to all over the world. Seth Furnitures are a booming business that are into manufacturing wooden furniture and purchase these saw blades from Biermann Inc. Seth Furnitures require 1500 units of these saw blades per month, each costing Rs. 27. The cost of ordering these saw blades per order is Rs. 150 and the inventory carrying charges work out to be 20% of the average inventory.

Questions:

- Find the economic order quantity for these saw blades at which Seth Furnitures should optimally order.
- Also determine the optimum number of orders per year for Seth Furnitures.
- Should Seth Furnitures accept a 2% price discount on a minimum supply quantity of 1200 units?

Give reasons for your answer.

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PAPER – II

MANGING MEN

MARKS : 20

PART - A

(Descriptive Type Questions)

Answer ALL questions. Each question carries 12 marks.

(5×12=60)

1. a) Trace the evolution of HRM. Describe the components of HRM.
(OR)
b) Discuss the various functions and operations of a Personnel Office.
2. a) What is the purpose and significance of interview in the process of hiring human resources? Briefly describe various types of interviews with suitable examples.
(OR)
b) Define and discuss 'Selection Process'. Explain with suitable examples the purpose and types of various 'Selection Tests', their significance, limitations and precautions.
3. a) Describe the objectives and benefits of performance appraisal. Briefly discuss the errors that occur in having an objective evaluation and give suggestions as to how they can be minimized.
(OR)
b) Distinguish between job description and job specification. Discuss any two methods of evaluating functional job analysis citing examples.

4. a) What are the important factors for determining wage structure of an organization? Discuss about any incentive scheme and bring out its merits.

(OR)

- b) Discuss compensation administration and its determinants. Explain the present compensation trends in India.
5. a) Describe the steps and pre-requisites to be followed in grievance handling procedure. Briefly discuss grievance management in Indian industry.

(OR)

- b) What is trade union and what are its objectives? Write a descriptive note on growth of trade union movement in India.

PART - B

(Case Analysis)

(20)

6. A few years ago, the top executives of a well - managed Government company decided to organize an early Management Awareness Programme for the first line supervisors. This company had long been in the forefront of human resource development and was quite ready to listen to the advice of management specialists concerning this subject. They surveyed their own experience only to find that many young people, professionally Trained were leaving the company for private employment, where the rewards were thought to be greater. This left the company with something less than the best qualified and dynamic supervisors. A career development programme was carefully worked out. The development of the candidates comprised:

- 1) a week of formal supervisory training;
- 2) Assignment to an establishment supervisor who would act as a teacher and guide, advising the candidate on a course of reading and enrolment in college courses wherever available, discussing the theory and practice of management with the candidate and evaluating his or her progress;
- 3) Work on task - force assignments as available and appropriate. Frequently, candidates were appointed to supervisory positions before they finished their programmes; if not, they would either stay within the programme until assigned or resign from it to resume a technical career.

Several advantages emerged from this programme. The candidates were pleased that their careers were a matter of interest and concern to the higher level executives. The candidates could more easily bring themselves to the attention of their superiors; the company was provided with a group of youthful candidates for supervision. The brain drain from the company almost stopped. Gradually more vigour in management levels became evident and

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PAPER – III

MARKETING FOR MANAGERS

MARKS : 20

(Descriptive Type Questions)

Answer **all** questions. Each question carries **12** marks.

(5×12=60)

1. a) Distinguish the term 'Market' from the term 'Marketing' and discuss their importance in the exchange process giving a suitable example.

(OR)

- b) What are characteristics of Services? What are the unique challenges involved in Marketing of Services? Explain in brief Marketing Mix for Services.

2. a) Elaborate the marketing mix strategies in view of product life cycle stages.

(OR)

- b) What is the importance of market segmentation? Discuss the bases of segmenting a consumer market, for following products:

- a) Toothpaste
- b) Automobiles.

3. a) Discuss briefly the factors that influence buyer behaviour.

(OR)

- b) Discuss the emerging trends of Indian consumers market.

4. a) Explain the functions of packaging taking the examples of:

- i) Shampoo
- ii) Fruit Juice

(OR)

- b) What is a product? Explain the classification scheme of a product with suitable examples.

4-68-2-3

(1)

[P.T.O.]

5. a) "Marketers use an array of tools for the purpose of communicating and promoting their products and services". In the light of the above statement, explain the concept of promotion mix and its various components.

(OR)

- b) Describe briefly the factors that influence the choice of channel used for distributing the goods.

PART - B
(Case Analysis)

(20)

6. Office Needs is a marketer of good-quality office furniture, carpets, safes and filing cabinets. Within each category, the company offers a wide variety of products with a great many variations of each, product being offered. For instance, the company currently offers around 42 different designs of chairs and 23 varieties of office desks. The company keeps in touch with advances made in the office furniture field worldwide and introduces those products which are in keeping with the need of the market in terms of design, workmanship, and value for money and technical specifications.

Office Needs trades only in quality furniture which is sturdily constructed. Differences between its products and cheaper, lower quality ones are well known to those who have several years of experience in the business.

An important feature, the company feels, is the availability of a complete list of components of the furniture system. This enables the customer to add bits and pieces of matching designs and colour in the future. Such components are available for sale separately. Systems are maintained in stock by the company for a number of years, and spare parts for chairs and other furniture are always available.

The trade is currently witnessing a downtrend due to recession and players from local unorganized sector. Office Needs has also experienced the same over the last two years. In addition, it had to trim the profit margins. Last year, it barely broke even and this year it is heading for a small loss for the first time in the company's ten year history.

Questions:

- a) Explain the terms Product Item, Product Line and Product Mix in the context of the above situation.
- b) What strategy would you recommend to counter competition from the unorganized sector?
- c) Suggest a suitable promotion strategy for the company.

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PAPER – IV

ACCOUNTING & FINANCE FOR MANAGERS

MARKS : 20

PART – A

(Descriptive Type Questions)

Each question carries 12 marks.

(Marks : $5 \times 12 = 60$)

1. (a) Define Accounting. Differentiate Book-keeping and Accounting.

Or

- (b) What are the various objectives of Accounting?

2. (a) Discuss the contents of Profit and Loss Account as per Part-II of schedule – VI.

Or

- (b) What do you mean by ascertainment of funds from operations?

3. (a) Distinguish between Absorption Costing Vs. Marginal Costing.

Or

- (b) The sales turnover and profits during two years were as follows :

Year	Sales (Rs.)	Profit (Rs.)
2012	1,40,000	15,000
2013	1,60,000	20,000

You are required to calculate :

- (i) P/V Ratio

- (ii) Sales required to earn a profit of Rs. 40,000/-

- (iii) Profit when sales are Rs. 1,20,000/-

4. (a) Define Ratio Analysis. Discuss the significance and limitations of it.

Or

- (b) What do you understand by Zero Based Budgeting? What are the importance and limitations of it?

[P.T.O.]

5. (a) "The Finance Manager should take into consideration the time value of money in order to take correct financial decisions". Elucidate.

Or

- (b) From the following data, prepare a statement showing working capital requirements for the year 2015.

- (i) Estimated output for the year 1,30,000 units (52 weeks)
- (ii) Stock of Raw materials 2 weeks and material in process for 2 weeks, 50% of wages and overheads are incurred.
- (iii) Finished goods remain in storage for 2 weeks.
- (iv) Creditors 2 weeks.
- (v) Debtors 4 weeks.
- (vi) Outstanding wages and overheads 2 weeks each.
- (vii) Selling price per unit Rs. 15/-
- (viii) Analysis of cost per unit is as below :

Raw materials	Rs. 5 per unit
Labour	Rs. 3 per unit
Overheads	Rs. 2 per unit
Profit	Rs. 5 per unit

Assume the operations are evenly spread throughout the year.

PART - B

(Case Analysis)

(Marks : 20)

6. From the following information prepare Trading and Profit and Loss Account and Balance Sheet.

Trial Balance of KF Ltd., on 31st March, 2014

Particulars	Debit (Rs.)	Particulars	Credit (Rs.)
Cash	1,00,000	Capital	4,00,000
Purchases	2,00,000	Returns	20,000
Returns	20,000	Sales	4,00,000
Wages	20,000	Rent received	20,000
Salaries	20,000	Creditors	40,000
Carriage Inwards	20,000		
Carriage Outwards	20,000		

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ELECTIVE PAPER : SOCIAL PROCESSES AND BEHAVIOURAL ISSUES

MARKS : 20

PART - A

(Descriptive Type Questions)

Answer **all** questions. Each question carries 12 marks.

(5×12=60)

1. a) Briefly discuss the role of Manager with reference to paradigm shift in the present day business context.

(OR)

- b) Briefly describe different types of organisational culture and the attributes of work culture. Discuss the measures for developing work culture and its significance.

2. a) What are the characteristics of 'Learning Organisation'? Briefly explain the application of learning in organisations.

(OR)

- b) What is perception and discuss the common errors in perception and how it can be overcome with reference to organisational processes?

3. a) Describe the communication channels used in organisations. What are the barriers to communication and how it can be overcome? Discuss.

(OR)

- b) Describe Interpersonal Perception. Briefly discuss the implication of perception in organisational set up. Explain with suitable examples.

4. a) Highlight the main bases of Group and intergroup processes. Explain with suitable examples in the organisational context.

(OR)

- b) Describe any one approach to conflict process and discuss various conflict Management styles and their relevance citing suitable examples.

4-68-2-15

(1)

[P.T.O.]

5. a) Describe power dynamics in an organisation and explain how power can be used ethically? Cite examples.

(OR)

- b) How does political process influence the decision making process in organisations? Briefly discuss what kind of skills a manager must possess in order to be competent politically?

PART - B
(Case Analysis)

(20)

6. Mr. Venkat Raman Joined Southern Fertilizers Manufacturing Company in January 1987 as a Junior operator Trainee. Within the non-executive category, the company had five levels from P1(the lowest grade) to P5 (the highest grade.) Raman Joined at P2 level. After training, he was absorbed in the Ammonium Sulphate Shop as a Junior Operator. He rose up to the level of P4 in December 1991 because of his sincere and hard work. All through these years, he kept away from union activities. He never refused or avoided any job. Very often his officers used to ask him to do additional jobs which he did willingly. Gradually Raman became a handy man for all sundry assignments which others might have refused.

Since February 1992, Raman was regularly asked to perform certain duties which were actually to be done by a P5 level operator as the post in the higher grade was vacant. However, as per the company's rules, Raman was not eligible for promotion to the higher grade at that time.

Gradually, Raman Started performing all the duties attached to the higher post. About this time , Raman started taking interest in union activities. On August 8,1993 Raman was instructed by his superior to stop one agitator pump and start another one. He was also asked to normalise the operation of the sulphate drier. Later his boss alleged that he did not attend to these jobs and neglected his normal inspection duty as a result of which tar got settled in a tank which was to remain free of tar. On August 12, Raman was instructed to attend to the breakdown of discharge feeder chain and conveyor. Later his superior alleged that he did not do this job. On both these days, Raman did not fill the section's log book which was a part of his normal duty.

On August 25, a show - cause notice was served on Raman demanding explanation within 48 hours as to why disciplinary action should not be taken against him. He replied on August 29, denying the allegations and stating that the management had fabricated the charges. As per the company's rules, he was charge-sheeted on October 18, for

- a) Neglect of duty, and
- b) Wilful insubordination and disobedience of the lawful and reasonable orders of his superiors.

Raman replied on October 25, denying all the charges and requesting the management to withdraw the charges immediately. Thereafter, an Enquiry committee consisting of an officer from the ammonium Nitrate Department and an officer from the Personnel Department

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ELECTIVE PAPER : *HUMAN RESOURCE PLANNING*

MARKS : 20

PART - A

(Descriptive Type Questions)

Answer **ALL** questions. Each question carries **12** marks.

(5×12=60)

1. a) What do you understand by Human Resource Planning? How would you draw-up a man-power plan for an organization?

(OR)

b) Explain the macro level scenario of Human Resource Planning.
2. a) Explain the concept of job analysis. Briefly describe various steps in the job analysis process.

(OR)

b) Define and discuss the relationship among job analysis , job description, and job specification.
3. a) Discuss the objectives and uses of the performance appraisal system. Briefly describe M.B.O as the methods of performance appraisal and its merits and demerits.

(OR)

b) Explain steps involved in selection process.
4. a) Explain various HRIS software.

(OR)

b) Explain the significance of human resource information system. Bring out the contribution of computerization. Cite suitable examples.

4-68-2-17

(1)

[P.T.O.]

5. a) Differentiate between Recruitment and Selection. Highlighting the significance and purpose of interview as a process, describe its various types, limitations and guidelines for improvements. Give examples.

(OR)

- b) Discuss the basic features of employee turnover analysis. Briefly describe various methods used in turnover analysis.

PART - B
(Case Analysis)

(20)

6. Hari is new as a manager. He has been recently promoted to this position to head a small department, having previously worked as an administrative assistant. He has worked for two separate organizations. Generally, his experience of appraisal has been pleasant. He feels that this has been largely because of the positive attitude and feedback skills of his bosses. He felt that his last appraisal interview as an administrative assistant was mutually helpful and motivating. Now he is determined to follow this example with his own staff as an appraiser. Annual appraisal time is approaching, and he discusses this with Girish, another manager, over lunch. Girish has been in management for a number of years. He obviously sees the annual appraisal process as a routine affair to be discharged as quickly as possible. "I use the same form appraisal process as a routine affair to be discharged as quickly as possible. "I use the same form each year", he says, "It's a system of boxes which you tick. You just assess each member of your team against set criteria. I will give you a copy if you want." This sort of approach left Hari feeling deflated and despondent. Hari tries to convince Girish that appraisal interviews are mutually beneficial to the boss and appraiser and also to the organization.

Questions:

Put yourself in Hari's shoes. How would you convince Girish? Justify your answer specifically related to this case.

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ELECTIVE PAPER : *MANAGING CHANGE IN ORGANISATION*

MARKS : 20

Time : 3 Hours

PART - A

(Descriptive Type Questions)

Answer **ALL** questions. Each question carries **12** marks.

(5×12=60)

1. a) Discuss how cultural changes can be brought in organizations. Identify the need for indigenous management in modern day organizations.
(OR)
2. b) What is organizational change? Describe the characteristics of change.
a) Discuss the most significant methods of Organizational Diagnosis. Discuss the use of questionnaire in this context.
(OR)
3. b) Explain the quantitative and qualitative diagnostic methods.
a) Discuss various types of changes in an organizational set up. Identify the significant drivers of change in Organization.
(OR)
4. b) Describe nature and rationale of OD interventions. Briefly explain various aspects of Survey feedback.
a) Discuss various key roles in managing change in organizational set up. Cite suitable examples.
(OR)
5. b) Managing change has become an integral part of a manager's job. Managers need to have broad understanding of the environment surrounding their business and need to constantly monitor external drivers of change. Elaborate this statement and explain underlying concept with suitable example.

4-68-2-19

(1)

[P.T.O.]

5. a) What is 'Planned Change'? Briefly discuss the work Re-design as a Technique of planned organizational change. Explain with suitable example.

(OR)

- b) Discuss the importance of role of leader in transition period and explain different stages in Transition with examples.

PART - B

(Case Analysis)

(20)

6. Damned if you do: Damned if you don't

Fran Gilson has spent 15 years with the Thompson Grocery Company. Starting out as a part-time cashier while attending college, Fran has risen up through the ranks of this 50-sorem grocery store chain. Today, at the age of 34, she is a regional manager, overseeing seven stores and earning approximately \$95,000 a year. Fran also thinks she's ready to take on more responsibility. About five weeks ago, she was contacted by an executive-search recruiter inquiring about her interest in the position of vice-president and regional manager for a national drugstore chain. She would be responsible for more than 100 stores in five states. She agreed to meet with the recruiter. This led to two meetings with top executives at the drugstore chain. The recruiter called Fran two days ago to tell her she was one of the two finalists for the job.

The only person at Thompson who knows Fran is looking at this other job is her good friend and colleague, Ken Hamilton. Ken is director of finance for the grocery chain. It is a dream job, Fran told Ken. It's a lot more responsibility and it's a good company to work for. The regional office is just 20 miles from here so I wouldn't have to move and the pay is first rate. With the performance bonus, I could make nearly \$200,000 a year. But best of all, the job provides terrific visibility. I'd be their only female vice-president. The job would allow me to be a more visible role model for young women and give me a bigger voice in opening up doors for women and ethnic minorities in retailing management.

Since Fran considered Ken a close friend and wanted to keep the fact that she was looking at another job secret, she asked Ken last week if she could use his name as a reference. Said Ken, Of course. I'll give you a great recommendation, We'd hate to lose you here, but you've got a lot of talent. They'd be lucky to get someone with your experience and energy. Fran passed Ken's name on to the executive recruiter as her only reference at Thompson. She made it very clear to the recruiter that Ken was the only person at Thompson who knew she was considering another job. Thompson's top management is conservative and places a high value on loyalty. If anyone heard she was talking to another company, It might seriously jeopardize her chances for promotion. But she trusted Ken completely. It's against this backdrop that this morning's incident became more than just a question of sexual harassment. It became a full-blown ethical and political dilemma for Fran.

Jennifer Chung has been a financial analyst in Ken Department for five months. Fran met

4-68-2-19

(2)

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ELECTIVE PAPER : **WORKING CAPITAL MANAGEMENT**

MARKS : 20

PART - A

(Descriptive Type Questions)

Answer **ALL** questions. Each question carries **12** marks.

(5×12=60)

1. a) Discuss the different approaches to the determination of working capital needs. Which one do you find better and why?

(OR)

b) Explain the advantages and limitations of ratio analysis.
2. a) What are the sources of credit information and credit standards?

(OR)

b) Explain the loan system of granting credit by the banks. Discuss the different types of loans available under this system.
3. a) What are account receivables? Why companies have receivables? Discuss the factors affecting the size of receivables.

(OR)

b) Explain the role of financial manager in inventory management.
4. a) Discuss how Miller-Orr's cash management model helps in determining the cash balance of a firm.

(OR)

b) Explain the objectives of payables management.

5. a) Why should a firm invest in marketable securities? Discuss the various types of marketable securities that are available to them for investment.
(OR)
b) Define working capital and discuss the tools of planning for working capital in an organization.

PART - B
(Case Analysis)

6. Prepare a cash budget for the three months ending 30th June 2021 from the information given below: (20)

Month	Sales	Materials	Wages	Overheads
February	14,000	9,600	3,000	1,700
March	15,000	9,000	3,000	1,900
April	16,000	9,200	3,200	2,000
May	17,000	10,000	3,600	2,200
June	18,000	10,400	4,000	2,300

Credit terms are:

Sales /Debtors - 10% sales are on cash. 50% of the credit sales are collected next month and the Balance in the following month:

Creditors : Materials : 2 months
 Wages : 1/4 months
 Overheads : 1/2 months

Cash and Bank Balance on 1st April 2021 is expected to be Rs. 6,000.

Other relevant information are:

- i) Plant and Machinery will be installed in February 2021 at a cost of Rs. 96,000. The monthly installments of Rs. 2,000 is payable from April onwards.
- ii) Dividend 5% on preference share capital of Rs. 2,00,000 will be paid on 1st June.
- iii) Advance to be received for sale of vehicle Rs. 9,000 in June.
- iv) Dividends from Investments amounting to Rs. 1,000 are expected to be received in June.
- v) Income - Tax (Advance) to be paid in June is Rs. 2,000.

IInd YEAR ASSIGNMENT
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ELECTIVE PAPER : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

MARKS : 20

PART - A

(Descriptive Type Questions)

Answer **ALL** questions. Each question carries **12** marks.

(5×12=60)

1. a) What is the meaning of investment? Discuss the different channels available to an investor for making investment.
(OR)
b) Discuss various types of risk and how they can be managed.
2. a) Explain the structure, functions and responsibilities of capital markets in India.
(OR)
b) Explain the merits and demerits of technical analysis as a tool of security analysis.
3. a) How does technical analysis differ from fundamental analysis? Explain.
(OR)
b) What are the methods adopted to analyze the financial statements of a company?
4. a) How would you immunize a bond portfolio using the immunization technique?
(OR)
b) Explain the sharp index model. How does it differ from the Markowitz model?
5. a) Explain in detail about the portfolio performance and its measures with example.
(OR)
b) What are the different kinds of investment companies? Do their strategies in portfolio management differ from individuals?

PART - B
(Case Analysis)

(20)

6. A federal agency needed an integrated program within the office of the chief information officer (OCIO) to build seamless traceability from prioritizing business needs, identifying solution and selecting technology for implementation. The federal agency was also looking for the portfolio management and establishes data driven decision making.

Questions:

- a) Discuss the process of portfolio management.
 - b) Make a model fit to the above case.
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IInd YEAR ASSIGNMENT
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ELECTIVE PAPER : PRODUCT AND ADVERTISING MANAGEMENT

MARKS : 20

PART - A

(Descriptive Type Questions)

Answer **ALL** questions. Each question carries **12** marks.

(5×12=60)

1. a) What is a product Mix? Taking example of any FMCG Company, illustrate what is product line, product width and product line depth making a Product Mix.
(OR)
b) What is product line stretching? How it can be done? Explain with the help of examples.
2. a) What are the objectives of test marketing? Do you think test marketing has any disadvantages? Discuss giving suitable examples.
(OR)
b) How Concept Testing, Product Testing, Test Marketing differ in case of new product development? Give examples to illustrate your answer.
3. a) Why is packaging perceived as an important tool of marketing communication promotion? Illustrate with two examples of your choice.
(OR)
b) Discuss the functions performed by branding for the consumers. What brand name would you suggest for a range of high fiber, low sugar biscuits targeted at diabetics as well as calorie conscious consumers? Justify your choice.
4. a) Explain the role and importance of communication in marketing bringing the marketers and consumers close to each other in the transaction process.
(OR)
b) Taking the example of a new brand of your choice, suggest a suitable media mix to create awareness and promote the brand. You may consider the competitive brands and the kind of media they use.

5. a) Explain the pulling power of various Ad media.

(OR)

b) Why is media selection process considered as a crucial task? Elaborate.

PART - B

(Case Analysis)

(20)

6. Launching new toothpaste XYZ Ltd. is one of the successful manufacturers of packaging materials for both industrial and consumer products. The company has shown substantial growth over the years. Much of the company's growth is attributed to the high quality of its products. Keeping in view the growing market for consumer goods, the top management of the company decided to diversity into new consumer product areas. In the first instance, the company is thinking of entering into the toothpaste market.

The company conducted an extensive survey for deciding appropriate marketing and positioning strategy for the company's new brand of toothpaste. The survey revealed the following:

- Toothpaste is a highly competitive market and is dominated by MNCs.
- 85 to 90% of Indians are prone to dental diseases.
- Over 60% of consumers surveyed were willing to try out a new brand of toothpaste if it offers added value.
- The number of people who brushed their teeth at night was below 10%.
- The buying decision about various brands was very much influenced by the women in the households.
- An average of 200 gms is consumed in a month in a household.
- The market for toothpastes is growing at the rate of 15-20% per year.

Questions:

- a) Suggest some ways to the company for generating new product ideas for entering the toothpaste market.
- b) Suggest alternative positioning bases which the company can use.
- c) Design an appropriate marketing strategy for launching the new product.

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ELECTIVE PAPER : MARKETING OF SERVICES CONCEPT AND APPLICATIONS

MARKS : 20

PART - A

(Descriptive Type Questions)

Answer all questions. Each question carries 12 marks.

(5×12=60)

1. a) What are the basic characteristics of services compared with goods? What are the implications of these characteristics for an airline?
(OR)
b) Identify a particular service organisation for which you believe 'physical evidence' is particularly important in communicating with customers. Prepare the text of a presentation as a manager of that organisation highlighting the importance of physical evidence in the organisation's marketing strategy.
2. a) Explain the various marketing orientations and discuss which marketing orientation is appropriate for marketing of Financial Services.
(OR)
b) Explain the banking products and services and discuss the concept of product mix with reference to Banks.
3. a) Taking the example of any restaurant you are familiar with, explain the following:
i) Role of training and development of its employees.
ii) Importance of physical evidence for it.
iii) Challenges it faces with respect to demand and capacity. Also suggest some strategies to overcome these challenges.
(OR)
b) Write short notes on factors governing tourism demand and supply.

4. a) You have been appointed as a marketing consultant by a multi-specialty corporate hospital. Prepare a note for the hospital management explaining:
- i) Why it would be necessary for doctors as well as nursing staff to be marketing oriented?
 - ii) Importance of word of mouth communication for the hospital.
 - iii) How the pricing of health services is different from pricing of goods?

(OR)

- b) List out the non-monetary costs involved in the Health Services. Discuss the USP and methods of Marketing of Health Services at Apollo Hospitals vs Marketing of Cardiac Care at EHRC.
5. a) Choose any Educational Services of your choice and discuss the marketing implications of intangibility, inseparability, heterogeneity and perishability as applicable to the selected ones. Give suggestions for overcoming these implications.

(OR)

- b) Discuss the different modes of international trade in services giving suitable examples.

PART - B

(Case Analysis)

(20)

6. Rockland Group has entered into the health care during the last decade, during the time when large health care companies like Apollo, Forties, Max and many others were already established. Rockland decided not to go for very large size hospitals but to have a network of relatively smaller size properties.
- a) What could be possible 'Distribution' related strategies Rockland has adopted, which might give them an advantage over its competitors?
 - b) What are the various non-monetary costs relating to Health Care Services? Explain.
 - c) Suggest a suitable promotion mix for the Rockland Hospitals.