



**MAHATMA EDUCATION SOCIETY'S**

*Pillai*

**PILLAI HOC INSTITUTE OF MANAGEMENT STUDIES & RESEARCH**

Pillai's HOCL Educational Campus, HOC Colony, Rasayani. Via. Panvel, Dist: Raigad. Maharashtra - 410207

### **Semester I Examination (Academic Year 2023-2024)**

Subject- Business Statistic

Marks- 60 Marks

Date: January 2024

Time- 3 hrs

Notes: i) Q1 is compulsory (20 Marks)

ii) Attempt any **four** out of the remaining six questions (10 Marks Each).

Q1 – 20 Marks (Compulsory, 5 Marks each)

(a) A machine initially produces 750 units in 50 hours. Later, produces 850 units in 68 hours and subsequently produces 1350 units in 45 hours. What is the average units produced per hour? CO2/C03

(b) Restaurant wants you to find out  $Q_1$  from the following data. How will restaurant use it? CO2

Daily Sales (in 00s)	20-25	25-30	30-35	35-40	40-45	45-50	50-55	55-60	60-65
Number of customers	45	55	65	70	45	35	85	65	100

(c) Researcher collected the data. However, there was one value which was missed out. You are requested to find out the missed value knowing that average life of mobile battery 5.12 years. CO2/CO3

Life of battery in years	0-2	2-4	4-6	6-8	8-10	10-12
Nos. of Mobiles	5	16	13	-	5	4

(d) Explain ANOVA Table and its various components. CO1/CO2

### **Attempt Any Four out of the Remaining Six Questions**

Q2 Any two from (a) or (b) or (c) ----- (5 Marks each)

(a) For 30 workers of a factory, the information on ages (recorded as number of completed years as on January 1) and wages (in Rs.) is given here. CO2/CO3

Worker	Age	Wage	Worker	Age	Wage
1	26	785	16	23	680
2	39	1480	17	23	790
3	37	1390	18	27	1080
4	24	825	19	28	1240
5	25	680	20	32	1250
6	21	625	21	36	1460
7	27	1050	22	33	1270
8	32	1225	23	34	1430
9	30	1300	24	30	1260
10	33	1420	25	27	1020
11	26	890	26	22	880
12	28	1020	27	23	640

13	22	630	28	24	680
14	28	1040	29	32	1200
15	29	1240	30	31	1150

Put these data in the form of bivariate frequency table, taking age-groups as 20–24, 25-29, 30-34, and 35-39 years, and the wage groups as 500-700, 700-900, etc.

(b) An automobile tyre manufacturer claims that the average life of a particular grade of tyre is more than 20000 km when used under normal conditions. A random sample of 16 tyres was tested and a mean and standard deviation of 22000 km and 5000 km respectively were computed. Assuming the life of the tyres in km to be approximately normally distributed, decide whether the manufacturer's claim is valid. ( $\alpha=0.05$ ) (Critical Value=1.753) CO1/CO2

(c) You are working for the transport manager of a 'cal center' which hires cars for the staff. CO3/CO4 You are interested in weekly distances covered by these cars. Kilometers recorded for a sample of hired cars during a given week yielded the following data:

Kilometers Covered	No. of Cars	Kilometers Covered	No. of Cars
100-110	4	150-160	8
110-120	0	160-170	5
120-130	3	170-180	0
130-140	7	180-190	2
140-150	11		

Calculate: i) Form a cumulative frequency distribution calculate Median and draw a cumulative frequency Ogive curve.

Q3 Any two from (a) or (b) or (c) ----- (5 Marks each)

(a) The following data relate to age of employees and the number of days they reported sick in a month. Calculate Karl Person's Coefficient of correlation and interpret it. CO2/CO3

Employees	1	2	3	4	5	6	7	8	9	10
Age	30	32	35	40	48	50	52	55	57	61
Sick Days	1	0	2	5	2	4	6	5	7	8

(b) A company is interested in determining whether an association exists between the commuting time of their employees and the level of stress-related problems observed on the job. A study of 116 assembly line workers reveals the following:

Time	High	Moderate	Low	Total
Under 20 min	9	5	18	32
20-50 min	17	8	28	53
over 50 min	18	6	7	31
Total	44	19	53	116

At  $\alpha = 0.01$  level of significance, is there any evidence of significant relationship between commuting time and stress. ( $X^2$ ) CO2/CO4

(c) The following data is the array of marks obtained by the students:

CO1/CO2

2,3,6,7,10,11,11,12,12,12,1,3,14,17,18,19

Calculate  $Q_1$ ,  $Q_3$ ,  $D_8$  and  $P_{38}$

Q4 Any two from (a) or (b) or (c) ----- (5 Marks each)

(a) The table below is the frequency distribution of ages to the nearest birthday for a random sample of 50 employees in a large company.

Age	20-29	30-39	40-49	50-59	60-69
No. of Employees	5	12	13	8	12

Compute the mean and mode for these data.

CO1/CO3

(b) Eight countries were ranked by two directors of a company seeking to expand its activities in the foreign markets in terms of their sales potential. Determine to what extent is the assessment of the two directors agreed using Spearman's Coefficient of Rank Correlation

CO3/CO4

Country	A	B	C	D	E	F	G	H
Director 1	7	5	1	8	2	4	3	6
Director 2	4	6	3	5	2	7	1	8

(c) XYZ Company collected data regarding the number of interviews required for each of its 40 sales persons to make their most recent sale. Following are those numbers:

CO1/CO2

102	95	90	90	101	60	80	113	102	110
126	66	121	116	139	72	101	93	114	99
112	105	97	100	99	115	129	111	119	81
91	93	119	113	128	110	75	87	107	108

Construct a (inclusive) frequency distribution with six class intervals.

Q5 Any two from (a) or (b) or (c) ----- (5 Marks each)

(a) The head chef of The Flying Taco has just received two dozen tomatoes from her supplier, but she isn't ready to accept them. She knows from the invoice that the average weight of a tomato is 7.5 ounces, but she insists that all be of uniform weight. She will accept them only if the average weight is 7.5 ounces and the standard deviation is less than 0.5 ounce. Here are the weights of the tomatoes 6.3, 7.2, 7.3, 8.1, 7.8, 6.8, 7.5, 7.8, 7.2, 7.5, 8.1, 8.2, 8.0, 7.4, 7.6, 7.7, 7.6, 7.4, 7.5, 8.4, 7.4, 7.6, 6.2, 7.4. What is the chef's decision and why?

CO3/CO4

(b) The personnel department of a company has a record which shows the following analysis of its 200 Engineers.

CO2/CO3

Age	Graduates	Post Graduates	Total
Under 30	90	10	100
30-40	20	30	50
Over 40	40	10	50
<b>Total</b>	<b>150</b>	<b>50</b>	<b>200</b>

If one engineer is selected at random from the company, find the probability that (i) he is graduate; (ii) he is post graduate given that he is over 40 and (iii) he is graduate given that his age is under 30.

(c) Is it possible to find out missing frequency (value) if the mean is given? Yes/No, Justify

CO1/CO2

Q6 Any two from (a) or (b) or (c) ----- (5 Marks each) CO1/CO2

(a) Explain: Goodness to fit test

(b) Explain Correlation Analysis

(c) Explain Null and Alternative Hypothesis with example

Q7 Any two from (a) or (b) or (c) ----- (5 Marks each) CO1/CO2

(a) Explain: Methods of Sampling

(b) Explain: Skewness

(c) Explain: Type I and Type II error



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**Semester I Examination (Academic Year 2023-2024)**

Subject- Ecommerce

Marks- 60 Marks

Date: January 2024

Time- 3 hrs

Notes: i) Q1 is compulsory. (20 Marks)

ii) Attempt **Any Four** out of the Remaining Six Question sets. **(10 Marks Each).**

**Q1 Case Study: (Compulsory)**

20 Marks

**Blinkit (Formerly Grofers) - A Rapidly Growing Force in India's Grocery Delivery Market**

10 Marks CO4

Blinkit, formerly known as Grofers, emerged in 2013 as a significant player in India's grocery delivery sector. Founded by Albinder Dhindsa and Saurabh Kumar, the company has garnered substantial funding, reaching a valuation of \$1.01 billion. Operating under a marketplace model, Blinkit collaborates with local stores, delivering groceries quickly to customers.

With a focus on resolving organizational issues in the grocery delivery industry, Blinkit expanded to 38 Indian cities, delivering over 1.25 lakh orders daily by November 2021. The company transitioned to dark stores, claiming to deliver over 7,000 goods in 15 minutes in Gurgaon. As of December 2021, Blinkit rebranded, emphasizing its commitment to "quick commerce."

Blinkit's business model relies on partnerships with local retailers, catering to the needs of customers who struggle with physical shopping. The company generates revenue through commissions on orders, varying between 8% and 15%. Challenges include service quality issues, reliance on massive discounts, and stiff competition.

Despite being the third-largest grocery delivery service in India, Blinkit faces tough competition from BigBasket, Amazon, and other platforms. The company reported revenue growth of 26.2% in FY 2020, serving millions of customers annually. It operates with approximately 2000 employees.

Looking ahead, Blinkit aims to dominate the Indian market, expand to new locations, and diversify its product offerings. With a tagline "Let's Blink it," the company envisions multiplying its size by 100 over the next five years. The Indian online grocery sector's estimated worth of \$2.9 billion in 2020 and a projected annual growth rate of 37.1% present promising opportunities for Blinkit, provided it continues to offer superior services compared to its well-established competitors.

**Questions:**

- (a) How does Blinkit's marketplace business model differentiate it from its competitors in the Indian grocery delivery market, and what strategies does it employ to secure its position as the third-largest player? 5 Marks CO4
- (b) In light of the challenges Blinkit faces, such as service quality issues and reliance on steep 5 Marks CO4

	discounts, what specific steps is the company taking to address these challenges and maintain a competitive edge against rapidly expanding rivals?		
(c)	How has the rebranding from Grofers to Blinkit influenced the company's approach to "quick commerce," and what specific future plans and initiatives does Blinkit have in place to achieve its objectives of dominating the Indian grocery delivery market and expanding to new locations?	5 Marks	C04
(d)	How does Blinkit plan to integrate and optimize digital payment modes within its e-commerce platform? Are there specific strategies or partnerships in place to leverage digital payment trends and enhance customer convenience in the online shopping experience?	5 Marks	C04
<b>Q2</b>	<b>Any two from (a) or (b) or (c) ----- (5 Marks x 2) = 10 Marks</b>	10 Marks	
(a)	Elaborate on the Concept of E-commerce. Examine the Factors Driving the Expansion of E-commerce and Its Impact on the Business Landscape.	5 Marks	C01
(b)	Evaluate the Role of E-commerce in Job Generation within the Indian Marketplace. Justify your answer with suitable explanation.	5 Marks	C02
(c)	Differentiate between e-commerce and e-business with suitable examples.	5 Marks	C01
<b>Q3</b>	<b>Any two from (a) or (b) or (c) ----- (5 Marks x 2) = 10 Marks</b>	10 Marks	
(a)	Compare and contrast the traditional business with electronic commerce.	5 Marks	C01
(b)	How has UPI changed India? Explain in detail.	5 Marks	C03
(c)	In the context of the modern age of digitization. Explain how a major political party will formulate effective & successful digital marketing.	5 Marks	C04
<b>Q4</b>	<b>Any two from (a) or (b) or (c) ----- (5 Marks x 2) = 10 Marks</b>	10 Marks	
(a)	Explain the role and impact of e-commerce in supply chain management.	5 Marks	C02
(b)	"B2C e-commerce is one of the fastest growing sectors in the global economy." Explain using the different types of B2C.	5 Marks	C02
(c)	Explain the scope of e-commerce in brief.	5 Marks	C01
<b>Q5</b>	<b>Any two from (a) or (b) or (c) ----- (5 Marks x 2) = 10 Marks</b>	10 Marks	
(a)	Write a brief note on EDI	5 Marks	C02
(b)	Describe how consumers can participate in C2C e-commerce and explain different types of e-governance in brief.	5 Marks	C02
(c)	"Cyber Crime today is the biggest threat to the Internet World." Discuss the statement in terms of the various types of cyber security threats and measures to be taken for prevention from it.	5 Marks	C04
<b>Q6</b>	<b>Any two from (a) or (b) or (c) ----- (5 Marks x 2) = 10 Marks</b>	10 Marks	
(a)	Explain mobile wallets platform in brief with some of its popular options.	5 Marks	C02
(b)	What Is ONDC and How to Place an Order?	5 Marks	C03
(c)	Explain about the growth of E-business entrepreneurship in India. View how these businesses add value to the Indian economy as well as ease the customer's convenience.	5 Marks	C04
<b>Q7</b>	<b>Any two from (a) or (b) or (c) ----- (5 Marks x 2) = 10 Marks</b>	10 Marks	
(a)	Do you feel the importance of regulatory framework for digital business? Explain in brief the various sections of IT Act implemented in India for digital business in brief.	5 Marks	C03
(b)	"Faceless, Paperless, Cashless" is one of the professed roles of Digital India. Explain.	5 Marks	C03
(c)	Why do e-marketers see social media as an important aspect of Customer Relationship Management?	5 Marks	C04



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**Semester I Examination (Academic Year 2023-2024)**

Subject- Managerial Economics

Marks- 60 Marks

Date: 16<sup>th</sup> January 2024

Time- 3 hrs

Notes: i) Q1 is compulsory (20 Marks)

ii) Attempt any **four** out of the remaining six questions (10 Marks Each).

Q1 – Caselets and Application based (CO1 and CO 4)

- a) Chinese proverb, which says that a person who cannot see beyond the day, will have good wine to drink in the morning and green wine for hangover in the evening, and rainwater to drink for the rest of his day. If businessman does not think about the future, he will meet with the same fate. Discuss. (5 marks)
- b) From the given data calculate the following: TVC, AFC, TC, ATC and MC if TFC is 15 (08 marks)

Units of Output	0	1	2	3	4	5
AVC	1.5	5	4.5	4	4	5

- c) Patanjali sells its standard size toothpaste for Rs.25. Its sales have been on an average 8000 units per month over the last year. Recently its close competitor Dabur reduced the price of its same standard size toothpaste from Rs.35 to Rs.30. As a result, Patanjali sales declined by 1500 units per month.
- i) Calculate the cross elasticity between the two products.
- ii) What does your estimate indicate about the relationship between the two? (07 marks)

Q2 Attempt any **two** from the following (CO 2)

- a. The elasticity of demand is the same as the slope of the demand curve. Justify
- b. The cross-price elasticity will always be positive. Yes/No, why?
- c. The supply of apartments is more inelastic in the short run than the long run. Discuss

Q3 Attempt any **two** from the following (CO 1)

- a. Why understanding Economic profit along with accounting profit makes decision making more relevant?
- b. If economics is do with behavior of consumers and producers, how is related to psychology?
- c. Does economics deals with the problem of scarcity or it also deals with the problem of plenty?

Q4 Attempt any **two** from the following (CO 3)

- a. How will understanding of long run and short run in economics are important in business decision making?
- b. Explain Law of Supply

c. Bring out the difference between MRS and MRTS

Q5 Attempt any **two** from the following (CO 4 )

- a. Certain business decisions are irreversible. But managers have to deal with it. Explain it with the concept of Capita Budgeting
- b. Why is concept of 'Industry' ambiguous
- c. Firms with objective of Sales Maximization compromise with their profits" Explain

Q6 Attempt any **two** from the following (CO 5 )

- a. Bring out wastes of Monopolistic Competition
- b. If perfect competition is hypothetical market, why is it important?
- c. What are sources of Monopoly?

Q7 Attempt any **two** from the following (CO 1& 2)

- a. First Degree Price Discrimination
- b. Methods of Demand Forecasting (any two)
- c. Kinked Demand Curve



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### **Semester I Examination (Academic Year 2023-2024)**

Subject- Negotiation and Selling Skills

Marks- 60 Marks

Date: January 2024

Time- 3 hrs

Notes: i) Q1 is compulsory (20 Marks)

ii) Attempt any **four** out of the remaining six questions (10 Marks Each).

Q1 – 20 Marks (Compulsory) Attempt all questions = 20 Marks

Case Study.

Microsoft and Nokia had been partners since 2011, when the Finnish firm began installing Microsoft's Windows Phone operating system (OS) on its smartphones. But Nokia lagged far behind smartphone competitors in innovation and market share, and the Windows Phone OS, used primarily on Nokia handsets, was failing to meet expectations.

Nokia considered letting its deal with Microsoft lapse and trying to revive its handset business by adapting its smartphones to Google's Android system. By cultivating this strong BATNA, or *best alternative to a negotiated agreement*, Nokia gained the power to walk away from a subpar offer from Microsoft.

A breakthrough came when Nokia informed Microsoft that it would proceed with formal talks only if Microsoft agreed to abide by certain preconditions, most notably a commitment to set up a financing source for Nokia and the caveat that Here was off the table.

Microsoft agreed. The parties met in early July 2013 in New York, where in the course of discussion they happened upon a solution to the question of who would control the mapping service. Why not share the code, with Nokia retaining intellectual-property rights to Here? Nokia realized that it could grant Microsoft a license to access and customize Here's source code and own any improvements it made. Nokia would retain ownership of Here and the power to license the service to other companies.

At the end of a weekend of talks, Ballmer and Siilasmaa shook hands on the rough outlines of an agreement, which was filled out over the next two months. As part of the deal, 32,000 Nokia employees, including CEO Stephen Elop, would be hired by Microsoft. A former Microsoft executive, Elop was considered a likely successor to Ballmer, who announced plans to retire within a year.

(a) Explain the BAT NA concept of negotiation with respect to the case study. (5marks)

(b) Explain the Win – Win situation in the above case. (5 marks)

(c) What are the golden rules of negotiation to be followed by both parties in this case. (10 marks)



Q2 Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

- (a) Explain – Negotiation is a confrontation.
- (b) Win-Win situation is even though desirable, it is rare.
- (c) Explain the difference between selling and negotiation.

Q3 Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

- (a) Successful negotiation is not about getting to 'yes'; it's about mastering 'no' and understanding what the path to an agreement is. – Write your opinion.
- (b) What are the important aspects of B2B negotiation.
- (c) How will you negotiate for B2G (Business to Government) prospect. What are the precautions to be taken.

Q4 Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

- (a) Explain BATNA with a relevant example.
- (b) Explain WATNA with relevant example.
- (c) B2C form of negotiation is the most complex form of negotiation. Discuss.

Q5 Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

- (a) Explain the 7 step sales process.
- (b) You have established a start up company. Prepare a strategy to increase sales.
- (c) Discuss the importance of Body language of a negotiator and seller and its possible impact on a deal.

Q6 Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

- (a) Persuasion is an act or process of presenting arguments to move, motivate, or change your audience.
- (b) Persuasion is not manipulation – Explain
- (c) Write and explain Principles of persuasion.

Q7 Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

- (a) Write about any business news from the perspective of negotiation that you have read on 22/01/2024.
- (b) You are a National Head – Sales for a reputed car company. You want to win a contract of supplying a very high end technology set of cars for a famous business tycoon. How will you negotiate? Explain with respect to prepare and follow up stage of Negotiation Life Cycle.
- (c) Explain ZOPA with a relevant example



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### **Semester I Examination (Academic Year 2023-2024)**

Subject- Operations Management

Marks- 60 Marks

Date: January 2024

Time- 3 hrs

Notes: i) Q1 is compulsory (20 Marks)

#### **Q1: Case Study**

Introduction:

Aston Manufacturing Company is a leading player in the automotive industry, known for its high-quality products and timely deliveries. In recent years, the company has faced challenges in managing its supply chain efficiently, leading to delays in production and customer dissatisfaction. To address these issues, ABC Manufacturing decided to implement Material Requirements Planning (MRP) and enhance its overall Supply Chain Management (SCM) practices.

Challenges:

**Inventory Overstock:** Aston Manufacturing experienced frequent instances of overstocked inventory, tying up significant capital and warehouse space.

**Production Delays:** The company faced delays in production due to inconsistent material availability, leading to missed deadlines and increased costs.

**Supplier Relationship Issues:** Communication gaps and lack of coordination with suppliers resulted in unreliable deliveries and quality issues.

**Forecasting Accuracy:** Inaccurate demand forecasts contributed to difficulties in aligning production schedules with actual market requirements.

**Information Silos:** Different departments operated in silos, making it challenging to have a holistic view of the supply chain and coordinate activities effectively.

Solution:

Aston Manufacturing implemented Material Requirements Planning (MRP) to streamline the procurement and production processes. Additionally, the company adopted a comprehensive Supply Chain Management (SCM) system to enhance visibility, collaboration, and responsiveness throughout the supply chain.

Results:

**Optimized Inventory:** MRP helped Aston Manufacturing maintain optimal inventory levels, reducing overstock and freeing up working capital.

**Improved Production Efficiency:** With accurate demand forecasting and timely material availability, production delays were significantly reduced, leading to improved efficiency.

**Enhanced Supplier Relationships:** The implementation of SCM facilitated better communication and collaboration with suppliers, resulting in more reliable deliveries and improved product quality.

**Accurate Demand Forecasting:** MRP, coupled with SCM, enabled ABC Manufacturing to improve its demand forecasting accuracy, aligning production schedules with market requirements more effectively.

Integrated Information Systems: The SCM system successfully eliminated information silos, providing a unified platform for different departments to access real-time data, fostering better coordination and decision-making.

Answer the following questions (5x4= 20)

- i. How did Aston Manufacturing address the issue of overstocked inventory? CO3
- ii. What was the impact of implementing MRP on production efficiency?CO2
- iii. How did SCM contribute to enhancing relationships with suppliers?CO1
- iv. What role did accurate demand forecasting play in Aston Manufacturing's supply chain improvement?CO3
- v. How did the integration of information systems contribute to overall supply chain improvement?CO2

**Attempt Any Four out of the Remaining Six Questions**

Q2 Any two from (a) or (b) or (c) (5 marks each)

- (a) What is competitive advantage in the context of operations management?CO1
- (b) Can you provide examples of how effective operations management contributes to a competitive advantage?CO2
- (c) Define process analysis in operations management.CO1

Q3 Any two from (a) or (b) or (c) (5 marks each)

- (a) Explain the significance of facility location in operations management.CO1
- (b) What is the importance of an efficient facility layout in operations?CO2
- (c) How does effective inventory management impact a company's profitability?CO3

Q4 Any two from (a) or (b) or (c) (5 marks each)

- (a) How can ABC analysis aid in prioritizing inventory control efforts?CO3
- (b) What is capacity planning, and how does it impact production efficiency?CO2
- (c) What is work study, and how does it contribute to operational efficiency?CO2

Q5 Any two from (a) or (b) or (c) (5 marks each)

- (a) How can MRP enhance coordination between production and inventory? CO2
- (b) Define the production possibility curve in the context of operations management CO1
- (c) Discuss the importance of sequencing techniques in production scheduling. CO3

Q6 Any two from (a) or (b) or (c) (5 marks each)

- (a) How can a well-managed supply chain contribute to a company's overall success? CO2
- (b) Provide examples of how value engineering has been successfully applied in different industries. CO3
- (c) How does EOQ balance ordering costs and holding costs in inventory management? CO3

Q7 Any two from (a) or (b) or (c) (5 marks each)

- (a) What are the basic functions of operation management? CO1
- (b) How ISO standardization helps in quality upgradation and securing competitive advantage? CO2
- (c) What are the precautions needed to follow? CO2



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**Semester I Examination (Academic Year 2023-2024)**

Subject- Organizational Behaviour

Marks- 60 Marks

Date: January 2024

Time- 3 hrs.

Notes: i) Q1 is compulsory. (20 Marks)

ii) Attempt **Any Four** out of the Remaining Six Question sets. **(10 Marks Each).**

<b>Q1</b>	<b>Case Study: (Compulsory)</b>	20 Marks	
<b>Case 1</b>	Colgomex, a prominent consumer products company, faced a leadership transition when the incumbent CEO departed, leading to Mr. Peter, the former second-in-command, assuming the role. Mr. Raj Desai, a seasoned senior executive with over a decade of experience, offered his insights on addressing the industry's challenges to the new CEO, Mr. Peter. However, Mr. Desai was surprised when his suggestions were ignored, and the CEO, Mr. Peter, indicated a preference for a fully supportive team, even suggesting Mr. Desai explores new job opportunities. Confronted with this situation, Mr. Desai is now grappling with two choices. The first is to view the situation objectively, understanding it as a potential mismatch in working styles between him and the CEO. Alternatively, he can consider gracefully stepping down from his current role, maintaining the goodwill of the organization and colleagues, while actively exploring new opportunities. The decision hinges on whether Mr. Desai should persevere in a potentially challenging environment or opt for a transition that aligns better with his professional aspirations and values.	10 Marks	CO4
	<b>Questions:</b>		
<b>(a)</b>	Considering Mr. Desai's shock at having his suggestions ignored and the CEO's emphasis on wanting a fully supportive team, how might this situation impact employee motivation and job satisfaction within Colgomex based on theories discussed in organizational behaviour?	5 Marks	CO4
<b>(b)</b>	Explore how individual and group dynamics, including Mr. Desai's response to the situation and the potential impact on the broader team, align with theories of individual and group behaviour in organizational settings.	5 Marks	CO4
<b>Case 2</b>	In his role as the head of Deloitte's Glasgow office, Mr. Ian Steele prioritized understanding employee sentiments and focused on enhancing their experience. Recognizing the impact of emotions, Steele emphasized training and development, resulting in positive outcomes. A significant 80% of Deloitte employees expressed satisfaction with their personal growth within the company, while 82% believed their experience was beneficial for their future. Stimulating work environments and excitement about Deloitte's future were reported by 73% and 72% of employees, respectively. This positive workplace culture is reflective of Deloitte UK's overall leadership, earning an 80% employee approval rating. Senior management, including CEO John Connolly, garnered high praise, with 69% of employees not just motivated but inspired by their leadership. During prosperous times, the company distributed bonuses, gifts, and extra days off to celebrate achievements, fostering a sense of appreciation. In challenging times, such as the global recession in 2008, Deloitte showcased resilience and proactive leadership. Regular updates from Connolly and innovative approaches,	10 Marks	CO4

including reduced hours and lateral career moves, demonstrated adaptability during crises. The company's Mass Career Customization (MCC) program further exemplified forward-thinking strategies, allowing employees, especially millennial and parents, to navigate flexible career paths aligned with their life goals. The success of MCC lies in its focus on positive social exchanges, ensuring a win-win outcome and showcasing Deloitte's commitment to understanding and appreciating its workforce.

**Questions:**

<b>(a)</b>	How does Mr. Ian Steele's approach to understanding employee sentiments and emphasizing training align with different leadership styles discussed in organizational behaviour? How might his focus on emotions contribute to positive workplace culture?	5 Marks	C04
<b>(b)</b>	The implementation of the Mass Career Customization (MCC) program at Deloitte aims to meet the changing needs of employees, especially millennial and parents. How does this approach align with theories of job satisfaction and work-life balance, studied in organizational behaviour?	5 Marks	C04
<b>Q2</b>	<b>Any two from (a) or (b) or (c) ----- (5 Marks x 2) = 10 Marks</b>	10 Marks	
<b>(a)</b>	"Since behaviour is generally predictable, there is no need to formally study OB." Comment.	5 Marks	C01
<b>(b)</b>	Outline the factors influencing personality of an individual critically discuss the various theories of personality?	5 Marks	C01
<b>(c)</b>	Explain the Managerial Grid model in brief.	5 Marks	C03
<b>Q3</b>	<b>Any two from (a) or (b) or (c) ----- (5 Marks x 2) = 10 Marks</b>	10 Marks	
<b>(a)</b>	"Perception affects the working style and behaviour of an employee." Comment.	5 Marks	C01
<b>(b)</b>	What do you understand about the Learning organization? Explain the process of learning with examples.	5 Marks	C04
<b>(c)</b>	What is the role of Power & Politics in organization? Is it essential in today's context for survival? Discuss.	5 Marks	C03
<b>Q4</b>	<b>Any two from (a) or (b) or (c) ----- (5 Marks x 2) = 10 Marks</b>	10 Marks	
<b>(a)</b>	"Our personal and professional relationships can be greatly improved through understanding ourselves in depth and choosing those aspects of self that can be shared with others." Analyse the statement with the help of Johari window.	5 Marks	C03
<b>(b)</b>	Distinguish clearly between intrapersonal and interpersonal conflicts. How does it deteriorate teamwork in the organization?	5 Marks	C03
<b>(c)</b>	Motivation is a product of values one seeks and ones estimation of the probability that a certain action will lead to these values	5 Marks	C02
<b>Q5</b>	<b>Any two from (a) or (b) or (c) ----- (5 Marks x 2) = 10 Marks</b>	10 Marks	
<b>(a)</b>	"Expectancy theory is one of the most complex, intricate and logical theories of motivation." Examine the truth in this statement.	5 Marks	C03
<b>(b)</b>	"Most effective leaders show great concern for both the task and people." Comment on the validity of the statement providing a theoretical framework.	5 Marks	C03
<b>(c)</b>	Compare the autocratic model with the participative model.	5 Marks	C02
<b>Q6</b>	<b>Any two from (a) or (b) or (c) ----- (5 Marks x 2) = 10 Marks</b>	10 Marks	
<b>(a)</b>	Discuss the Big 5 trait theory with suitable examples.	5 Marks	C02
<b>(b)</b>	Myers Briggs Type Indicator is a tool to assess personality. How does it work?	5 Marks	C02
<b>(c)</b>	"The outcome of a group is greater than the sum of individual effort." Comment.	5 Marks	C03
<b>Q7</b>	<b>Any two from (a) or (b) or (c) ----- (5 Marks x 2) = 10 Marks</b>	10 Marks	
<b>(a)</b>	If you were to get a project completed, would you form a group or a team? State reasons.	5 Marks	C03
<b>(b)</b>	Explain Sheldon theory of personality in brief.	5 Marks	C02
<b>(c)</b>	How does diffusion theory of Innovation impact any organization in the VUCA world?	5 Marks	C04



**MAHATMA EDUCATION SOCIETY'S**

*Pillai*

**PILLAI HOC INSTITUTE OF MANAGEMENT STUDIES & RESEARCH**

Pillai's HOCL Educational Campus, HOC Colony, Rasayani. Via. Panvel, Dist: Raigad. Maharashtra - 410207

**Semester I Examination (Academic Year 2023-2024)**

Subject- Perspective Management

Marks- 60 Marks

Date: January 2024

Time- 3 hours

**Instructions:**

**Q 1 is compulsory & carries 20 marks.**

**Answer any 04 questions from Q2 to Q7 carrying 10 marks each. Each question has 03 sub questions carrying 05 marks each. Students have to answer any 02 sub questions.**

**1.**

- a) Level 5 Leader (L5L) is an individual who blends extreme personal humility with intense professional will. Discuss in detail, with diagram, LEVEL 5 LEADERSHIP.
- b) Elaborate the 10 steps of CRISIS MANAGEMENT.

**Attempt Any Four out of the Remaining Six Questions**

**2. Any two from (a) or (b) or (c) (5 marks each)**

- a) Discuss the PRODUCT LIFE CYCLE CURVE with the business leaders DREAM, CAPACITY TO RAISE CAPITAL AND ALL THE PERIPHERALS THAT GOVERN THE CAUSE & EFFECT OF HIS SUCCESS.
- b) In today's global world, what is VUCA. What is the basic thesis in the book "The War for Talent" & discuss what has changed from that to the present context. Why do people work ?
- c) Explain what have you learnt as "LIFE LESSONS" from the book "The ALCHEMIST".

**3. Any two from (a) or (b) or (c) (5 marks each)**

- a) What are the 8 step process of successful change according to the book " THE ICEBERG IS MELTING"
- b) TQM is strategic approach that focuses on production of best possible product or services through constant innovation and timely action. Explain TQM & how does it help any organization to achieve better output.
- c) How do great organisations work & manage business ?

**4. Any two from (a) or (b) or (c) (5 marks each)**

- a) In the book, "7 Habits of Highly Effective People" by Stephen Covey, what is the difference between primary and secondary greatness? What are the 7 habits ?
- b) Elaborate the 10 principles & the 3 C's of CHANGE MANAGEMENT.
- c) What are the CORE SKILLS needed to manage TEAMS ? Why is communication so important to manage teams ?

5. Any two from (a) or (b) or (c) (5 marks each)

- a) What are the traps to avoid while managing teams ? Why is motivation an important aspect in developing & maintaining teams ?
- b) Please elaborate on the 10 lessons of life that you have learnt in the book “WHO MOVED MY CHEESE” .
- c) Explain the importance of “DELEGATING” in Leadership.

6. Any two from (a) or (b) or (c) (5 marks each)

- a) Discuss what is VALUE CREATION & VALUE BONDING ? How do organisations step up the VALUE CURVE ?
- b) While understanding mind quotient, what do you mean by “MICE” & “AMC” theories. How does one use it for enhancing human interactions ?
- c) Explain the 10 powerful life lessons from the book “The ALCHEMIST”.

7. Any two from (a) or (b) or (c) (5 marks each)

- a) Discuss in detail the 7 qualities of Leadership.
- b) Discuss the 6 skillsets that every person needs to be a good leader.
- c) Explain in detail why GAME CHANGERS are called “SMARTS”.