

Qn. 1. (a) Describe briefly the following terms :

[5 x 1 = 5]

- (i) LSI Circuit
- (ii) USB Connectors
- (iii) Touch Screen
- (iv) Layer 3 or Network layer
- (v) Data Dictionary.

Ans. 1 (a) (i) Integrated circuit (IC), electronic circuit built on a semiconductor substrate, usually one of single-crystal silicon. Another name for a chip, an integrated circuit (IC) is a small electronic device made out of a semiconductor material.

A large-scale integration (LSI) IC contains from 100 to 1,000 transistors per chip.

Ans.1 (a) (ii) Universal Serial Bus (USB) Connector: It provide the user with higher data transfer speeds for different USB devices like keyboards, mice, scanners or digital cameras.

Ans. 1 (a) (iii) Touch Screen : An invisible microwave beam 'matrix' criss crosses the screen, emanating from holes along the bottom and sides of the display unit. By pressing the finger against a function or program displayed on the screen, the infrared beam is broken at that section and the system is activated.

Ans. 1 (a) (iv) The Network Layer provides the functional and procedural means of transferring variable length data sequences from a source to a destination via one or more networks, while maintaining the quality of service requested by the Transport Layer. The Network Layer performs network routing functions, and might also perform fragmentation and reassembly, and report delivery errors.

The best-known example of a Layer 3 protocol is the Internet Protocol (IP).

Ans. 1 (a) (v) DATA DICTIONARY (Meta Data) : This is a central depository of information in computerized form about the data in the data base. The data dictionary contains the scheme of the data base – i.e., the name of each item in the data base and description and definition of its attributes. The data dictionary in a way can say keep the structural information of database.

Qn. 1. (b) Explain each of the following : 5x1=5

- (i) BIOS
- (ii) Transaction Log
- (iii) Random Access
- (iv) FAT
- (v) E-mail.

Ans. 1 (b) (i) BIOS : All motherboards contain a special chip containing software known as BIOS. BIOS stands for Basic Input / Output System. BIOS is a collection of programs embedded in EPROM (Erasable programmable read only memory). When we start computer, this collection of program gets loaded into the computer even before operating system. This BIOS chip contains basically startup program and drivers that are used to get the system running and act as the interface to the basic hardware in the system.

Ans. 1 (b) (ii) In the field of databases in computer science, a **transaction log** (also **database log** or **binary log**) is a history of actions executed by a database management system to guarantee ACID properties over crashes or hardware failures. Physically, a log is a file of updates done to the database, stored in stable storage.

Ans.1 (b) (iii) Random Access Method: In this method records are stored randomly (Directly) and records are accessed also directly. Some Randomize procedure are used to search the desired record directly by converting desired record no. into a address that would move read/ write head to the physical location where desired record is stored.

Ans.1 (b) (iv) The file-allocation table (FAT) : It is a log that records the location of each file and the status of each sector. When a file is written to a disk, the operating system checks the FAT of an open area, stores the file, and then identifies the file and its location in the FAT.

Ans. 1(b) (v) E-mail (or electronic - mail) on internet provides quick transfer of messages, memos, letters on computer to other E-mail users worldwide.

This is probably one of the fastest and most convenient ways of communication. At present all internet subscribers in India get the e-mail facility free with each subscription E-mail account can be accessed by the subscriber from any part of the world.

- (i) it is cheap
- (ii) It is fast
- (iii) Convenient to communicate
- (iv) It is confidential

Qn. 2. Answer the following :

- (a)** Define an Image Processing. Describe the steps involved to document imaging. Also mention any five advantages of Image Processing. **5**
- (b)** What are Decision Support Systems ? Describe various characteristics of a DSS. **5**

Ans. 2 (a) Image Scanner or Image processing captures an electronic image of the data so that it can be stored and shared. Imaging systems can capture almost any thing including keystroke or hand written documents, flowcharts, drawings and photographs.

There are five steps to document imaging :-

1. **Data Capture:** Best way to convert a paper document into electronic images is to scan them. The scanning device converts the text and picture into digitized electronic code.
2. **Indexing:** Document information is stored in an index to facilitate its fast retrieval. The indexing scheme should be designed to retrieve documents/ information at the quickest possible time.
3. **Storage:** Because images require a large amount of storage space hence they are stored on optical disk.
4. **Retrieval:** For retrieving any document, information stored in an index is keyed in. The index instructs the system to search the relevant optical disks and the requested information can be quickly retrieved.
5. **Out put:** An exact replica of the original document is easily produced on the computer's monitor or on paper or is transmitted electronically to another computer.

Advantages of Image Processing System:

The image processing systems provide the following **advantages** :—

1. **Accessibility:** Documents can be accessed and retrieved simultaneously by many people even from remote locations.
2. **Accuracy:** Accuracy is much higher because costly and error-prone manual data entry processors are eliminated.
3. **Availability and Capacity:** There are no more lost documents. Vast amount of data can be stored in very little significantly reduces storage and office space.
4. **Cost:** When large amount of data are stored and processed document is quite in expensive. Therefore, the cost to input and refill documents are reduced significantly.
5. **Security and Speed:** Various levels of passwords (network database, file, etc.) and clearances can be assigned to restrict document access. Data can be retrieved at fantastic speeds. Stored documents can be indexed using any number of identifying labels, attributes or keywords.
6. **Customer Satisfaction:** When delay in work is reduced (like loss or misfiling of documents, queue time, etc) customers can get the information almost immediately.

Ans. 2 (b) **Decision support systems** are a class of computer-based information systems including knowledge based systems that support decision making activities. Because there are many approaches to decision-making and because of the wide range of domains in which decisions are made, the concept of *decision support system* (DSS) is very broad. A DSS can take many different forms. In general, we can say that a DSS is a computerized system for helping make decisions. A decision is a choice between alternatives based on estimates of the values of those alternatives. Supporting a decision means helping people working alone or in a group gather intelligence, generate alternatives and make choices. Supporting the choice making process involves supporting the estimation, the evaluation and/or the comparison of alternatives. In practice, references to DSS are usually references to computer applications that perform such a supporting role.

In order to make use of data and models by the managers themselves directly, a flexible access through user friendly interface may be needed, often in the form of a graphical user interface and even multimedia. The emphasis is on direct user interaction and is to solve non-routine, semi-structured decision, and not routine, structured problems like payroll and inventory control. Obviously, the measure of success will be effectiveness and not mere efficiency. Since decision makers are human beings with their distinct styles and personalities, the systems that support them must

incorporate their style of decision making. Many non-trivial decisions involve subjective evaluation, though on an objective scale; they often involve uncertainty and multiple criteria. DSS must take these issues also into account. Decision support systems are systems that support decision making using flexible access to data and models for use by end users: the systems should provide flexible interfaces to support non-routine, unstructured decision often involving uncertain decision situations and multiple objectives with provision for incorporating the decision maker's individual style of decision making.

Characteristics of DSS;

Although decision system application very widely in their level of sophistication and specific purpose, they possess several characteristics in common :-

1. **DSS support management decision –making** – Although most heavily used for management planning decisions, and every managerial level use them. Decision support systems enhance decision quality. While the system might point to a particular decision, it is the user who ultimately makes the final choice.
2. **DSS solve relatively unstructured problems:-** Problems that do not have easy solution procedures and therefore problems in which some managerial judgment is necessary in addition to structured analysis. Thus, in contrast to transaction processing systems, decision support systems typically use non-routine data as input. These data are not easy to gather and might require estimates.
3. **Finally, a “friendly” computer interface is also a characteristic of a DSS-** Because managers and other decision makers who are non-programmers frequently use decision support systems. These systems must be easy to use. The availability of nonprocedural modeling language, eases communication between the user and the decision support system.

3. (a) Describe the various factors being considered in determining the best file organisation for an application. **5**

Ans. 3(a) File Management Software: File management software is a software package that help the users to organize data into files, process them and retrieve information.

The users can create report, formats, enter data into records, search records, sort them & prepare reports.

They are designed for microcomputers and are menu-driven allowing end user to create files by giving easy- to use instructions.

Following are the criteria in choosing file organization method:

1. File Volatility:

- (i) File volatility is the number of additions and deletions to the file in a given period of time, e.g. Payroll file of a company where the employee register is constantly changing is a highly volatile file, and therefore, direct access method is better.

2. File Activity:

- (i) File activity refers to the proportion of records accessed on a run to the no. of records in a file.
- (ii) In case of real time files where each transaction is processed immediately, only one master record is accessed at a time, direct access method is appropriate.
- (iii) In case where almost every record is accessed for processing a sequentially ordered file is appropriate.

3. File Interrogation:

- (i) File interrogation refers to the retrieval of information from a file.
- (ii) If the retrieval of individual records must be fast to support a real-time operation such as Airline reservation then some kind of direct organization is required.
- (iii) If on the other hand, requirements for data can be delayed, then all the individuals requests or information can be batched & run in a single processing run with a sequential file organization.

4. File Size:

- (i) Large files which require many individual references to records with immediate response must be organized under direct access method.
- (ii) In case of small files, it is better to search the entire file sequentially or with a more efficient binary search, to find an individual record than to maintain complex indexes or complex direct addressing schemes.

Qn. 3. (b) What is meant by 'Electronic Data Interchange' ? State some of its advantages.

5

Ans. 3 (b) EDI (Electronic Data Interchange) : EDI is computer to computer communication using a data format to exchange business information electronically between organizations. EDI, we can say is moving documents between organization electronically (Directly). EDI can be performed directly between organizations with predetermined protocol or can be service by third party vendors. Using EDI we can transmit business documents such as purchase orders, prices quotes, shipping notices and payment order etc electronically. The popular term used in banking sector

electronic fund transfer comes under the EDI category. The biggest advantage of EDI is that transaction is placed in the databases of applicants therefore, whenever the applicant's organization would look for any information in their database, there would be an up-dated information up to that instant.

Advantages of EDI : Following are some of the advantages of EDI

1. **Effective Inventory Management** : Due to online order receipt and approval updated information would be available for inventory.
2. **Less Documentation** : EDI ensure almost nil paper work which increased efficiency
3. **Faster receipt and approval of orders** : Order would be electronically placed and would also get automatically approved and update the inventory also.
4. **Immediate payment**: EDI allows payment transaction to happen immediate with partners banks.
5. **low Manpower Cost**: EDI allows the transaction to move automatically with in database which facilitate the low manpower employment.
6. **Minimise capital tied up in inventory** : For manufacturing organizations with a just –in-time strategy, the right balance is crucial but every organization stands to benefit from reducing order lead time.

Qn. 4. (a) Write the output sequence (at least first five numbers) for the given flowchart, if $N = 0$ is selected as the value for N as input. 5

Ans. 4(a) for an input $N = 0$

Output will be

1st loop output = 0 [$N = 0$]

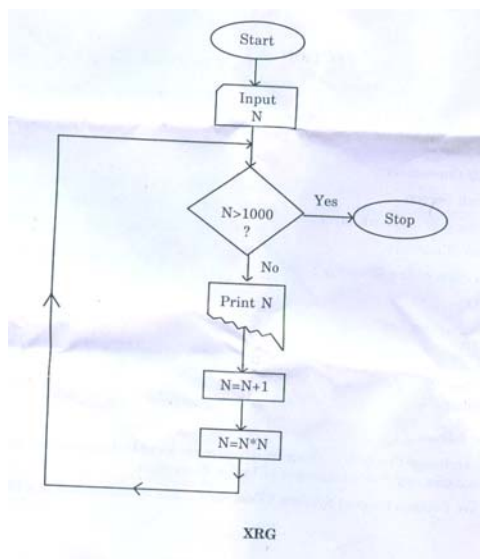
2nd loop output = 1 [$N = 0$; $N = 0 + 1$; $N = 1 * 1$]

3rd loop output = 4 [$N = 1$; $N = 1 + 1$; $N = 2 * 2$]

4th loop output = 25 [$N = 4$; $N = 4 + 1$; $N = 5 * 5$]

5th loop output = 676 [$N = 25$; $N = 25 + 1$; $N = 26 * 26$]

Qn. 4. (b) If the statement " $N = N * N$ " in the computation box of the flowchart is modified as " $N = N * (N - 1)$ ". Write the output sequence (at least first five numbers) for the flowchart with $N = 0$ as the input value for N . 5



Ans. 4 (b) In this case the output will be 0 for every loop executed [$N = 0$; $N = 0 + 1$; $N = 1 * (1 - 1)$]

Qn. 5. (a) Describe the Ring Network. Discuss its advantages and disadvantages. 5

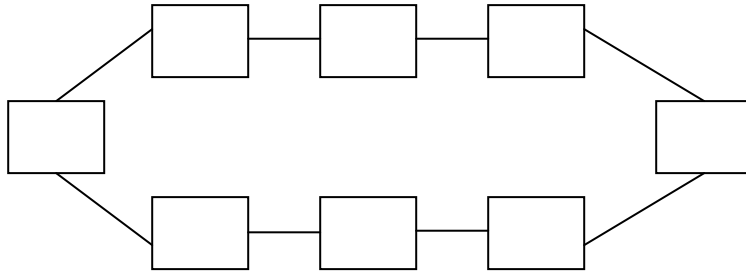
Ans. 5(a) Ring Network: A ring network (also called network) permits direct communication between nodes and with central computer. The network cable passes from one node to another until all nodes are connected in the form of a ring or loop. There is a direct point to point link between two neighboring nodes.

Advantage:

- (i) Offers high performance for small number of workstations or for longer networks where each station has a similar workload.
- (ii) Ring network can span longer distance than other type of networks,
- (iii) Reliable since communication between two computers is not dependent on a single computer like the host computer
- (iv) Ring Networks are easily extendable.

Disadvantages:

- (i) Relatively expensive & difficult to install,
- (ii) Failure of one computer on the network can affect the entire network.
- (iii) Difficult to troubleshoot a ring network.
- (iv) Adding or removing computer can disrupt the entire network.



RING TOPOLOGY

Qn. 5. (b) Describe 'Caching Server' and 'Proxy Server' How are they different from each other ?

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Ans. 5 (b) A cache server is a dedicated network server or service acting as a server that saves Web pages or other Internet content locally. By placing previously requested information in temporary storage, or cache, a cache server both speeds up access to data and reduces demand on an enterprise's bandwidth. Cache servers also allow users to access content offline, including rich media files or other documents. A cache server is sometimes called a "cache engine."

In computer networks, a **proxy server** is a server (a computer system or an application program) that acts as an intermediary for requests from clients seeking resources from other servers. A client connects to the proxy server, requesting some service, such as a file, connection, web page, or other resource, available from a different server. The proxy server evaluates the request according to its filtering rules. For example, it may filter traffic by IP address or protocol. If the request is validated by the filter, the proxy provides the resource by connecting to the relevant server and requesting the service on behalf of the client. A proxy server may optionally alter the client's request or the server's response, and sometimes it may serve the request without contacting the specified server.

Qn.6. State with reasons which of the following statements is correct or incorrect :

[3 x 2 = 6]

- (a) A business, even if it continually remains passive to the relevant changes in the environment, would still grow and flourish.
- (b) A corporate culture is always identical in all the organisations.
- (c) There is both opportunity and challenge in 'Change'.

Ans. 6 (a) Incorrect : A Success of a business greatly depends on its response to the changes in the environment in which the business operates. A firm can succeed only if it is flexible i.e. it moulds itself as per requirement of the environment and it will prove to be a failure if it is rigid.

Ans. 6 (b) incorrect :

1. Meaning:

- (a) Corporate Culture refers to a Company's values, beliefs, business philosophy and principles, traditions, work climate, ways of operating and approaching problems, & internal work environment.
- (b) The Firm's own ingrained beliefs and behaviour, thought patterns, business practices, and personality, lead to its corporate culture.

2. Manifestation: Corporate Culture originates from the complex combination of sociological forces operating within the Company.

Hence corporate culture is not always, identical in all due organisation.

Ans. 6 (c) Correct : A change in a business environment is not necessarily be positive it can be negative also; for eg:- a change constituting increase in demand pattern in favour of due organisation is an opportunity. Whereas an increase in competitors in the market is a challenge for due organisation.
Hence change can result in both opportunity & challenge for organisation.

Qn. 7. (a) Discuss the relevance of Tows Matrix in strategic planning process.

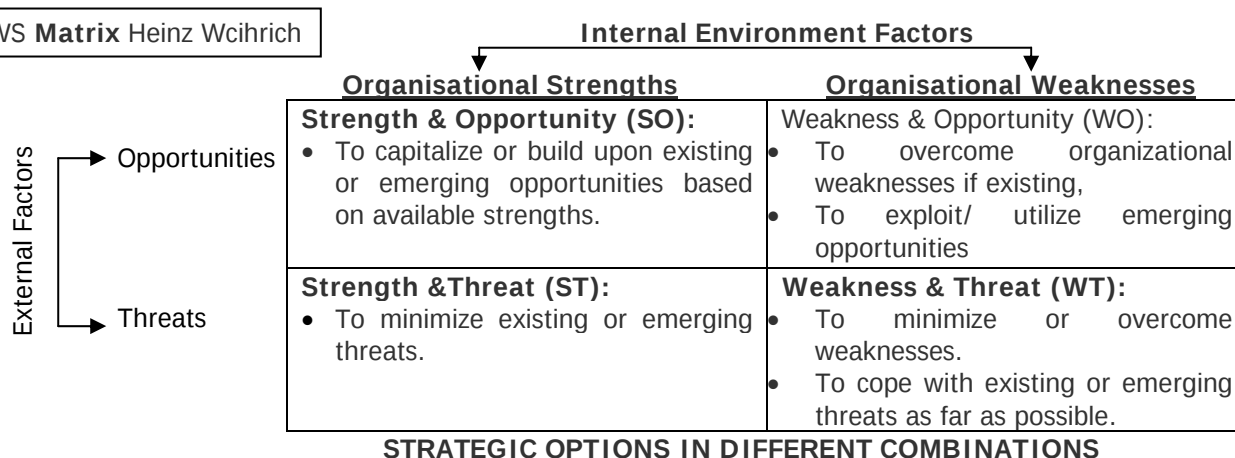
2

Ans. 7(a) 1. Heinz Wcihrich has developed a matrix called TOWS **Matrix** by comparing the strengths and weaknesses of an organization (internal) with that of market opportunities and threats (external).

2. TOWS Matrix uses the inputs viz. Strengths, Weaknesses, Opportunities and Threats, reorganizes them and integrates them into the strategic planning process.

3. This matrix takes into account various environmental and organizational factors, so as to facilitate strategy formulation and ensure efficient utilization of organizational resources.

4. The various combinations in TOWS Matrix arc given below –



Qn. 7 (b) State the points that may be considered while writing a mission statement of a Company.

2

Ans. 7(b) A Company's Mission statement is focused on its present business scope "Who we are and what we do?"

1. A Mission Statement is to give the organization its own special identity, business emphasis and path for development.
2. A Company's business is defined by its goals, the nature of target customer groups and the technologies and competencies it uses and the activities it performs. This should be specified in the Mission.
3. Mission Statements should be highly personalized, i.e. unique to the Firm for which they are developed
4. Profit making is not the only mission of a business.
5. Mission Statements should contain elements of long-term strategy as well as desired outcomes
6. Mission Statements should be precise, clear, feasible, distinctive and motivating and should indicate major components of strategy.
7. Mission Statements should serve as a justification for the Firm's very presence and existence.

Qn. 8. What are the five competitive forces in an industry as identified by Michael Porter ? Explain.

10

Ans. 8 To gain a deep understanding of a company's industry and competitive environment, managers do not need to gather all the information. They can find and waste a lot of time digesting it. Rather, the task is much more focused. Thinking strategically about a company's competitive environment entails using some well defined concepts and analytical tools.

The way **one uses** the five-force model to determine *what competition is like in a given industry* is to build the picture of competition in **three steps**:

Step 1: **Identify** the specific competitive **pressures** associated with each of the forces.

Step 2: **Evaluate** how **strong** the pressures comprising each of the five forces (fierce, strong, moderate to normal, or weak).

Step 3: **Determine** whether the **collective strength** of the five competitive forces is conducive to earning attractive profits.

The Five Force model of Competition

1. Threat of new entrants: The existing firms have their competition not only with the already existing competitors but also with **New Entrants**, which are always a powerful source of competition. The new capacity and product range they bring in throw up new competitive pressure. And the bigger the new entrant, the more severe the competitive effect. New entrants also place a limit on prices and affect the profitability of existing players.

2. Bargaining power of customers: This is another force that influences the competitive condition of the industry. This force will become heavier depending on the possibilities of the buyers forming groups or cartels (a term used to define the groups in oligopoly). Mostly, this is a phenomenon seen in industrial commodities. Quite often, users of industrial products come together formally or informally the pressure on the producer in matters such as price, quality and delivery. Two of service providers Reliance and TATA Teleservices are putting a simultaneous pressure on Qualcomm to reduce the royalties on the CDMA based handsets. Such a collusion of buyers can be a major force in some industries. The bargaining power of the buyers influences not only the prices that the producer can charge but also influences the costs and investments of the producer because powerful buyers usually bargain services which involve costs and investment on the part of the producer.

3. Bargaining power of suppliers: Quite often suppliers, too, exercise bargaining power over companies. The more specialized the offering from the supplier greater is his clout. And, if the suppliers are also limited in number they stand a still better chance to exhibit their bargaining power. The bargaining power of suppliers determines the cost of raw materials and other inputs of the industry and, therefore, industry's profitability.

4. Rivalry among current players: The rivalry among existing players is an idea that can be easily understood. This is what is normally understood as competition. And it is obvious that for any player, the competitors influence prices as well as the costs of competing in the industry, sales force, etc.

5. Threats from substitutes: Substitute products are an embryonic source of competition industry. In many cases they become a major constituent of competition. Substitute products offering a price advantage and/or performance improvement to the consumer can drastically alter the competitive character of an industry. And they can bring it about all of a sudden.

So, in addition to existing rivals or competitors proper, forces such as new customers, suppliers, and substitutes have all to be viewed as forces governing the industry. A firm has to give due weightage to each of these forces as a fight can emerge from any quarter.

The five forces together determine industry profitability. This is so because these forces influence the causes that underlie industry profitability. The strength of the forces may vary from industry to industry.

Qn. 9. What is Six Sigma ? How is it different from other quality programs ? Explain in brief themes of Six Sigma.

2+2+6 =10

Ans. 9 Six Sigma methodologies provide the techniques and tools to improve the capability and reduce the defects in any process. Six Sigma is the methodology that improves the capability and reduce the defects in any continuous improvement and radical design. It is a statistical tool used for problem solving which reduces the defects by streamlining processes.

Six Sigma was started in Motorola, in its manufacturing division, where millions of parts are made using the same process repeatedly. Eventually, Six Sigma evolved and applied to other non-manufacturing processes. Today, Six Sigma is applied to many fields such as Services, Medical and Insurance Procedures, Call Centers etc. Following Motorola, General Electrics (GE), Allied Signal, Honey Well, Ford etc. also followed suit and realized powerful bottom line results in their organization.

- 2. Define opportunity :** Define the goals and objectives of improvement project, which is derived from Critical to Quality characteristics, based on voice of customer, project charter, problem statement, milestones, scope of project and a high-level map of the process are developed in this phase.
- 3. Measure :** Measure the process to find the current level of performance and to gauge improvements later. Calculate the sigma level as a measure against customer requirements and for comparison with other processes.
- 4. Analyze :** Analyze the data connected in the measurement phase to identify problems in the Process and to find the root causes of the variation. It is applied use of experience, data, and a process review to find viable

causes. It is repeated for refinement or rejection of possible /causes, until the root cause is found and verified with data.

5. **Improve** : Improve the system by finding ways to do things better, safer, cheaper, or faster but most of all to satisfy your customers. In this phase test, refine and implement a solution to the root cause. Implement the new approach and validate the improvement.
6. **Control** : Control the improvement implemented on continuous basis. Institutionalize it by altering policies, procedures, budgets, instructions, and other management systems, if necessary. Sell the project to your customers and internally, secure management support, and give final ownership to those working with it on day-to-day basis.

Qn. 10. Read the following case and answer the questions given at the end :

The ripple effects of the 2008 Global Economic meltdown had begun to hurt the Rupees 1,268 crore J.K. Paper Ltd. also. Like all other business houses in India, J.K. Paper Ltd. was also finding the going tough. The general trend of soaring prices and contraction in demand had started affecting the sale of J.K. Paper Ltd. products also. Its customers were focusing on correcting their inventory positions (using existing stocks of materials to keep production lines and marketing activities rolling). Consequently, they were not buying much from J.K. Paper Ltd. Even the investors did not like what they saw— J.K. Paper Ltd. stock fell from Rs. 57.20 on 1 January, 2008 to a low of Rs. 14.12 on 12 March, 2009. The company was in the midst of Economic crisis. Mr. Harshpati Singhania, Managing Director of the Company, realised that some strong measures must be taken to extricate the Company from its present crisis. To this end, Mr. Singhania held several brainstorming sessions with the top management team and finally identified the focus areas : Managing working capital flows, cutting costs and paying attention to employee productivity.

Moving away from the traditional approach one usually follows during the recessionary periods, Mr. Singhania instead of shutting down company's plants and cutting production, decided to continue to operate the Company's two plants at Gujarat and Orissa at 100% capacity. To match sales with production, he planned to reach out to newer customers by widening Company's distribution network. He identified packaging boards to be marketed in rural areas where the meltdown had minimal effect. As the market conditions were still difficult, the company also decided to cut the prices by 2 to 3 per cent. Alongwith the price cut, its marketing thrust in rural areas ensured that the sales were not impacted much. Net sales remained flat throughout 2008-09, though the profitability of the Company suffered because of the lower margins it received from its rural thrust.

For raising capital, the Company did not approach banks and investors, rather it intensified its efforts to recover its debts from its clients. The efforts resulted in fast recovery of crores of rupees. Disputed debts were also settled expeditiously to raise more cash.

To cut costs further, the Company took steps to improve productivity and reduce its wage bill. Inefficient employees were asked to leave. No new appointments were made unless they were critically important. In addition, employees received lower increments for 2008-09; even Mr. Singhania did not take any increment.

When the global slowdown sent the international prices of the pulp, the main raw material for the paper industry, crashing from Rs. 36,960 per tonne in April, 2008 to Rs. 18,240 per tonne in September, 2008 the company bought enough pulp to last for about 9 months as against its policy of buying, in the normal course, pulp for about 2-3 months. According to Mr. Singhania, this decision also resulted in a huge saving.

Mr. Singhania and his senior management team also re-evaluated the organisational structure to improve efficiency in the organisation.

When all the above strategic decisions had been successfully implemented, Mr. Singhania knew that the worst for the company was over. This was also reflected in gradual increase in the quarterly profits of the company, Mr. Singhania however sounded very modest about his stewardship of the Company while appreciating his Senior management team for the great job done to ride out the slowdown.

Questions :

- (a) Where did the recession hit J.K. Paper Ltd. ? 2
- (b) Explain with reasoning the corporate strategy the Company had adopted for its survival. 2
- (c) What functional strategies were undertaken by the Company to overcome its crisis ? 6
- (d) State the basic responsibilities of a strategic leader in a business house. Explain whether or not Mr. Singhania provided strategic leadership to the Company. 2 + 2 = 4
- (e) What lessons are learnt from the experience of J.K. Paper Ltd. to ride out the economic meltdown ? 6

Ans. 10.

(a) The tragic effects of the Global Economic meltdown had a major impact on the workings of J.K. Limited too. The recession hit J.K. Paper Limited in the following manner:

- (i) Sales of its products.
- (ii) Market prices of the Shares of J. K. Limited.

(b) In general corporate strategies, has following characteristics:

1. It is generally long ranged in nature
2. It is action oriented and more specific than objectives
3. It is integrated
4. It is flexible and dynamic

Among the various strategies of a company like survival, stability, Growth, Efficiency and Profitability the company has adopted Survival. Survival is the will and anxiety to perpetuate into the future as long as possible. It is a basic, implicit objective of most organizations. While survival is an obvious objective, it gains more value and prominence during the initial stage of the establishment of the enterprise and during general economic adversity. The ability to survive is a function of the nature of ownership, nature of business competence of management, general and industry conditions, financial strength of the enterprise as soon. However, business and other enterprises are interested in more than mere survival.

The same is the case of J.K. Limited that due to slow down in the impact of recession.

(c) The functional strategies means directed at improving the effectiveness of operations within a company, such as manufacturing, marketing, materials management, product development, and customer service. The Functional Strategies undertaken by the company to overcome the crisis are as follows:

- (i) managing the working capital flows,
- (ii) cutting costs,
- (iii) paying attention to employee productivity,
- (iv) continue operating the two plants at Gujarat and Orissa
- (v) to match sales with production the company reached out to newer customers by widening company's distribution network, even rural areas were targeted for meeting the sales with the demand simultaneously increasing the demand,
- (vi) cut the prices 2 to 3 per cent.
- (vii) for raising the capital the company instead of approaching the banks and investors, they applied their efforts to recover its due debts.
- (viii) unproductive employees were asked to leave and rest received increment although lower,

(d) The basic responsibility of a strategic Leader in a business house is as follows:

- 1) He should be confident, and balanced.
- 2) He should make the environment of the company comfortable and take the employees into confidence that everything would be alright.
- 3) Try to increase the efficiency of the workers,
- 4) While retrenching the employees he should be polite with the workers and say in case of boom period they would be given the preference.
- 5) Employees expect increment in exchange of loyal and increased load of work, etc.

Yes, Mr. Singhania did provided strategic leadership to the company. He handled the depression situation of the company very confidently and in united manner.

(e) We learnt the lesson from the experience of J.K. Paper Limited to ride out the economic meltdown that the manager of company plays very important strategic role in reviving the position of the company. The manager of the company has to manage the situation of temporary disturbance. Cost is to be reduced by managing the expenses incurred, the increments required, the prices are to be managed and sales and the costs are to be matched, etc..