

Seat No. : \_\_\_\_\_

# AL-113

April-2025

Int. MBA, Sem.-X

## International Marketing Management

Time : 2:30 Hours]

[Max. Marks : 70

1. (A) Explain the concept of EPRG model in the evolution of global marketing with the help of suitable examples. 7

OR

1. (A) Research by Johanson and Wiedersheim indicates that global marketing is a “gradual process occurring in stages”. Describe the evolutionary process and identifiable stages of marketing across national boundaries. 7

1. (B) Do you believe that political and economic stability leads to business development and vice versa ? Justify your reasoning with examples. 7

2. (A) Explain in detail the high-tech and high-touch positioning in international market with relevant examples. 5

OR

2. (A) Analyze the impact of culture on the behaviour of global consumer. 5

2. (B) Which are the tools used by global businesses to evaluate and select international markets ? 9

3. (A) Explain the marketing tariffs’ classification based on direction, purpose, length, rate and distribution points. 7

3. (B) Detail out the research plan to explore market potential and consumer behaviour for an Indian herbal fairness cream for the Middle East. How will primary data collection differ in the Middle East than in India ? 7

OR

3. Discuss the various entry modes an organization with production both in home country and foreign country can use with suitable illustrations. 14

4. Write notes on Any **Four** : **14**
- (1) International Product Life Cycle (IPLC)
  - (2) Product and promotion strategies for International Markets
  - (3) Countertrade and its types
  - (4) Transfer pricing and grey market
  - (5) Indirect intermediaries in international market
  - (6) Factors influencing international communication decisions
5. (A) Describe in detail the institutional framework set up by the government to promote exports in India. **9**
- OR**
5. (A) Describe the pre-shipment documents required in the export process. **9**
5. (B) Write a short note on export and import prohibitions and restrictions as per FTP. **5**
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April-2025

Int. MBA, Sem.-X

## Strategic Human Resource Management [HR]

Time : 2:30 Hours]

[Max. Marks : 70

1. (a) Define Organizational Culture and explain the important components of Organizational Culture. 7
  1. (b) Write the meaning of Strategic Human Resource Management. Also differentiate between Traditional HR versus Strategic HR. 7
  2. Explain any **two** :
    - (1) Constituents of Employee measure in the balanced scorecard. 7
    - (2) Process of Benchmarking 7
    - (3) Types of HR Audit. 7
  3. Explain the core concept of TQM and describe the role of human resources for nurturing total quality management. 14
- OR**
3. Briefly explain 'The Transition from Reactive HRP to Proactive HRP'. Also, elaborate the significance of HRP in changing Environment. 14
  4. Answer the questions (Any **two**) 14
    - (1) Explain the 'Planning Process of Employee Relations'
    - (2) Elaborate upon the Types of Separation.
    - (3) Write and explain the reasons and process of Downsizing.
- Q5 Attempt any **Two** :
- (1) What are the core concepts in ethics ? Discuss some strategic ethical issues regarding employee privacy & employees' rights to collect information. 7
  - (2) Explain at length various constituents of work life integration. 7
  - (3) Discuss the costs/ risks associated with Mentor- Protégé relationships. 7

**AL-113**

April-2025

Int. MBA, Sem.-X

**Working Capital Management (Finance Specilization)**

Time : 2:30 Hours]

[Max. Marks : 70

1. (a) Marks Ltd. is desirous to purchase a business and has consulted you and one point on which you are asked to advise them, is the average amount of working capital which will be required in the first year's working. You are given the following estimates and are instructed to add 10% to your computed figures to allow for contingencies :

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Particulars		₹
I.	Average amount backed up for stocks :	
	Stock of finished goods	5,000
	Stock of store and materials	8,000
II.	Average credit given :	
	Inland sales, 6 weeks' credit	3,12,000
	Export sales, 1.5 weeks' credit	78,000
III.	Average time lag in payment of wages and other outgoings :	
	Wages, 1.5 weeks	2,60,000
	Stock and materials, 1.5 months	48,000
	Rent and royalties, 6 months	10,000
	Clerical staff, 0.5 months	62,400
	Manager, 0.5 months	4,800
	Miscellaneous expenses, 1.5 months	48,000
IV.	Payment in advance :	
	Sundry expense (paid quarterly in advance)	8,000
	Undrawn profits on an average throughout the year	11,000

Set up your calculations for the average amount of working capital required.

1. (b) MedGlow Pharmaceuticals Ltd. is a fast-growing company engaged in the production and distribution of Over-The-Counter (OTC) health supplements and generic medicines. The company recently launched a new line of nutraceuticals, which has been well received in urban markets but has led to a sharp increase in production volumes. MedGlow procures raw materials like herbal extracts and active pharmaceutical ingredients (APIs) from both domestic and overseas suppliers. While some suppliers offer 30-day credit, critical imports require advance payment. The company maintains high levels of raw materials and finished goods due to regulatory quality checks and batch testing delays. To penetrate new markets, MedGlow offers extended credit to its distributors, up to 75 days. Marketing expenses are front-loaded for product launches and the

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company experiences seasonal demand peaks during winter and flu season. Recently, MedGlow has invested in a new packaging line to meet export standards, affecting its cash flow.

**Question :** Based on the case above, identify and explain at least five key factors influencing MedGlow Pharmaceuticals Ltd.'s working capital requirements. Support your analysis with suitable reasoning and industry-specific context.

2. (a) The annual cash requirement of A Ltd is ₹ 10 lakh. The company has marketable securities in lot sizes of ₹ 50,000, ₹ 1,00,000, ₹ 2,00,000, ₹ 2,50,000 and ₹ 5,00,000. Cost of conversion of marketable securities per lot is ₹ 1,000. The company can earn 5 percent yield on its securities. You are required to prepare a table indicating which lot size will have to be sold by the company. Also, show that economic lot size can be obtained by the Baumol Model. 7
- (b) What is the significance of speedy receivables collection ? In this context, briefly explain concentration banking and lock-box system. 7

**OR**

2. The following information is available relating to the PQR Ltd : 14

*Sales forecast*

	₹		₹
May	75,000	September	3,00,000
June	75,000	October	1,50,000
July	1,50,000	November	1,50,000
August	2,25,000	December	1,37,500
		January	75,000

*Raw materials*

	₹		₹
May	37,500	September	1,27,500
June	37,500	October	97,500
July	52,500	November	67,500
August	3,67,500	December	37,500

**Collection estimates :**

- (1) Within the month of sale, 5 per cent
- (2) During the month following sale, 80 per cent
- (3) During the second month the following sale, 15 per cent.

**Payment for raw materials :**

During the month following the month in which purchase take place.

**Miscellaneous :**

- (1) General and Administrative salary, ₹ 11,250 per month.
- (2) Monthly lease payment, ₹ 3,750.
- (3) Monthly Depreciation charges, ₹ 15,000.
- (4) Monthly Miscellaneous expenses, ₹ 1,150.
- (5) Income tax, ₹ 26,250 each in September and December.
- (6) Payment for Research in October, ₹ 75,000.
- (7) Opening balance of Cash on July 1, ₹ 55,000.
- (8) Minimum Cash balance of ₹ 37,500 throughout the cash budget period.

**Prepare :** A monthly cash budget for 6 months – July to December

3. Fena Detergent, is a major player in the soap and detergent business. It has a market share of 25 per cent which is almost twice as much as that of the next competitor. The current sales of Fena amount to ₹ 1,400 crore. Its bad debts are in the range of 1 per cent. The company has a P/V ratio of 45 per cent. The policy of Fena is to extend to all its customers a credit of 30 days. The existing fixed costs are ₹ 120 crore which are unaffected by changes in sales. Fena Detergent is facing severe competition both from multinational and regional players. The CEO of the company, Sushant Rajput, has asked Aman Gupta, the chief marketing manager, to submit proposals to meet the challenge from the competitors. Aman Gupta has, after a detailed survey and discussion, proposed three options for the consideration of the CEO : 14

Option 1 : Increase the credit period to 60 days. In that case, the sales are likely to increase by 20 per cent. But bad debts would go up to 2 per cent and an additional investment of ₹ 20 crore will be required in working capital (without taking into account the effect of debtors).

Option 2 : Offer a credit term, 2/10 net 30. In this case, sales are expected to increase by 10 per cent. Fifty per cent of the debtors are likely to avail of the discount. There would be no change in bad debts.

Option 3 : Offer both extended credit to 60 days and cash discount of 2 per cent (2/10 net 30). An increase of 25 per cent in sales could be expected and cash discount could be availed of by 30 per cent of the customers. But bad debts will increase to 2 per cent and the additional investment in working capital of ₹ 20 crore will be required (without taking into account the effect of debtors).

The CEO of Fena detergent desires the CFO to carry out a financial evaluation of the above alternative proposals and suggest the course of action to be taken. The required rate of return of Fena detergent is 20 per cent.

**OR**

3. (a) Suppose, a firm is contemplating an increase in the credit period from 30 to 60 days. The average collection period which is at present 45 days is expected to increase to 75 days. It is also likely that the bad debt expenses will increase from the current level of 1 per cent to 3 per cent of sales. Total credit sales are expected to increase from the level of 30,000 units to 34,500 units. The present average cost per unit is ₹ 8, the variable cost and sales per unit are ₹ 6 and ₹ 10 per unit respectively. Assume the firm expects a rate of return of 15 per cent. Should the firm extend the credit period ? 7
3. (b) How are the receivable management crisis affecting businesses in India and what measures can be taken to improve the efficiency and timeliness of receivables collection ? 7

4. GreenLeaf Organics Ltd. is a growing FMCG company that produces organic food products across India. Recently, the company has been struggling with high storage costs due to overstocking, occasional shortages of fast-moving items and inefficiencies in managing raw materials. The management believes that their inventory system lacks structure and needs a revamp.
- To improve control, the supply chain team is considering implementing structured inventory techniques such as the ABC analysis, Economic Order Quantity (EOQ), setting precise reorder points and maintaining adequate safety stock. Simultaneously, top management is exploring the idea of shifting to a Just-in-Time (JIT) inventory approach to cut down on holding costs and enhance responsiveness to market demand. **14**
- In light of this scenario, answer the following questions :

- (1) Discuss the trade-offs between inventory holding costs and the benefits of maintaining higher inventory levels in the context of GreenLeaf Organics.
- (2) How could the application of inventory management techniques like the ABC system, EOQ model, reorder point and safety stock help GreenLeaf optimize its supply chain ? Illustrate with examples.
- (3) Evaluate the feasibility and potential challenges of implementing a Just-in-Time inventory system at GreenLeaf. Would it be an appropriate strategy given their situation ? Why or why not ?
- (4) What role can technology (such as inventory management software or data analytics) play in enhancing GreenLeaf's inventory management practices ? Provide specific examples.

**OR**

4. (a) P & G. Ltd. produces a product which has a monthly demand of 4,000 units. The product requires a component X which is purchased at ₹ 20. For every finished product, one unit of component is required. The ordering cost is ₹ 120 per order and the holding cost is 10 per cent per annum. You are required to calculate : **7**
- (i) Economic order quantity.
  - (ii) If the minimum lot size to be supplied is 4,000 units, what is the extra cost, the company has to incur ?
  - (iii) What is the minimum carrying cost, the company has to incur ?
4. (b) The following details are available in respect of a material for the month of March 2025 : **7**

March 1	Opening Stock 1,000 units @ ₹ 20 per kg.
March 10	Purchases 500 units @ ₹ 23 per kg.
March 15	Issued 750 units
March 20	Purchases 1,000 units @ ₹ 26.25 per unit
March 30	Issued 750 units

Calculate the value of stock under the Weighted Average method.

5. Attempt any **two** out of the following : **14**
- (1) What are the features of trade credit as a short-term source of working capital finance ? How can the cost of trade credit be calculated ?
  - (2) What is factoring ? Give a brief account of the major functions of a factor.
  - (3) Discuss the main forms of working capital advance by banks. What is the kind of security required by them ?

