

MBA (4th Semester) Examinations, June 2021 (CBCS) (DDE)

[Session: July 2019 - June 2021]

Subject: Brand Management

Paper: MBAE-4505

Time: 3 Hours

Full Marks: 80

The figures in the margin indicate full marks.

Candidates are required to give their answers in their own words as far as practicable.

Group - A

Answer any six questions.

5×6=30

1. Distinguish between brand and branding.
2. State five essentials of a brand.
3. Briefly explain brand success.
4. State characteristics of a strong brand.
5. Briefly explain brand anatomy.
6. State needs for brand extension.
7. State different types of brand loyalty.
8. State various components of brand equity.

Group -B

Answer any five questions.

10×5=50

9. Explain one cost-based method and one consumer-based method of determining brand equity.
10. Explain different types of brand personality with appropriate examples.
11. Explain the behavioural mechanism of brand loyalty stating its different stages.
12. Distinguish between related and unrelated types of brand extension along with strategic advantages of it.
13. Explain Kapferer's framework of brand identity mentioning different dimensions of it and illustrating it with examples.
14. Discuss different types of brand image with appropriate examples.
15. Discuss Chris Mcrae's classification of brand personality. Cite examples with each class.

Please Turn Over

MBA (4th Semester) Examinations, June 2021 (CBCS) (DDE)**[Session: July 2019 - June 2021]****Subject: Merger and Acquisition****Paper: MBAE-4607****Time: 3 Hours****Full Marks: 80****The figures in the margin indicate full marks.***Candidates are required to give their answers in their own words as far as practicable.***Group-A****Answer any six questions.**

5×6=30

1. Explain the objectives of corporate restructuring.
2. Distinguish between 'vertical merger' and 'horizontal merger' with the help of suitable examples.
3. State the conditions on the compliance of which a transaction is treated as an 'Amalgamation' under the Income Tax Act, 1961.
4. X Ltd. is planning to acquire Y Ltd. on the following terms and conditions regarding share exchange ratio:
 - (a) Three parameters are to be considered namely, Book value per share, Market price per share and Earnings per share.
 - (b) The swap ratios based on these three parameters are 0.40, 0.50 and 1.5 respectively.
 - (c) The weights to be assigned for determining the final swap ratio has been negotiated to be 0.25, 0.30 and 0.45 respectively.

Given that Summer Ltd. has 8,00,000 shares outstanding, compute the Share Swap Ratio.

5. B Ltd. is contemplating the takeover of S Ltd., which is a closely held company whose annual reports are not publicly available. For the purpose of its valuation, fifteen comparable firms were identified and following multiples were computed:

Multiple	Mean	Median	Maximum	Minimum
Revenue Multiple	4.7	4.8	5.2	4.2
EBITDA Multiple	3.8	3.5	4.3	2.9
P/E Multiple	5.4	6.1	6.5	4.8

The following fundamentals of S Ltd. could be gathered: Revenue ₹ 380 lakhs, EBITDA ₹ 160 lakhs, and Depreciation & Amortisation ₹ 40 lakhs.

Calculate the value of S Ltd. given that is in the fast food sector and is experiencing high rate of growth. Its performance over the last few years had not been close to any of its competitors and it is placed somewhere between the market leader and the micro firms within the industry.

6. Explain the concept of 'Synergy' in the context of merger and acquisition.
7. What do you mean by Divestitures? State the primary reasons for adoption of divestiture in the corporate world.
8. Write a short note on Due Diligence Reporting in the context of merger and acquisition.

Please Turn Over

Group-B**Answer any five questions****10 × 5 = 50**

9. 'The process of restructuring involves a number of impediments'. In the light of the given statement, you are required to discuss the different barriers that are faced by companies during their restructuring.
10. State any five theories of merger, briefly mentioning the reasons that each of the theory provide behind each merger.
11. L Ltd. wants to acquire T Ltd. and has offered a swap ratio of 1:2. Following information is provided:

	L Ltd.	T Ltd.
Profit after tax	₹ 27,00,000	₹ 5,40,000
No. of Equity shares outstanding	6,00,000	1,80,000
EPS	₹ 6	₹ 4
P/E Ratio	10 times	7 times
Market price per share	₹ 30	₹ 14

You are required to calculate:

- The number of equity shares to be issued by L Ltd. for acquisition of T Ltd.
 - What will be the EPS of L Ltd. after the acquisition?
 - Determine the equivalent EPS of T Ltd.
 - What is the expected market price per share of L Ltd. after the acquisition, assuming its PE multiple remains unchanged?
 - Determine the market value of the merged firm.
12. Discuss, in detail, takeover tactics of 'Dawn Raid' and 'Bear Hug'.
13. Burger Ltd. is contemplating to acquire Pizza Ltd. The following are the projected incremental free cash flows (FCFF) expected over the first 5 years after acquisition:

Year end	1	2	3	4	5
FCFF (in ₹ lakhs)	480	730	665	820	850

Given the risk complexion of Pizza Ltd., cost of capital relevant for its cash flows has been decided at 12%. You are required to calculate the value of Pizza Ltd. under DCF Approach given that after the initial forecast period of 5 years, the free cash flow of Small Ltd. is expected to grow at 4% p.a. for perpetuity.

14. Elucidate the benefits of cross border acquisitions.
15. Give a detailed overview of the different elements on which the post-merger growth of an entity depends.

Please Turn Over

MBA (4th Semester) Examinations, June 2021 (CBCS) (DDE)

[Session: July 2019 - June 2021]

Subject: Strategic Human Resource Management

Paper: MBAE-4705

Time: 3 Hours

Full Marks: 80

The figures in the margin indicate full marks.

Candidates are required to give their answers in their own words as far as practicable.

Group-A

Answer any six questions.

5×6=30

1. Provide a conceptual overview of strategic human resource management (HRM).
2. Elucidate the role of strategic HR in managing change.
3. Discuss, in brief some aspects of employee relations strategies.
4. Critically review the issues in understanding redesign of work or HR outsourcing.
5. What issues need to be considered in developing compensation strategy?
6. What are the characteristics of a virtual organization?
7. Briefly discuss the elements of HR Scorecard.
8. State the basic difference between vertical fit and horizontal fit in strategic HRM.

Group-B

Answer any five questions

10 × 5 = 50

9. How can you differentiate between 'best practice' and 'best fit' of strategic HRM? Explain.
10. "Bank of Baroda has the tradition of continuous enrichment of its human assets so that they deliver value to the business. In the ongoing Business Transformation Programme, our PEOPLE play a vital role and are one of the key business enablers. Under its plan of organizational transformation through people processes and systems, the Bank has launched various innovative employee centric initiatives and has also undertaken revamp of key systems and practices". (Source: <https://www.bankofbaroda.in/human-resources.htm>). In the light of the above perspective, discuss the strategic HRM approach of Bank of Baroda and examine the relevant initiatives with respect to training and development that can be aligned with the strategic action orientation of the bank.
11. Describe relationship between employee role behaviour and HRM practices with respect to innovation and quality enhancement strategy.
12. Examine the issues that need to be considered in the formulation of training and development strategy.
13. From the perspective of strategic HRM, discuss the linkage between culture management and mergers and acquisitions.
14. Examine some important HRM practices that impact the performance of an organization.
15. Write short notes on the following:
 - (a) TQM and Strategic HRM
 - (b) High Performance Work Systems

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MBA (4th Semester) Examinations, June 2021 (CBCS) (DDE)**[Session: July 2019 - June 2021]****Subject: Total Quality Management****Paper: MBAE-4805****Time: 3 Hours****Full Marks: 80****The figures in the margin indicate full marks.***Candidates are required to give their answers in their own words as far as practicable.***Group-A****Answer any six questions.****5×6=30**

1. Define 'Total Quality Management (TQM)'. In this context, state the significance of 'Total'.
2. Explain the PDSA cycle.
3. What do you understand by '5S'? List out the steps to Seiketsu (Serene Atmosphere).
4. Highlight the main contribution of J. M. Juran in the field of quality management.
5. What do you understand by cost of quality? What are the types of costs of quality? Give two examples of external failure costs.
6. Explain the concept of 'Double Sampling Plan'.
7. List out the steps to achieve Six Sigma, as prescribed by Motorola.
8. What are the auditor's responsibilities for quality system audit?

Group -B**Answer any five questions.****10×5=50**

9. (a) In relation to TQM, explain the concept of 'continuous improvement'.
(b) List out the principles highlighting the main elements in the practice of TQM.
10. (a) Write down the advantages of 5S.
(b) Elucidate the Taguchi's view of quality costs.
11. Describe, in brief, the quality tools (Q-7 tools).
12. (a) What do you mean by Total Productive Maintenance (TPM)? What are the similarities between TQM and TPM?
(b) Explain the steps in the preparatory stage in the introduction of TPM.
13. (a) What is a control chart? State the uses of control charts.
(b) Ten samples of the hourly production of a mass-produced item are taken and the number of defectives of each sample are noted. On the basis of this data, obtain the three-sigma control limits of the control chart for defective proportions.

Sample No.	1	2	3	4	5	6	7	8	9	10
Size	148	160	155	156	161	167	164	160	156	173
No. of defectives	7	6	8	8	5	9	8	8	7	10

Please Turn Over

14. (a) Explain organization as an adaptive system.
(b) Narrate the roles of six sigma participants.
15. Write short notes on any two:
 - (a) Employee empowerment as part of TQM philosophy
 - (b) W. E. Deming's contribution to TQM
 - (c) Acceptance sampling
 - (d) Benefits of ISO standards to society