P09/CP2001/EE/20101122

Time : Three Hours **Marks : 100**

Instructions to Candidates :

1) There are **two** sections.
2) Section I carries **60** marks and Section II carries **40** marks.
3) There are six questions in Section I out of which **any four** are to be attempted.
4) The case study question in Section II is **compulsory.**
5) Figures to the right indicate full marks.
6) Answers to the two sections should be written in **one** and the **same** answer book.
7) Draw diagrams and sketches wherever necessary.

SECTION I

1. What are the characteristics of a strategic management decision? Illustrate with an industry example. **15**

2. What tools or techniques would you use to do an environment analysis of a company? **15**

3. What are the roles and key skills needed to ensure that a corporate can add value? **15**

4. Why does too much responsibility fall on the top-level managers in a divisional structure? **15**

5. Discuss the relationship between corporate culture and strategy. **15**

6. What are the factors to be considered while designing a technology strategy? **15**

SECTION II

7. Read the following case and answer the questions below.

The global civil aviation market was a duopoly between Boeing and Airbus and the competition was characterized by bitter rivalry between these two companies. Though both the companies projected a growth of 4.5 per cent during 2005-2010, both had contrasting views for the future nature of their growth. While Boeing was a protagonist of fragmentation in network and the 'point-to-point traffic' concept and therefore, supported the development of smaller aircrafts, Airbus favoured the 'hub-and-spoke' model of operation as well as network consolidation and believed in the concept of larger aircrafts.

December 19, 2000 was a memorable day in the history of Airbus, when it unveiled 'Project A380' to manufacture the largest commercial aircraft with an initial investment of $13 bn. Noel Forgeard commented that the aircraft would rule the sky for the next three decades. According to the Company, the first A380 was expected to be delivered in October 2007, to Singapore Airlines.

Airbus started production of A380 on January 23, 2002, and unveiled the prototype of the aircraft on January 18, 2005, in Toulouse (France). It positioned the aircraft (nicknamed as super jumbo) in the 555 seating capacity category against Boeing's 747 jumbo, which was called the 'queen of the sky' since it was airborne.

A delay in the schedule was announced in June, 2006. The delivery deadline was extended by six months. On October 3, 2006, when Christian Streiff, the President and CEO of Airbus, addressed the stakeholders of the company to make them aware about the recent development on 'Project A380', he was a bit apprehensive. He needed to announce the postponement of the scheduled date of launching A380 yet again. When the project was unveiled in 2000, it was announced that nine A380s would be delivered by October 2007, followed by thirty-five in 2008, twenty-five in 2009 and forty-five in 2010. As per the revised schedule, only one A380 could be delivered to Singapore Airlines in October 2007, followed by thirteen A380s in 2008 to Singapore Airlines, Qantas and Emirates. The new delivery schedule represented a delay of two years from the original schedule. Christian Streiff admitted that though the announcement of the delay was disappointing, depending upon the in-depth review of the A380 programme, the Company needed to be realistic and needed to follow the most reliable and achievable programme schedule.

Anxious due to the announcement of repeated delays in the manufacturing process, the company's biggest customers, Singapore Airlines, Emirates, Virgin Airways and Qantas looked out for alternatives. Singapore Airlines, which placed the largest order for A380s, ordered twenty 787 'Dream liner' Boeing aircraft worth $4.5 bn. Analysts opined that Boeing was actually strategizing to leverage the crisis of Airbus. On the other hand, experts debated over the possibility of the market share of Airbus getting reduced, and Boeing taking advantage of that. On October 3, 2006, Christian Streiff announced his intention to get Airbus into shape by making A380 airborne soon with the support of all stakeholders. But analysts were skeptical whether he would be able to do the same.

Questions :

1) What strategy do you think would have helped convince the stakeholders? **20**

2) Evaluate the competitive position of Airbus vis-a vis Boeing. **20**

P09/CP2002/EE/20101123

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SECTION I

1. Explain the future of international business. **15**

2. Introduce EMU and explain the advantages of EMU. **15**

3. Explain the three types of mergers based on the competitive relationships. **15**

4. Explain the four approaches to organizational behaviour. **15**

5. Discuss supply chain policies. **15**

6. Explain the various levels of globalization. Also discuss the advantages of globalization. **15**

SECTION II

7. Read the following and answer the given questions :

A manager in the KM Enterprise Business Solutions (EBS) met with her team members to review the local progress of the Enterprise Business Solutions' (EBS) Global Knowledge Network (GKN). The manager joined Accenture as an analyst eight years ago after receiving her Master's degree from the Stockholm School of Economics.

EBS was one of the Accenture's most successful lines of business, incorporating integrated solutions for SAP, PeopleSoft, Oracle, Baan and ERP. Her GKN team was responsible for creating and storing knowledge that could be transferred and used in pre-sales and delivery environments. The company would benefit from leveraging of intangible assets, gathering and dissemination of experience and know-how, and increasing competitive advantage. It was also anticipated that clients would reap benefits from improved productivity and reduced costs.

The EBS GKN project spanned 13 countries and had a high profile within the company. The manager recalls, 'We were the pioneers. The future was in globally integrated KM.... Our success and failures would be watched closely.'

The manager and her team were responsible for the Nordic region's (Denmark, Finland, Norway and Sweden) contributions. As KIs, they had spent much of the last six months introducing the company to the project and the mutual benefits to employees, clients, and the firm. The manager recalled the dozens of office and client site meetings with colleagues in Copenhagen, Helsinki, Oslo, and Stockholm, 'I was always impressed by the strong levels of 'buy in' from analyst to partner. People really believe in it [EBS GKN].'

Analysts and consultants were particularly 'charged up' to be able to contribute and have their participation reflected in performance appraisals. These relative newcomers to the company saw the project as a unique personal development opportunity. Individuals with at least 12 months experience with the company were honored with selection as 'Knowledge Champions' (KCs). In this role, they served as the primary client contact for all knowledge sharing activities. KCs were responsible for adding at least two project deliverables each month and for keeping all of their project information current on the KX. They also monitored and encouraged project members' contribution and use of the KX. KCs were ambitious analysts close to the consultant promotion timeline, and often worked extra hard to guarantee personal rewards. 'The really hard workers were often promoted. It was win-win'.

After reviewing the first six month's results, her team was pleased with the high contribution levels and good productivity among the 250 EBS consultants on 16 projects in the Nordic region. Each project had its own client home page and KC who was trained and supported by Solution Center KCs in the larger offices. So far, EBS KM had gathered over one hundred contributions to the EBS Library and over two hundred questions and responses in the discussion databases. All KCs has been rewarded with excellent feedback as either 'Gold' or 'Green,' the two highest possible ratings.

The team discussed success factors. Certainly, buy-in at all levels of the company had helped. Everyone seemed to believe in the project and wanted to contribute. The business integration across the four company competencies also ensured that all parts of the company were working together. The team also discussed the future challenges. She emphasized the need to ensure capturing of the 'right knowledge.' She wanted to focus more on client team's knowledge needs and develop 'velocity services' that would target the most valuable needs of international business.

a) Analyze the case. **10**

b) Why did the company emphasize the need to ensure capturing of the right knowledge? **10**

c) Explain how success was implemented? **10**

d) As a manager, what lessons are learnt by you from the above case? **10**

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SECTION I

1. Explain the concept of business ethics. Discuss the role of personal, family and social background in ethics. 15

2. Explain in detail, the principle of ethics. 15

3. Explain in detail, the integrity approach to business ethics. 15

4. Discuss in detail, the corporate governance reforms in India. 15

5. Discuss the stakeholder theory of corporate governance. 15

6. State the characteristics of a moral manager, immoral manager, intentionally amoral manager and unintentionally amoral manager. 15

SECTION II

7. Read the following case and answer the questions that follow :

Madhav Wadkar was a very able and reliable employee. He was an innovative and superior tool maker. Now at 35 years of age, he decided to start his own business and work in the evening and on holidays. The products to be made were almost exactly the same as those made by the company where he was employed. Mr. Wadkar's supervisor discovered his new business adventure but no action was taken for some months believing that, it might not amount to much and the best course was probably to wait and see.

One day, Mr. Wadkar was found making telephone calls on company time and using its telephone to order materials for his own business. The supervisor reprimanded and warned him that such practices would not be tolerated. The incident was reported to the General Works Manager. Later, Mr. Wadkar was given a formal notice signed by the General Works Manager requiring Mr. Wadkar to decide within four weeks whether (1) To get rid of his business, or (2) to quit his job as an employee.

At the end of four weeks, Mr. Wadkar was asked directly by his supervisor as to his decision regarding his business. Mr. Wadkar reported that he had decided not to give up his business nor he was going to quit his job. The supervisor told him that he was making a big mistake. However, Mr. Wadkar did not see it that way and that he was a good employee. His outside work did not interfere with his job as an employee. Further, he argued that he was using his own time which was not the concern of the Company. The business was very small and it would not possibly hurt the Company. He was not using any of the Company's practices and was not soliciting any of its accounts.

Two days later, Mr. Wadkar was served with notice for effective discharge immediately.

Questions :

1. Was the action of Mr. Wadkar ethical? Why? **10**
2. Was the action by the Company ethical? Why? **10**
3. Evaluate the handling of the situation and the action taken by the Company. **20**

P09/CP2004/EE/20101125

Time : Three Hours **Marks : 100**

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3) There are six questions in Section I out of which **any four** are to be attempted.
4) The case study question in Section II is **compulsory.**
5) Figures to the right indicate full marks.
6) Answers to the two sections should be written in **one** and the **same** answer book.
7) Use of a calculator is allowed.

SECTION I

1.	Explain the concept of management control. What kind of control is required for a production unit?	**15**
2.	What is zero budgeting? Can it be applied to both capital and operating budgets?	**15**
3.	What do you mean by responsibility centers? List and explain the features of responsibility accounting.	**15**
4.	What kind of reports do you expect from a ERP package? How is it helpful to have a control on the system?	**15**
5.	What is the role of profit in planning and evaluation? What are the strengths and weaknesses of a profit measure?	**15**
6.	Elaborate on the statement, 'Project success can be assured if the project control system is designed objectively, implemented correctly and operated competently'.	**15**

SECTION II

7. Read the given case and answer the questions that follow :

'Easy Money' is a financial institute providing finance to the needy people through various schemes. The institute is having a lot of funds for disbursement of loan but unfortunately due to recession, the demand for loan is very less. Due to this situation, the institute had conducted a survey and the institute came to know that the demand for loan is less not due to recession but due to the service provided to the existing customers. Now, the institute has decided to spend more funds on manpower by recruiting new staff and providing quality training to give a better service to existing and prospective customers.

a) Being a top executive, what kind of services would you like to offer and why? **20**

b) What type of training is required to provide a better service to the customers? **20**