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SET 01

Subject Code: 13MBA1001

**ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, TEKKALI
(AUTONOMOUS)**

**I MBA I Semester Regular Examinations, February - 2014
Management Theory and Practice**

Time: 3 hours

Max Marks: 60

answer any five questions

All questions carry equal marks.

Question No. 8 is compulsory.

1. How would you define management and what are the managerial functions? Is managing a science or an art?
2. Why is the external environment so important to all managers? Can any manager avoid being influenced by the external environment?
3. Discuss the nature and purpose of international business and multinational corporations
4. Explain the various types of plans and how they relate to one another.
5. What are the various types of organization structures? Explain them with their merits and demerits
6. Describe some of the most widely used techniques of overall control of an enterprise.
7. Elucidate the importance of quality and the nature of a variety of techniques for improving quality.
8. Case study.
Wal-mart's biggest global competitor is the big French retailer Carrefour, a firm that has hypermarkets, big stores offering a variety of goods. It has made large investments around the globe in Latin America and China. But not all is well as competitors taking market share in its home market, for instance. There has been even speculation of a takeover by Wal-mart or Tesco, English chain. Mr. Barnard has been ousted after heading the company for 12 years; he was replaced by Jose Luis Durant who is of German-

Spanish descent. Although the global expansion is cited by some as success, it may be even a big mistake. It withdrew from Japan and sold 29 hypermarkets in Mexico. Carrefour also had problems competing with Tesco in and Lidl, two successful discounters. On the other hand, it bought stores in Poland, Italy, Turkey, and opened new stores in China, South Korea, china, and Columbia. Carrefour has now become more careful in selecting markets. The company is eager to enter the Indian market, but found out in late 2006 that wal-mart will do so as well.

In France, where Carrefour is well established, the company made the big mistake in its pricing policy. It probably started with the 1999 merger with Promodes, the French discount chain. Carrefour confused the French clientele by losing its low-cost image; whether or not the image can be changed remains to be seen. Mr. Durant, the new CEO since 2005, embarked on the new strategy by offering 15 percent new products in its hypermarkets and 10 percent in its supermarkets. Moreover, he wants to employ more staff, extend the operating hours in certain hypermarkets, cutting prices, trying small stores, and pushing down decision making. Mr. Durant aims to stay only in countries where Carrefour is among the top retailers.

- How should Mr. Durant assess the opportunities in various countries around the world?
- Should Carrefour adopt wal-mart's strategy of 'low prices every day'? What would be the advantage or disadvantage of such a strategy?
