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Thursday, 15 January 2015 10:04 -

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OPERATIONS MANAGEMENT

CASE-1 (16 Marks)

Bloomsday Outfitters produces T-shirts for road races. They need to acquire some new stamping

machines to produce 30,000 good T-shirts per month. Their plant operates 200 hours per month, but

the new machines will be used for T-shirts only 60 percent of the time and the output usually includes

5 percent that are "seconds" and unusable. The stamping operation takes 1 minute per T-shirt, and the stamping machines are expected to have 90 percent efficiency considering adjustments, changeover of patterns, and unavoidable downtime. How many stamping machines are required?

CASE-2 (16 Marks)

In the table given below the Distribution Manager is expected to service these DCs as per the demands

placed. If the actual sales after completing week one is as follows, what would be the quantities that

would need amendment as far as Distribution Manager is concerned to service for week two and

onwards?

After week one the actual sales to Forecasted sales for week one ratio is as under: Mumbai did 80 % of

forecast , Lucknow did 75 % of forecast Kolkata did 60 % of week one forecast Chennai did 125 % of

forecast and Delhi did 150 % of week one forecast

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CASE-3 (16 Marks)

After working for 30 years, Ramjee Somjee Dutt opted for VRS and started a courier company and did

very well in the first four years. He was now looking for expansion of his business and decided to

venture into Road transportation business between Chennai and Mumbai and Mumbai and Delhi as he felt that he could do well on this line. However before taking a final decision he hires your

Management Consultant firm formed by yourself. He has requested you to work out the Price to quote

his clients for these two routes considering the costs involved. He expects to earn a minimum profit of

Rs 1000 per day per truck after meeting all expenses. Your analysis of market conditions tell you the

following:

Vehicle cost Rs 7 lacs Depreciation 15 % Maintenance costs per day Rs 150 Drivers monthly Salary

Rs 5000 : Attendants monthly salary Rs 3000 . Misc expenses Rs 200 per day. Driver allowance is Rs

125 per day and attendant gets Rs 75. Diesel cost per liter is Rs 25 and the vehicle gives an average

mileage of 4 km to a liter. The Financial institutions offer loans at 10 % interest pa, which Ramjee has

been negotiating. It has been observed that on an average the vehicle covers 400 km per day. The

distance between Mumbai to Delhi is 1500 km and Mumbai to Chennai is 1350 km. The driver gets

rest day in Mumbai only for one day after they return from any trip.

CASE-4 (16 Marks)

A company is operating in two unrelated businesses. The first one is making common salt, which is

sold in one-kilogram consumer packs. The second business is making readymade garments. The owner of the businesses has decided to implement Materials Requirement Planning (MRP) in one of the two businesses, which is likely to give him greater benefit. Assuming that the current turnover and profits of both the units are comparable, compare the relative benefits and limitations of Materials

Requirement Planning (MRP) for these two businesses.

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CASE-5 (16 Marks)

A Manufacturer of motorcycles buys spark plugs at Rs.15 each. Now he wishes to manufacture the

plugs in his own factory. The estimated cost for the manufacture of spark plugs is around

Rs.50,000=00 and the variable cost comes to Rs.5 per spark plug. The Production Manager advises the Manufacturer that the factory should go for manufacturing instead of procuring them from the open market. List out reasons for the decision of the Production Manager backed up by the necessary data.

OPERATIONS MANAGEMENT

a) Lean Production

b) Global Strategies fir Hospitality services

c) Material Requirements Planning

Q.2) Explain Briefly the process Analysis of Manufacturing Process Selection and

Design? (10 Marks)

Q.3) Define Supply Chain Strategy and Explain its feature and nature? (10 Marks)

Q.4) Distinguish between goods and services. What are the challenges faced by

Services marketers? (10 Marks)

Q.5) Discuss the features and nature of Project Management? (10 Marks)

Q.6) Explain in brief the Synchronous Manufacturing and Theory of Constraints?

(10 Marks)

Q.7) Discuss the essence Quality Management in Focus On six Sigma? (10 Marks)

Q.8) What is Aggregate Sales and Operations Planning? (10 Marks)

OPERATIONS MANAGEMENT

Q1) Explain the concept Six Sigma. Bring out the significance of Six Sigma in Quality

Management? **(10 Marks)**

Q2) Define Project Management and explain its nature and features? **(10 Marks)**

Q3) What is Process Analysis? Explain the steps in Manufacturing Process Selection

and Design? **(10Marks)**

Q4) Enumerate and explain the Theory of Constraints? **(10 Marks)**

Q5) Write short notes (any two) **(10 Marks)**

a) Inventory Control

b) Operations Scheduling

c) Aggregate Sales and Operations Planning

Q6) Explain the following concept (any two) **(10 Marks)**

1) Product Design

2) Strategic Capacity Management

3) Lean Productions

Q7) Define Material Requirements Planning. Discuss its various components? **(10 Marks)**

Q8) What is Supply Chain Strategy? Discuss its characteristics? **(10 Marks)**

OPERATIONS MANAGEMENT

Q.1. How would operations strategy for a service industry be different if any from that for a manufacturing industry? (It's an example & explains)

3. What are the levels of aggregation in forecasting for a manufacturing organization? How should this hierarchy of forecasts be linked and used

4. How would forecasting be useful for operations in a BPO (Business processes outsourcing) unit? What factors may be important for this industry? Discuss.

5. A good work study should be followed by good supervision for getting good results. Explain with an example.

6. What is job evaluation? Can it be alternatively used as job ranking? How does one ensure that job evaluation evaluates the job and not the man? Explain with examples?

7. What is the impact of technology on jobs? What are the similarities between job enlargement & job rotation? Discuss the importance of training in the content of job redesign? Explain with examples?

9. Would a project management organization be different from an organization for regular manufacturing in what ways? Examples.

10. How project evaluation different from project appraisal? Explain with examples.

OPERATIONS MANAGEMENT

Ram Dubey recently purchased a chain of dry cleaners in North Uttar Pradesh. Although the business is making a modest profit now, Ram suspects that if he invests in a new press, he could recognize a substantial increase in profits. The new press costs \$ 15,400 to purchase and install and can press 40 shirts an hour or 320 per day. Ram estimates that with the new press, it will cost \$ 0.25 to launder and press each shirt, customers are charged \$ 1.10 per shirt.

Q1) How many shirts will Ram have to press to break even?

Q2) So far Ram's workload has varied from 50 to 200 shirts a day. How long would it take to break even on the new press at the low demand estimate? At the high demand estimate?

Q3) If Ram cuts his price to \$ 0.99 a shirt, he expects to be able to stabilize his customer base at 250 shirts per day. How long would it take to break even at the reduced price of \$ 0.99?

Q4) Should Ram cut his price and buy the new press?

CASE STUDY : 2

The Peachtree Airport in Atlanta serves light aircraft. It has a single runway and one air traffic controller to land planes. It takes an airplane minutes to land and clear the runway (exponentially distributed) planes arrive at the airport at the rate of 5 per hour (Poisson distributed).

Q1) Determine the average number of planes that will stack up waiting to land?

Q2) Find the average time a plane must wait in line before it can land?

Q3) Calculate the average time it takes a plane to clear the runway once it has notified the airport that it is in the vicinity and wants to land?

Q4) The FAA has a rule that an air traffic controller can, on the average, land planes a maximum of 45 minutes out of every hour. There must be 15 minutes of idle time available to relieve the tension. Will this airport have to hire an extra air traffic controller?

CASE STUDY : 3

Q1) Discuss the general terms how forecasting might be used for planning to address these specific problems?

Q2) Explain the role of forecasting in initiating a TQM approach?

Q3) What are the types of forecasting methods that might be used?

Q4) Describe the Delphi method for forecasting?

CASE STUDY : 4

Q1) What are the different costs of poor quality and costs of quality assurance that might be associated with this quality problem?

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Q2) Explain the term quality?

Q3) Discuss the dimensions of quality for manufacturing products?

Q4) Discuss the dimensions of quality for services?

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MARKETING OF FINANCIAL SERVICES

- 1) Define the different types of scheme's floated by mutual fund's briefly.
- 2) Analyse the trend in different call rates in India.
- 3) Comment on the following statements.
 - a) Public Deposits are short term substitute for Money.
 - b) Public Deposits are addition to savings.
 - c) Direct acceptance of Deposits by companies pose threat to the working of credit policy in the economy.
 - d) The entries in the public deposit raises the debt/equity ratio of the companies.
- 4) Write a brief note on discounting service and its importance in money market.
- 5) The good absorptive capacity to government securities market has increased due to the

disproportionate support by the RBI. Justify.

6) Give a brief note on different types of options and highlight the various services provided by

them.

7) What are the drawbacks of foreign capital inflow.

8) What is the relationship between short term and long term interest rates.

ORGANIZATIONAL BEHAVIOR & BUSINESS COMMUNICATION

1) What are the arguments for and against layoffs in hard times?

2) How have the three executives in this case shown leadership?

3) Explain the difference between management and leadership. Discuss why conceptual leadership skills become more important, and technical skills less important, at higher level organizational levels.

1) Is the GM's approach wrong? If yes, then why if no then why not? Give reasons for your answer.

2) What would you recommend to the G.M.

3) Team leaders and team members need skills to develop effective teams. Is this statement correct or wrong. If there are any skills needed by the team leaders and team members to develop effective teams then discuss them.

1) How did the GM distinguish between the two target groups to make his communication effective?

2) What is the main advantage of direct face-to-face communication, as against communication through circulars or memos?

3) What makes technical communication different from general communication ?

4) How important is it to be able to communicate?

1) Read the above conversation carefully if you were Vikas, how would you answer all the questions asked by the interviewer. Rewrite the answers, making them more appropriate by

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changing the language, style, tone, and attitude of the answer.”

2) Describe the significance of job interviews today.

PORTFOLIO MANAGEMENT

Q1) What qualities are required for successful investing?

Q2) What are the major types of real assets? What are the pros and cons of investing in real asset?

Q3) What is book building?

Q4) What are the key differences between traditional finance and behavioural finance?

Q5) Discuss the following.

a) Demand side policies.

b) Supply side policies.

Q6) What are the differences between technical analysis and fundamental analysis?

Q7) What are the key differences between closed-ended and open ended schemes?

Q8) What should you bear in mind while investing in paintings and antiques?

Q9) Spell out the key steps involved in portfolio management?

QUALITY MANAGEMENT

Q1) Describe how the golden rule does or does not influence each of the six concepts of TQM?

Q2) What is the best way to improve market share for a product or service?

Q3) Discuss the advantages of an empowered team?

Q4) Describe two ways to determine a superior process?

Q5) Why has e-Commerce grown so quickly?

Q6) Briefly describe the purpose of an ISO 9000 quality system?

Q7) Why are the product evaluation standards in the development stage?

Q8) What is the overall aim of the EMS Standard?

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Q9) Write a warning label or operating instructions for the following products? (Any 4).

a) Cars

b) Fireworks

c) Swimming Pool

d) Power saw

e) In-Line Skates

Q10) State various techniques to sustain continuous improvement?

QUALITY STANDARDS AND POLICY

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Q.1) The mean value of the modulus of rupture of a large number of test specimens of green Sitka spruce has been found to be 5,600 lb/in².

a) If the standard deviation is 840 lb/in² & the distribution is approximately normal, the modulus of rupture will fall between 5,000 & 6,200 for what percentage of the specimens?

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b) For what percentage will it be above 4,000?

c) Below 3,500? (5 Marks)

Q.2) a) How many different hands of a 13-card might you have out of standard deck of 52 playing cards?

b) What is the probability of a 13-card hand containing all four aces?

c) What is the probability of a 13-card hand without an ace, king, queen, or jack?

d) What is the probability of a 13-card hand containing one or more aces? (5 Marks)

Q.3) An acceptance plan calls for the inspection of a sample of 75 articles out of a lot of 1,500. If there are no nonconforming articles in the sample, the lot is accepted; with 7 or more, it is rejected. If a lot 5% nonconforming is submitted, what is the probability that it will be rejected? Solve using the poisson distribution as an app (5 Marks)

Q.4) Random Samples of 100 items are drawn from a continuous process that is known to produce 20% nonconforming items. Determine the probability of finding exactly 15 nonconforming items in a sample:

a) Using the exact binomial distribution.

b) Using the normal approximation to the binomial.

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c) Using the poisson approximation to the binomial.

d) Comment on the relative accuracy of the approximations

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ORGANIZATIONAL BEHAVIOR

1. Define organizational behavior, and organizational structure?
2. What is the difference between a manager and a leader? Do leaders need different skills to be effective?
3. What is the difference between a group & a team? What are the different types of work teams?
4. How would you define conflict? Distinguish between functional & dysfunctional conflicts

by giving suitable examples?
5. Explain the different types of employee involvement and employee recognition programs with the help of suitable examples.
6. Select the most appropriate answer of the following: (20, each 2 marks)

1) The groups to which an individual aspires to belong, i.e. the one with which he or she identifies is called

a) coalitions b) committees c) reference groups d) task groups

2) One small drawback of the five-stage model is that it

a) ignores the organizational context b) ignores the situational factors c) ignores the individual attributes d) ignores the formal structure

3) Individual employees can be converted into team players through

a) appropriate feedback b) training c) monitoring d) demonstration

4) One who tries to bring discipline and order through formal structures, plans and

processes and tries to monitor performance against plans is a

a) leader b) manager c) co-ordinator d) team-player

5) If the followers are able and unwilling, then the leader will have to use the

a) authoritarian style b) participative style c) situational style d) strategic style

6) According to situational leadership approach, the style that denotes a high-task and a

low-relationship style is

a) selling style b) delegating style c) participating style d) telling style

7) Decision-making heavily depends on the individual

a) understanding b) creativity c) perception d) ability

8) In formal groups and organizations, an individual has maximum access to

a) referent power b) reward power c) legitimate power d) coercive power

9) In an attempt to preserve their perceptions, people tend to

a) resist change violently b) ignore the change process c) create bottlenecks for change agents

d) process information selectively

10) The process, which is aimed at seeking change in attitudes, stereotypes and perceptions,

that groups hold of each other is called

1. Organizational development b) Inter-group development c) T-groups d) Team-building
1. Delegation and Decentralization
2. Line and Staff functions
3. Theory X and Y
4. Domino Effect
5. Organizational culture and climate

6. Can a division manager develop verifiable goals, or objectives, when the president has not assigned them to him or her? How? What kind of information or help do you believe is important for the division manager to have from headquarters?

7. Was the division manager setting goals in the best way? What would you have done?

ORGANIZATIONAL BEHAVIOR

1 List the various reasons in Organization xyz , which lead to its development?

2 If the organization had not invested in its employee, would they have developed?

3 Site few examples of Indian companies, similar to XYZ mentioned above?

4 What would have been the drawback of the XYZ Company prior to 1991?

1 Is it fine to privatize profits and nationalize losses, is it right for organizational development ?

2 Was this a result of failure of leadership of these firms?

1 Do the core values, really influence and have a impact on organizational development ?Explain.

2 Is organizational development depended internally on employees and externally influenced by

customers? Discuss

1) Measurement has the power to focus attention on desired behavior and results," How it leads to

organizational development?

2) Discuss benchmarking techniques, are really helpful for succeeding in I today's scenario?

PERSONNEL MANAGEMENT

Q1) Define the term "Manpower Planning"?

Q2) Discuss "Manpower Planning makes for different purposes at different level"?

Q3) Explain some other pay-offs from Manpower Planning to the enterprise?

Q4) Objectives of Manpower Planning. Explain in detail?

Q1) Define the term "Word of Mouth".

Q2) Define the objective and importance of advertisement in the process of Recruitment?

Q3) Define the term selection in brief.

Q4) Explain the methods of selection?

Q1) Distinguish between one way versus two way communication.

Q2) Define the term formal and informal organizational communication?

Q3) Explain the most common channels available for downward communication in an organization?

Q4) What do you mean by communication filters?

Q1) What do you understand by the concept of QWL?

Q2) Identify its major activities and concerns?

Q3) Discuss the relevance of QSL in the Indian context?

Q4) 'Flexible working time arrangement can be an answer to the multifarious roles of the Indian worker', Evaluate.

PERSONNEL MANAGEMENT

1. Psychological test as selection criteria can at best be a support to the interview process.
Please

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evaluate. (15 Marks)

2. Retention of employees in the organization starts with a structured and effective induction

program.Please comment. (15 Marks)

3. If you have to hire an HR Manager for your firm,what competencies would you look for?

Please answer in terms of your understanding of the HR function. (15 Marks)

4. Designing an attractive motivational strategy is the key to making of a high performance driven

organization. (15 Marks)

5. Briefly explain (Any two):

a) Different type of employee appraisals and rating

b) Validity / reliability

c) Job analysis

d) Stress interview

PHARMACOLOGY MANAGEMENT

Q.1) What are the important responsibilities of Mr. Kate?

Q.2) What are the different stages Mr. Kate will use in the Process to set up the project and run it?

Q.3) On what elements will Mr. Kate focus?

Q.4) What are your Suggestions?

Q.1) What is a clinical trial?

Q.2) What is the process of designing and carrying out clinical research?

Q.3) Explain the Planning Steps of Mr. Simpson.

Q.4) What are the important considerations to conduct of any type of clinical trial?

Q.1) Define CRC

Q.2) Define CRA

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Q.3) Who can be appointed as a CRC/CRA?

Q.4) Elaborate the responsibilities of the CRC and CRA?

Q.1) What is the definition of fraud and misconduct in clinical research?

Q.2) According to you what are the steps and procedures adopted by Mr. Kunte to investigate fraud?

Q.3) What are the penalties you can suggest to Dr. Kunte for proven fraud and misconduct?

Q.4) Explain the responsibilities of Dr. Kunte as an investigator in the Whole process.

PHARMACOLOGY MANAGEMENT

1. Understand how the Bitech & Pharma industries are evolving in India.

2. Understand the relationship between the Bitech & Pharma industries.

3. Establish the innovations in both the industries.

4 Learn about the competencies developed by certain companies and the growth

opportunities in both the industries.

1. Study the entry and expansion strategies of Ranbaxy in foreign markets

2. Elaborate on the Growth initiatives of Ranbaxy in the US

3. What are the Challenges faced by Ranbaxy in the US

1. Understand the importance of corporate social responsibility and its impact on the image of corporate

2. Appreciate the role of corporate in bringing about social change

1. Write down the facts of the case.

2. Establish the growth of the Ranbaxy and the major hurdles the company experienced in its growth.

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PRINCIPLES & PRACTICE OF MANAGEMENT

1. a) What are the steps involved in planning?
- b) How you make planning effective?
2. What is the difference between a policy and a procedure?
3. Explain the advantages and limitations of planning.
4. Explain the strategic planning in the Indian industry. Which are the planning skills required for better business.

5. a) Define a decision making?

b) Explain common difficulties in decision-making.

6. a) Decision-making is a key part of a manager's activities. – Elaborate.

b) What are the steps involved in rational decision-making.

7. a) Explain the individual and group decision-making.

b) Describe advantages and disadvantages of group decisions.

8. a) Draw models of decision-making? b) Explain any two.

PRINCIPLES & PRACTICE OF MANAGEMENT

Q1) “Coordination is imperative for the success of any organization.” Explaining the need for coordination suggest the ways to achieve effective coordination in a decentralized private sector manufacturing organization?

Q2) Describe the interpersonal needs in terms of expressed and wanted behavior. Cite suitable examples to support your views?

Q3) Why do managers need to acquire different skills at various levels? What are the skills

conceptualized by Katz? Explain how they are proving useful for Indian managers at different levels?

Q4) Discuss various strategies used in implementing organizational change in the context of a large public sector manufacturing organization?

Q5) Identify major barriers of communication and explain why do they arise. Explain ways to overcome these barriers with suitable examples?

Q6) Write short notes on any four of the following: (5 marks each)

PRINCIPLES & PRACTICE OF MANAGEMENT

1. How should Mr. Durant assess the opportunities in various countries around the world?

2. Should Carrefour adopt Wal-Mart's strategy of "low prices everyday"? What would be the advantage or disadvantage of such a strategy?

3. How could Carrefour differentiate itself from Wal-Mart?

4. Identify cultures in selected countries that need to be considered in order to be successful?

1) The reengineering efforts of P&G focused on the business process system. Do you think other processes, such as the human system, or other managerial policies need to be considered in a process redesign?

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2) What do you think was the reaction of the brand managers, who may have worked under the old system for many years, when the category management structure was installed?

3) As a consultant, would you have recommended a top-down or a bottom-up approach, or both, to process redesign and organizational change?

4) What are the advantages and disadvantages of each approach.

1) What is your assessment of Daimler-Benz's operations in many different fields?

2) Should the various groups operate autonomously? What kinds of activities should be centralized?

3) Daimler-Benz is best known for its Mercedes-Benz cars. Why do you think Daimler bought AEG in the first place and why did it venture into the Aerospace and Inter Services businesses?

4) Given the apparent mistakes in acquiring non-automotive businesses, what should Jurgen Schrempp do now?

1) Prepare a profile of the potential buyer of the Lexus.

2) What should Mercedes and BMW do to counteract the Japanese threat in the United States and Europe?

3) Why has the Lexus model been very successful in the U.S. but has not been marketed in Japan?

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(Suggestion: Review the frequency of repair records of luxury cars. Also talk to Lexus dealers or Lexus

owners).

4) Do you think Lexus will succeed in Japan? Why or why not?

PRINCIPLES & PRACTICE OF MANAGEMENT

1. What opportunities and threats did McDonald's face? How did it handle them? What alternatives could it have chosen?

2. Before McDonald's entered the European market, few people believed that fast food could be successful in Europe. Why do you think McDonald's has succeeded? What strategies did it follow? How did these differ from its strategies in Asia?

3. What is McDonald's basic philosophy? How does it enforce this philosophy and adapt to different environments?

4. Should McDonald's expand its menu? If you say no, then why not? If you say yes, what kinds of products should it add?

5. Why is McDonald's successful in many countries around the world?

1. Evaluate the formulation of the merger between Daimler and Chrysler. Discuss the strategic fit and the different product lines

2. Assess the international perspectives of Eaton and Schrempp.

3. What are the difficulties in merging the organizational cultures of the two companies?

4. What is the probability of success of failure of the merger? What other mergers do you foresee in the car industry?

1. The re-engineering efforts focused on the business process system. Do you think other processes, such as the human system, or other managerial policies need to be considered in a process redesign?

2. What do you think was the reaction of the brand managers, who may have worked under the old system for many years, when the category management structure was installed?

3. As a consultant, would you have recommended a top-down or bottom-up approach, or both, to process redesign and organizational change? What are the advantages and disadvantages of each approach?

1. Is the Hewlett – Packard way of managing creating a climate in which employees are motivated to contribute to the aims of the organization? What is unique about the HP Way

2. Would the HP managerial style work in any organization? Why, or why not? What are the conditions for such a style to work?

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Production Management

1. What are the different types of production/operation system? Where would each one of them be

applicable? Give practical examples.

2. What is flexibility in operations function? Can it be one of the strategic weapons? Explain

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your

response.

3. What is the distinction between accounting profit & economic profit? How is such a distinction linked with the concept of opportunity cost?
4. What is the difference between the Scanlon & rucker plans?
5. Productivity improvement is not a one shot project Do you agree with this statement? Discuss
6. Is supply chain management a philosophy? Discuss
7. What is the aim of production planning?
8. What is forecasting? Elements of forecasting & Methods of forecasting?

Production Management

Q 1 : Identify the appropriate level of risk for the following items and justify your answer.

1. Space Shuttle
2. X-ray machine
3. Camera
4. Canned soup
5. Pencil
6. Computer keyboard

7. Chair
8. Running shoe
9. Automobile
10. Fresh vegetables
11. Child's toy
12. Golf club
13. Baby food
14. Restaurant food

1. Labels ii) Hang Tags iii) Tickets iv) Pocket Flashers

1. What are the advantages and disadvantages of wireless communication?
2. What can be accomplished by the addition of a third party registering a quality system?
3. Visit an organization in your community and determine if their accident and emergency preparedness plan meets the ISO 14001 criteria.
4. Briefly describe the difference between sequential engineering and quality by design (or concurrent) engineering.
5. Devise a compensation plan for injured users where the product defect manifests itself in the second or third generation, such as when a man or woman takes a prescribed drug that injures their future children.
6. Form a project team of six or seven people, elect a leader, and construct a cause-and-effect diagram for bad coffee from a 22 cup coffee maker used in the office.
7. Formulate a full factorial experiment to determine what factors affect the
8. Given three two-level factors and three suspected two – factor interactions; determine the degrees of freedom and the OA.

Q .2 : The bearing department is planning their schedule for the following week. They need an understanding of last week's performance. The schedule called for two 8-hour shifts per day for five days. Downtime charged to production averaged 76 minutes per day. Downtime charged to maintenance averaged 135 minutes per day. Calculate the actual running time and the percentage of available time.

Q 3 : (a) Does exponential smoothing track a trend in the demand satisfactorily? What is the reason?

(b) How would forecasting be useful for operations in a BPO unit? What factors may be important for this industry? Discuss

Q.4 : (a) Would a six sigma implementation involve significant financial investment? Discuss

(b) Can total organizational satisfaction be achieved while a company is also aiming for key business results? Is there a conflict in these two goals? Discuss.

Q.5 : How would have good production & Operations Management Practices averted the terrible Bhopal Gas strategy? Research & Discuss

Q.6 : Differentiate between Loading and Scheduling. Is a clear-cut distinction between the two possible under all production situations? If so where is it possible & where is it not possible?

Q.7: What are the advantages of the HMMS model over the Linear programming model? The HMMS and other sophisticated models have not been very popular in practice. What may be the reasons?

Q.8: What is the scope of purchasing activities? Where would you fit purchasing in the materials management function? In the Organizational structure, where should purchasing be fitted?

(i) in a single plant situation (ii) in a multiple plant situation

Q.9: Some say that we need a “national level job evaluation” in India. Can you envisage the issues involved? Is it possible to do such a national level exercise? How would you proceed in this regard?

Q.10 :How can work study be used for arriving at (i) Manufacturing Budget (ii) Production Plan (iii) Personnel Policies (iv) Materials Planning? Explain.

Production Management

Q.1) Suggest the best decision?

1) Analyze the above case and give your comments?

1) Analyze the above case and give your comments?

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1) Analyze the above case and give your comments?

PROJECT MANAGEMENT

Q1) Project risks can be eliminated if the project is carefully planned, Explain?

Q2) What is the difference between avoiding a risk and accepting a risk?

Q3) How you face the Schedule risk?

Q4) Explain the term RBS?

Q1) What is the critical path?

Q2) How many weeks to complete?

Q3) What is the slack for activity F?

Q4) What is the slack for activity G?

Q1) Why are accurate estimates critical to effective Project Management?

Q2) What is estimated cost for Mrs John's house if they use contractors to complete all of the house?

Q3) Estimate what the cost of the house would be if the Mrs John and Mr ohn use their talents to do some of the work themselves?

Q4) Do you have any suggestion to Mr & mrs John?

Q1) What kind of Project Management structure would you recommend they use for the KYSO project?

Q2) What information would you like to have to make this recommendation & why?

Q3) What do you believe is more important for successfully completing a project. Discuss.

Q4) Define the word "Project" in brief?

PROJECT MANAGEMENT

1. Give a detailed description on "Detailed Project Report". Indicate the Pros and Cons of it also.

(10 Marks)

2. What is Project Management Information System? Why is a Project Management Information

System considered to be of immense importance in a project? In designing a Project Management

Information System what parameters are to be spelt out clearly in line with the objectives of the

Project management Information System? (20 Marks)

3. Technology and processes play crucial role in certain projects. What the key issues are in regards

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to choice of technology, equipment and processes at the stage of formulation of Detailed Project

Report?

4. Given the activity mean and Standard Deviation, Find the probability that the project will take

more than 10 weeks to complete. (20 Marks)

PROJECT MANAGEMENT

Q1) Write short notes (10 Marks)

a) Investment Criteria

b) Generation and Screening of Project Ideas

Q2) Explain briefly the various Considerations in selecting the project? (10 Marks)

Q3) Explain Project Organization Structure. (10 Marks)

Q4) Distinguish between Market Analysis and Demand Analysis? (10 Marks)

Q5) Discuss Project Management and explain Network Techniques for Project

Management? (10 Marks)

Q6) Explain in brief the over view of project planning? (10 Marks)

Q7) Explain major issues in Financing of Projects? (10 Marks)

Q8) What is Risk Analysis and explain in brief Firm Risk and Market Risk? (10 Marks)

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PUBLIC RELATION MANAGEMENT

a) Various public for public relations

b) Media relation

c) Essential qualities of Public Relation Officer

Q2) Define the term Public relation. Explain its features and Scope. (10 Marks)

Q3) What do you mean by in-house PR Explain its pros and cons. (10 Marks)

Q4) What is the role of financial PR in an organization? (10 Marks)

Q5) What do you mean by in – house PR department. Explain its pros and cons. (10 Marks)

Q6) What is corporate Public relations. Discuss its basic principles. (10 Marks)

Q7) What is the role of PR in an organization? Discuss the five attributes of public relations.

Q8) What is the importance of ethics in PR? (10 Marks)

PUBLIC RELATION MANAGEMENT

a) Investor Relations for Shareholder Value

b) A Strategic Approach to Crisis Management

c) Broadcast Media Relations

Q2) Explain the following (any two). (10 Marks)

a) Career Paths in Public Relations

b) Global and Local Media Relations

c) The various aspects of Connecting with Consumers in Public Relations

Q3) Explain in brief the Environmental Issues in Public Relations (10 Marks)

Q4) Define Media Relations. Explain Integrated Marketing Media Relations (10 Marks)

Q5) Discuss the various aspects of Managing a Diverse Workforce in a Changing

Corporate Environment'. (10 Marks)

Q6) Discuss the Role of Research in Public Relations Strategy and Planning (10 Marks)

Q7) Discuss the various strategies to Maintaining Effective Client-Agency Partnerships

Q8) What is Media Transformation? Explain in brief the current Practice of Public

Relations in India and abroad. (10 Marks)

Purchase Management

Q.1) Place yourself in the shoes of Roy and prepare a statement for the purchase of the boiler or submitting to the Principal.

Q.1) Analyze the case and give your comments.

Q.1) Do you, like the purchase executive, subscribe to the view that employees should not be the suppliers of the company?

Q.2) Draft a memo to the M.D. against the current policy.

Q.3) How can the existing policy be reversed without causing bitterness?

Q.1) Do you think this practice of accepting gifts from suppliers is ethical or unethical? How can you classify some activities as distinctly ethical and some unethical? Define a policy/a procedure for accepting gifts by buyers from the suppliers.

Q.1) Summarize & Analyze the case with reference the principals of purchase management?

Q.1) Summarize and Analyze the case with ref to the principles of purchase management?

Q.1) Summarize and analyze the case with reference to the principal of purchase management?

QUANTITATIVE METHODS

CASE 1

The bulbs manufactured by a company gave a mean life of 3000 hours with standard

deviation of 400 hours. If a bulb is selected at random, what is the probability it will

have a mean life less than 2000 hours?

Question:

1) Calculate the probability.

2) In what situation does one need probability theory?

3) Define the concept of sample space, sample points and events in context of probability theory.

4) What is the difference between objective and subjective probability?

CASE 2

The price P per unit at which a company can sell all that it produces is given by the

function $P(x) = 300 - 4x$. The cost function is $c(x) = 500 + 28x$ where x is the number

of units produced. Find x so that the profit is maximum.

Question:

1) Find the value of x .

2) In using regression analysis for making predictions what are the assumptions involved.

3) What is a simple linear regression model?

4) What is a scatter diagram method?

CASE STUDY : 3

Mr Sehwaq invests Rs 2000 every year with a company, which pays interest at 10% p.a.

He allows his deposit to accumulate at C.I. Find the amount to the credit of the person

at the end of 5th year.

Question :

- 1) What is the Time Value of Money concept.
- 2) What do you mean by present value of money?
- 3) What is the Future Value of money.
- 4) What the amount to be credited at the end of 5th year.

CASE STUDY : 4

The cost of fuel in running of an engine is proportional to the square of the speed and is

Rs 48 per hour for speed of 16 kilometers per hour. Other expenses amount to Rs 300

per hour. What is the most economical speed?

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Question:

- 1) What is most economical speed?
- 2) What is a chi-square test?
- 3) What is sampling and what are its uses.
- 4) Is there any alternative formula to find the value of Chi-square?

QUANTITATIVE METHODS

1. What is a linear programming problem? Discuss the scope and role of linear programming in solving management problems. Discuss and describe the role of linear programming in managerial decision-making bringing out limitations, if any.
2. Explain the concept and computational steps of the simplex method for solving linear programming problems. How would you identify whether an optimal solution to a problem obtained using simplex algorithm is unique or not?
 - a) What is the difference between a feasible solution, a basic feasible solution, and an optimal solution of a linear programming problem?
 - b) What is the difference between simplex solution procedure for a 'maximization' and a 'minimization' problem?

c) Using the concept of net contribution, provide an intuitive explanation of why the criterion for optimality for maximization problem is different from that of minimization problems.

Outline the steps involved in the simplex algorithm for solving a linear programming maximization problem. Also define the technical terms used therein.

3. "Linear programming is one of the most frequently and successfully employed Operations Research techniques to managerial and business decisions." Elucidate this statement with some examples.

4. Describe the transportation problem and give its mathematical model. Explain, by taking an illustration, the North-West Corner Rule, the Least Cost Method and the Vogel's Approximation Method to obtain the initial feasible solution to a transportation problem. Discuss the various methods of finding initial feasible solution of a transportation problem and state the advantages, disadvantages, and areas of application for them.

5. What is an assignment problem? It is true to say that it is a special case of the transportation problem? Explain. How can you formulate an assignment problem as a standard linear programming problem? Illustrate. What do you understand by an assignment problem? Give a brief outline for solving it.

6. What are different types of inventories? Explain. What functions does inventory perform? State the two basic inventory decisions management must make as they attempt to accomplish the functions of inventory just described by you.

7. What is queuing theory? What type of questions are sought to be answered in analyzing a queuing system? Give a general structure of the queuing system and explain. Illustrate some queuing situations. What is queuing theory? In what types of problem situations can it be applied successfully? Discuss giving examples.

8. What is a replacement problem? Describe some important replacement situations and policies. Briefly explain the costs which are relevant to decisions for replacement of depreciable

assets. Illustrate their behavior and explain how the optimal time for replacement of an asset can be determined.

9. What kinds of decision-making situations may be analysed using PERT and CPM techniques? State the major similarities between PERT and CPM. Under what circumstances is CPM a better technique of project management than PERT? A construction company has received a contract to build an office

complex. It has frequently engaged itself in constructing such buildings. Which of the two network techniques, PERT and CPM, should in your opinion, be employed by the company? Why?

10. Describe the steps involved in the process of decision making. What are payoff and regret functions? How can entries in a regret table be derived from a pay-off table?

11. What do you understand by Markov processes? In what areas of management can they be applied successfully? What do you understand by transition probabilities? Is the assumption of stationary transition probabilities realistic, in your opinion? Why or why not?

12. Explain how the probability tree helps to understand the problem of Markov processes. Explain the method of calculation of ending up in each absorbing state when a chain beings in a particular transient state. What is fundamental matrix of Markov chains? What does it calculate?

13. What is simulation? Describe the simulation process. State the major two reasons for using simulation to solve a problem. What are the advantages and limitations of simulation? ``When it becomes difficult to use an optimization technique for solving a problem, one has to resort to simulation''. Discuss. Simulation is typically the process of carrying out sampling experiments on

the models of the system rather than the system itself.'' Elucidate this statement by taking some examples.

14. A company has three offers for its existing equipment in one of the divisions. The first buyer is willing to pay Rs. 50,000 at the end of 8 years' period. The second buyer offers Rs. 39,000—consisting of an immediate payment of Rs. 14,000 and Rs. 25,000 after 6 years. The third buyer agrees to buy the equipment for Rs. 29,000 payable right away. Which is the best offer for the

company if it can earn an interest @ 8% per annum on the money received?

15. What is the difference between qualitative and quantitative techniques of forecasting. When is a qualitative model appropriate? Briefly discuss the Delphi method of making forecasts.

16. a) How do you distinguish between resource leveling and resource allocation problems? State and explain an algorithm for resource allocation.

b) Explain the following as they are used in PERT/CPM

(i) Beta distribution, and (ii) Budget over-run.

17. The following table gives data on normal time and cost, and crash time and cost for a project.

`Duration (Weeks) Total Cost (Rs) Activity

i) Draw the network and find out the critical path and the normal project duration.

ii) Find out the total float associated with each activity.

iii) If the indirect costs are Rs. 100 per week, find out the optimum duration by crashing and the corresponding project costs.

iv) With the crash duration indicated, what would be the minimum crash duration possible, ignoring indirect costs?

18. What is a 'game' in game theory? What are the properties of a game? Explain the 'best strategy' on the basis of minimax criterion of optimality. Describe the maximin and minimax principles of game theory.

19. Explain the steps involved in solution to dynamic programming problems. Explain the following in the context of dynamic programming:

(a) Stages

(b) States

(c) Pay-off function

(d) Recursive relationship

20. A political campaign for election to the parliament is entering its final stage and pre-poll surveys are indicating a very close contest in a certain constituency. One of the candidates in the constituency has sufficient funds to give five full-page advertisements in four different areas. Based on the polling information, an estimate has been made of the approximate number (in thousands) of additional votes that can be polled in different areas. This is shown below.

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RESEARCH METHODOLOGY

CASE-1 (16 Marks)

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A professor is interested in following whether the "good" students finish the test earlier or later than

the others in the class. He observes a particular test and gets the following data given below

If 'good' students are those who get 90 and above, can the professor conclude that good students finish the test randomly (use a 5% level of significance) ?Explain

CASE-2 (16 Marks)

The weight (gms) of 31 books picked from a consignment are as follows:

106, 107, 76, 82, 106, 107, 175, 93, 187, 95, 123, 125, 111, 92, 86, 70, 127, 68, 130, 129, 139,

119, 115, 128, 100, 186, 84, 99, 113, 204, 111

Test whether this sample may be treated as random? Briefly explain?

Case-3 (16 Marks)

A local supermarket has experienced a decline in unit sales and little change in rupee value sales.

Profits have almost vanished. The chief executive in searching for ways to revitalize the operation, was

advised to increase the number of hours the market is open for business. He comes to you for advice in structuring a research problem that will provide relevant information for decision making, Define the research problem taking care to:

(a) state the relevant question.

(b) enumerate the alternative answers.

(c) clearly define the units of analysis and characteristics of interest.

CASE-4 (16 Marks)

According to the National Retail Federation and Center for Retailing Education at the University of

Florida, the four main sources of inventory shrinkage are employee theft, shoplifting, administrative

error, and vendor fraud. The estimated annual dollar amount in shrinkage (\$millions) associated with

each of these data sources are as follows

Employee theft \$ 17918.6

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Shop lifting \$ 15191.9

Administrative error \$ 7617.6

Vendor fraud \$ 2553.6

Total \$43281.7

Construct a pie chart to depict these data ?

1. Discuss the various bases or criteria for segmenting consumer markets. Explain Tanishq's

segmentation and positioning strategy.

2. What are Tanishq's key brand values or brand strengths? Explain.

3. What are the strength and weakness of Tanisq

CASE-6 (16 Marks)

A recent survey on washing machines conducted among housewives showed that most of them

belonged to middle income households, were generally employed had growing up children and

preferred a compact, easy-to-use, top-loading washing machine. They wanted a machine that gets

clothes clean and comes with a trouble-free service. If you were the marketer of Whirlpool's washing

machine, how will you use this information for planning your marketing strategy?

CASE-7 (16 Marks)

A company wishes to launch a new tooth paste which can effectively prevent cavities and tooth decay

as well make teeth whiter. But the tooth paste markets is highly crowded with multiple brands. Design a questionnaire to identify product attributes important to consumers and consumer purchase behavior. Also decide the target group on whom the questionnaire can be executed.

RETAIL MANAGEMENT

1. What are the advantages and disadvantages from the buyer's and seller's perspectives of

purchasing merchandise through Internet auctions like eBay?

2. Will a significant amount of retail sales be made through Internet auctions like eBay in the future?

Why or why not?

3. What are eBay's competitive advantages? Will it be able to withstand the competition from other

auction sites like Yahoo! And Amazon's auctions?

1. What prices caused Courtney's charge?

2. Which price would result in the highest profit?

3. What other factors should Courtney's consider?

4. What price would you charge, and how many units would you order?

1) Knowing that the company wants a mixed-media ad campaign to support this event, prepare an ad

plan for the general merchandise manager that costs no more than \$40,000?

2) Work out the daily scheduling of all advertising?

3) Work out the dollars to be devoted to each medium?

4) Justify your plan?

1. What are the pros and cons of Enterprise's human resource management strategy?

2. Would you want to work for Enterprise? Why or why not?

3. How does its human resource strategy complement the quality of customer service delivered by

its representatives?

1) What are the advantages and disadvantages of the various alternatives Ruth Diamond is considering?

2) Do you have any other suggestions for improving the store's sales?

3) What would you recommend? Why?

1) What is the best way for the Home Depot to continue to grow?

2) Can Home Depot maintain its current market position with its new policies and increasing

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competition?

3) Will more efficient operations and increased centralization be effective in streamlining Home

Depot' business?

4) How might the shifts in corporate culture affect executives, management, and associates?

1) Can this type of advertising campaign improve Wal-Mart's image in the eyes of associates,

consumers, investors, and the press?

2) What else could Wal-Mart do to improve its reputation?

3) Go to Wal-Mart Stores home page at <http://www.walmartstores.com> and click on College

Recruiting. Explore what this page has to offer. If a Wal-Mart recruiter came to your campus,

would you consider Wal-Mart as an employer? Why or why not?

1) What, if any, are the differences in A & F's and AE retail strategy?

2) What are the brand images of A&f and AE? What words and phrases are associated with each

retailer's brand name?

3) List other specialty apparel retailers that target the same customers as A&F and AE. How do these

brands differentiate themselves in the competitive retail environment? Construct a product

positioning map to illustrate.

4) Which retailer(s) has (have) the stronger competitive position? Why?

RETAIL MANAGEMENT

1. What can an independent retailer learn from this case?
2. What are the positive implications of this case with respect to the use of leased departments in department stores?
3. How can a mid-priced apparel store become a destination retailer?
4. How is Gap Inc. utilizing the principles of the wheel of retailing through its Gap, Old Navy, and Banana Republic divisions?
5. How can high-priced apparel specialty stores successfully compete against full-line

discount stores?

6. What role should the Internet play for apparel retailers?
7. Can an apparel retailer prosper in the future if it does not engage in multi-channel retailing? Explain your answer.
1. What overall conclusions do you reach after reading this case?
2. How can apparel retailers compete with Wal-Mart?
3. Does cross-shopping affect apparel retailing? Is this good or bad? Why?
4. What are the retail implications of this statement ``American consumers are not trendy – either at work or play?’’ Do you agree with the statement? Explain your answer.
5. How could the information cited in the case be used in a retail information system?
6. Devise a questionnaire to determine what improvements the loyal customers of an apparel store chain would like to see in the chain.
7. What additional consumer-related information would you like to review about apparel shoppers besides that stated in the Case?

RETAIL MANAGEMENT

Q.1) What is the purpose of developing a formal retail strategy? How would a strategic plan

be Used by a college book store? (10 Marks)

Q.2) Do you believe that customer service in retailing is improving or declining, if yes, why

and If no why? (10 Marks)

Q.3) What are the expected and augmented value chain elements for the following retailers.

a) Fast food restaurants

b) Motel

c) Local pharmacy

Q.4) What do you understand by service retailing. Explain the unique aspects of service

Retailing with suitable examples. (10 Marks)

Q.5) Explain the wheel of retailing. Is this theory applicable in today's context. Why or why not?

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Q.6) Compare a single channel and a multi-channel retailing. State the advantages and

Dis-advantages also. (10 Marks)

Q.7) a) Explain non-store retailing with example (10 Marks)

. b) Explain the 30 days rule for direct marketers.

Q.8) Explain the characteristics of retail training methods? (5 Marks)

Rural Management

1. The affluent class of rural consumer

2. Cottage Industry

3. Chique sachet shampoo

4. Attitude

Q2. Describe the various sources of collecting primary and secondary data during

rural market research? (10 marks)

Q3. What are the various basis of segmentation of rural market? (10 marks)

Q4. Describe the rural consumer classification according to income? Which all

classes are most likely to possess a two-wheeler? (10 marks)

Q5. What are the various innovations companies have evolved to overcome the

barriers in rural India. Answer using rural success stories. (10 marks)

Q6. Why are money lenders so successful in villages despite charging high interest rates?

Q7. What does NABARD stands for? Explain the various services offered by NABARD?

SAFETY MANAGEMENT

1) Do you agree with foreman?

2) What things would you want to investigate relative to possible clauses?

3) Discuss some of the possibilities in this case?

4) Is Safety more a psychological problem or more an engineering problem, why?

1) From a Safety point of view what investigations would you wish to have made?

2) Suggest how these investigations might be handled? i.e. what people, departments or

organizations might carry out investigations of what hazards?

3) How serious are the dangers is unsuspected hazards of new products? Cite an

example or two briefly?

4) Suggest steps a company may take to increase the probability that its products will

not prove injurious on occasion?

1) What are the two considerations in reducing the fire hazard?

2) What provisions should be made for rescue units?

3) Which portable fire-extinguishing equipment you would recommend?

4) Suggest a training program for fire prevention?

- 1) Define the term Insurance cost?

- 2) Define the term Average Uninsured costs?

- 3) Why is it desirable to make some use of averages or ratios in calculating the cost to a company resulting from its work injuries?

- 4) What is the logical basis for including the cost of no injury accidents as well as injury cases when appraising the measurable dollar gain from safety work?

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SAP CONSULTANCY MANAGEMENT

Q1) Explain “Retailing”?

Q 2) What do you mean by franchise?

Q 3) What are the essentials of business?

Q4) What are the types of Integration & mergers?

Q1) Explain counterfeiting

Q2) What do you mean by Licensing

Q 3) Explain protecting rights to merchandising properties?

Q 4) Explain Intellectual property ?

Q1) Explain Line Planning ?

Q2) What do you mean by product development?

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Q3) Explain Line presentation

Q4) How do you explain these concepts

- 1) What are the influences on the design process?
 - 2) Examine pre adoption processes in relation to creative design?
 - 3) Examine post adoption processes in relation to technical design ?
 - 4) What are the factors influencing product development?
-
1. What are the differences between system fresh and client fresh?
 2. What is the difference Between Role and Profile?
 3. What is the process of dialog program from first to last?
 4. How can one use Bar codes in Sap-script?
 5. Answer the following set of questions
 - a) What is MANUE field in NAST table?

b) What is its purpose?

c) What for it is used in SAP Script?

d) How can we use that field in our own driver program?

e) Where Standard Driver programs reside?

f) What is the t code & path for finding the standard driver programs?

6.What are client dependant objects in ABAP or SAP?

7.How do we debug sap script?

8.What are the diff types of dispatcher in SAP?

9. How you will send mail from one SAP system to other SAP system?

10.Is it possible to link R/3 projects to the MS Project? Explain

SOFTWARE PROJECT MANAGEMENT

1. You have been appointed a Project manager for a major software products company. Your job is to manage the development of the next generation version of its widely used word-processing software. Because new revenue must be generated, tight deadlines have been established and announced. What team structure would you choose and why? What software process model(s) would you choose and why?

2. You have been asked to develop a small application that analyzes each course offered by a university and reports the average grade obtained in the course (for a given term). Write a statement of scope that bounds this problem.

3. Use the COCOMO II Model I to estimate the effort required to build software for a simple ATM that produces 12 screens, 10 reports, and will require approximately 80 software components, Assume average complexity and average developer/environment maturity. Use the application composition model with object points.

4. Develop a spreadsheet model that implements one or two of the estimation techniques described in this chapter. Alternatively, acquire one or more on-line models for software project estimation from web-based sources.

5. A system has 12 external inputs, 24 external outputs, fields 30 different external queries, manages 4 internal logical files, and interfaces with 6 different legacy systems (6 EIFs). All of these data are of average complexity, and the overall system is relatively simple. Compute FP for the system.

6. Give at least three examples in which black-box testing might give the impression that everything's OK, while white box tests might uncover an error. Give at least three examples in which white-box testing might give the impression that "everything's OK," while black-box tests might uncover an error.

SOFTWARE PROJECT MANAGEMENT

1. Prepare a business case

2. Draft the feasibility report

3. Identify the stake holders involved in this project with their suitable role and responsibilities

4. Under what circumstances can Ms.Mary outsource this work?

5. Identify few known quality principles/policies that can be implemented while developing this project.

1. Calculate the weighted average development time for each module

2. Standard deviation for each module

3. Calculate the standard deviation for the complete project and the estimated time frame for completion?

4. Assuming Rakesh has to finish this project 20 weeks. What is the team strength he would need to do it?

5. What are the possible issues Rakesh may face while hiring Human Resources from the local

country?

1. Based on assumptions, identify minimum of five important risks involved in the project
2. Perform a qualitative risk analysis based on the answer for Q. 1 above
3. Perform a quantitative risk analysis based on Q.1 and Q. 2 above. Assume numerical value ranges

for probability and impact (Exposure) of risks

4. Prepare a sample risk register for such a project
5. List out three positive risks in such a project

1. Should a third party vendor be selected to do this software project? If yes, then what are the legal

formalities D-Smart Infotech need to complete with New Boston School and the selected vendor?

2. What are the high level risks associated in such a project?

STRATEGIC MANAGEMENT

Q1) Explain the term strategic decision making?

Q2) Explain the process of decision making?

Q3) What is the basic thrust of strategic decision making?

Q4) Explain in detail the issues in strategic decision making?

Q1) Define vision? And explain the benefits of a vision?

Q2) What do you mean by mission?

Q3) How are Mission statements formulated and communicated?

Q4) Explain in detail the characteristics of a Mission statement?

Q1) Explain the concept of Environment?

Q2) Explain in detail the characteristics of Environment?

Q3) Explain Internal Environment?

Q4) Explain External Environment?

Q1) Explain the term mergers and acquisitions?

Q2) What are the types of mergers and acquisitions?

Q3) Explain in detail the reasons for mergers and acquisitions?

Q4) What are the important issues in mergers and acquisitions?

STRATEGIC MANAGEMENT

1. Define strategic intent, vision and mission. Write major components of a mission statement. How do you define corporate objectives? Distinguish between purpose, mission, long-term objectives and goals.
2. Discuss the roles of the following in corporate governance.
3. The organizational resources and behavior exercise a significant influence on the environment of an organization. Illustrate how strengths and weaknesses create synergistic effects.
4. Define strategic management and bring out the main elements of strategic management. Explain with appropriate diagram the strategic management model and its major components.
5. Discuss the global challenge facing Indian firms. Explain important techniques for environmental analysis.

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6. What are generic Strategies? Discuss the reasons for adopting stability and expansion strategies.

7. What do you understand by industry environment? Discuss main components of industry environment.

10. Explain Cost leadership strategy, its strategic choices, and advantages and disadvantages of cost leadership. Define Differentiation Strategy. Discuss its advantages and disadvantages.

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SUPPLY CHAIN MANAGEMENT

- a) Explain the push/pull view of supply chain.
- b) Explain, what is the competitive strategy of supply chain.
- c) Discuss the goal of Supply Chain.
- d) Describe the major obstacle that must be overcome to successfully manage a supply chain.

Q2) a) Identify the major drivers of supply chain performance and discuss the role of each driver in

creating strategic fit between the supply chain strategy and the competitive strategy.

- b) Evaluate the strengths and weakness of different modes of transportation

Q3) Attempt any three of the following

- a) List the various view of supply chain and discuss one of them.

- b) Describe how the company achieves strategic fit between its supply chain strategy and competitive strategy.

- c) Discuss the impact of replenishment policies on supply chain on safety inventory.

- d) Discuss the role of distribution in the supply chain.

Q4) Write the short note on any five of the following.

- a) Role of transportation in supply chain

- b) Role of sourcing in supply chain.

- c) Safety inventory management in Supply chain

- d) Coordination in supply chain.

- e) Role of Information technology in Supply chain.

SUPPLY CHAIN MANAGEMENT

How has technology helped SCM ?

Is e-tendering a good process to select vendors?

Define supply chain and supply chain collaboration?

Define hierarchy of decision making in supply chain management?

Define Inventory is a ``Flexibility Buffer’’?

What are the various pitfalls in inventory management?

TAXATION

- i) Annual Value
- ii) Assessee
- iii) Assessment year
- iv) Assessment

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Q2) Distinguish between :

- a) Resident and Non-resident
- b) Ordinary Resident and non-ordinary Resident?

Q3) Discuss the following exemption from Income tax?

- a) Scholarship
- b) Daily allowance of MP or MLA
- c) Awards and Rewards.

Q4) What are the different heads of income under which income is to be computed under the Income tax Act 1961?

Q5) Define

- a) Salary
- b) Pre-quisite
- c) Profits in lieu of Salary

Q6) How will you determine the income from house property under the Income Tax Act 1961?

Q7) What are the incomes chargeable under the head "Profits and Gains of Business or Profession? Explain.

Q8) Which are the amounts chargeable under the head "Income from Capital gains"?

TOTAL SAFETY MANAGEMENT

1. What is HASAWA? Describe this in terms of the following:

a) Employees

b) Employers

c) Manufacturers

d) Suppliers

e) Occupiers of premises;

2. How many types of Fire appliances are available? Explain them.

3. What is Stress? Classify the Stressors? What are the sources of stress among managers?
4. What is Benchmarking? Explain the process of Benchmarking in respect of Health & Safety Management.
5. What are the Ergonomics on the occupational health?
6. Explain the concepts of BS 8800?
7. What are the parameters of Safety Monitory System? Explain them.
8. Enumerate the various occupational health initiatives?
9. What is the role of communication on health & safety issues?
10. Who are a Atypical workers? Give example.
11. What is MHSWR? Differentiate between MHSWR & HASAWA in terms of employers?
12. What is Risk Management? Critically Evaluate Risk Management strategies?
13. Describe the role of the health and safety practitioner?
14. What are the different measures (rates) used in the calculation of accident and ill health?

15. Identify the different areas of influence, which affects the people at work?

16. What do you understand by 'The Fire Triangle' Explain this with illustration.

17. (I). Based on your perception, describe the following.

a) Safety in offices

b) Safety at home

c) Safety at operational areas.

(II). In each of the above situation (a, b, & c), establish the necessary safety norms as a part of precautionary measures.

18. Describe the basics of Electrical safety. Explain the nomenclature 'sound working environment'.

TOTAL QUALITY MANAGEMENT

1. Which of the gurus would be the father of quality control? Which had the greatest impact on management? Which is noted for robust design?

2. Write your personal philosophy or creed?

3. List and explain the six most important factors that influence consumer purchases?
4. What conditions are necessary for empowerment?
5. Describe how empowerment, work groups, and multifunctional teams would or would not affect the five types of problems?
6. Working as an individual or in a team of two or three people, develop a supplier selection plan for one of the organizations.
7. Working in a team of three or more people, what performance measures would you recommend for the following organizations?
 - a) Large bank
 - b) Health-care facility
 - c) University academic department
 - d) University nonacademic department
 - e) Large department store
 - f) Grade School

g) Manufacturing facility

h) Large grocery store

8. What is a critical success factor? How is it important in benchmarking?

retention rate in college. Identify four factors each at two levels that you feel influence retention rate. For example, one factor could be external work with two levels, 20 and 40 hours per week.

TREASURY MANAGEMENT

Q1) Explain six components of interest rate risk?

Q2) What is Earnings at Risk (EAR) ?

Q3) Explain the important wings of organizational structure for management of market risk?

Q4) Define currency risk and explain how a domestic organization is concerned with currency risk?

Q5) Define equity risk and state the various forms of equity risk?

Q6) What is OTC Market?

Q7) What is commodity currency. Explain in brief.

Q8) State the various categories of investment? How can a bank undertake security shifting?

Q9) What are the obligations of Mutual Funds to the unit holders?

Q10) Discuss Zero Based Budgeting in detail?

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QUALITY STANDARDS AND POLICY

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Q.1) The mean value of the modulus of rupture of a large number of test specimens of green Sitka spruce has been found to be 5,600 lb/in².

a) If the standard deviation is 840 lb/in² & the distribution is approximately normal, the modulus of rupture will fall between 5,000 & 6,200 for what percentage of the specimens?

b) For what percentage will it be above 4,000?

c) Below 3,500? (5 Marks)

Q.2) a) How many different hands of a 13-card might you have out of standard deck of 52 playing cards?

b) What is the probability of a 13-card hand containing all four aces?

c) What is the probability of a 13-card hand without an ace, king, queen, or jack?

d) What is the probability of a 13-card hand containing one or more aces? (5 Marks)

Q.3) An acceptance plan calls for the inspection of a sample of 75 articles out of a lot of 1,500. If there are no nonconforming articles in the sample, the lot is accepted; with 7 or more, it is rejected. If a lot 5% nonconforming is submitted, what is the probability that it will be rejected? Solve using the poisson distribution as an app (5 Marks)

Q.4) Random Samples of 100 items are drawn from a continuous process that is known to produce 20% nonconforming items. Determine the probability of finding exactly 15 nonconforming items in a sample:

- a) Using the exact binomial distribution.
- b) Using the normal approximation to the binomial.
- c) Using the poisson approximation to the binomial.
- d) Comment on the relative accuracy of the approximations.

SHIPPING MANAGEMENT

- 1) what are quality Management Systems? (Marks 10)
- 2) Explain Impact of Competition on rates? (Marks 10)

3) Describe the complete structure of shipping Operations? (Marks 10)

4) Explain the following in brief? (Marks 10)

a) Bulk Cargo market.

b) Iron Ore trade.

c) Coal trade.

d) Grain Trade.

e) Shipping Demand Forecast.

f) Operating Cost.

g) Ship Market.

h) Freight Market.

5) Explain Financial Management with the help of the following points. (Marks 20)

a) Debt Equity Mix and Dividend.

b) Treasury Function.

c) Funds from international sources.

d) Trading activities.

e) Shipping Business.

f) Buying and selling of ships.

SIX SIGMA QUALITY STANDARDS

.

Q.1) Explain the hyped six sigma? (10 Marks)

Q.2) Explain the benefits of ultimate Six Sigma. (10 Marks)

Q.3) Explain hyped Six Sigma weakness area by area. (10 Marks)

Q.4) Which are the infrastructure to capture maximum customer vality? (10 Marks)

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Q.5) Explain 10 steps process in constructing & Empowerment infrastructure? (10 Marks)

Q.6) Types of majorment? (10 Marks)

Q.7) Explain Design Quality Liliability? (10 Marks)

Q.8) Explain the Escalating important of Supply Chain Management?

WARE HOUSE MANAGEMENT

Q.1} If you are in charge of an warehousing department what steps you will take to understand, its

basic and formulate and structure? (10 Marks)

Q.2} “Haphazard’ inventory management is great cost. How will you take care of:- (10 Marks)

(i) FMCG Goods

(ii) Perishable Goods

(iii) White Goods

Q.3} As an auditor what will recommend for:- (10 Marks)

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(i) Unaccounted good

(ii) In process losses

Q.4} Enumerate five major steps to put Management Control System for:- (10 Marks)

(i) In flow material

(ii) Scrap Materials

(iii) Issue and receipt of material

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