

Total No. of Questions : 7]

SEAT No. :

P330

[Total No. of Pages : 1

[4375] - 101

M.B.A. (Semester - I)

**101:ORGANISATIONAL BEHAVIOUR & PRINCIPLES
& PRACTICES OF MANAGEMENT
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

- 1) *Q 1. is compulsory.*
- 2) *Solve any three out of the remaining.*
- 3) *Figures to the right indicate full marks.*

Q1) a) Evaluate A.H. Maslow's hierarchy need theory of motivation, in detail. **[15]**
b) What are the different attributes of a leader? **[10]**

Q2) Discuss briefly the advantages & disadvantages of group decision - making. **[15]**

Q3) Define planning. Explain the steps involved in planning. **[15]**

Q4) Explain what is meant by "stress has to be managed". **[15]**

Q5) Evaluate the process of controlling in an organisation. **[15]**

Q6) Define 'Conflict'. What is meant by Interpersonal & Intrapersonal conflict?
Give suitable examples. **[15]**

Q7) Write short notes on : (Any three) ` **[15]**

- a) Dimensions of attitude
- b) Importance of staffing
- c) Causes of change
- d) Centralisation
- e) Fundamental concepts of OB



Total No. of Questions : 9]

SEAT No. :

P331

[Total No. of Pages : 4

[4375] - 102

M.B.A. (Semester - I)

102 : MANAGEMENT ACCOUNTING

(2008 Pattern)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

- 1) Q.No. 1 is compulsory.
- 2) Attempt any two questions from Section - I and Section - II.
- 3) Figures to the right indicate full marks.
- 4) Use of simple calculator is allowed.

- Q1)** a) Explain the following concepts. [4]
- i) Matching concept.
 - ii) Going concern concept.
- b) Classify the following items into Income, Expenditure, Assets and Liability. [2]
- | | |
|------------------------|------------------------|
| i) Interest paid | ii) Good will |
| iii) Prepaid insurance | iv) Outstanding wages. |
- c) Mentioned the bases of apportionment of the following expenses of departments. [2]
- | | |
|---------------------------------|--------------|
| i) State insurance contribution | ii) Lighting |
| iii) Rent & Rates | iv) Power |
- d) Calculate contribution and P.V.ratio from the following. [2]
- Selling price per unit Rs.20
Material cost per unit Rs.5
Variable cost per unit Rs.3
Fixed cost Rs.1000

SECTION - I

Q2) What do you understand by management accounting? Explain importance and limitations of management accounting? [15]

Q3) What do you understand by standard costing? Explain material variances in Detail. [15]

P.T.O.

- Q4) Distinguish between: (Any Three) [15]**
- a) Management accounting and financial accounting.
 - b) Trial balance and balance sheet.
 - c) Flexible budget and cash budget.
 - d) Over absorption and under absorption of overhead.

- Q5) Write short notes : (Any Three) [15]**
- a) Types of accounts.
 - b) Idle time.
 - c) Types of stores.
 - d) Labour turnover

SECTION - II

- Q6) Prepare a Flexible budget from the poll data made available in respect of a half yearly period and forecast the working results at 70% 85% & 100% of capacity when the respective sales are Rs. 50 lakhs, Rs. 60 lakhs, & 85 lakhs. Semi variable expenses are constant between 55% & 75% of capacity, increases by 10% between 75% & 90% of capacity and by 20% between 90% and 100% of capacity. The expenses at 60% capacity are as follows : [15]**

Amount in Lakhs

Semi variable :	
Maintenance & Repairs	1.25
Indirect Labour	5.00
Sales Department expenses	1.50
Sundry overheads	1.25
Variable Expenses :	
Material	12.00
Labour	13.00
Other expenses	2.00
Fixed Expenses :	
Wages & Salaries	4.20
Rent, Rates & Taxes	2.80
Depreciation	3.50
Sundry Overheads	4.50
Total :	<u>51.00</u>

Q7) The sales and profit during two years were as follows;

[15]

Year	Sales	Total Cost
2011	100000	105000
2012	200000	195000

You are required to calculate :

- The P.V. Ratio.
- The Break Even Point.
- The sales required to earn a profit of Rs. 1000.
- The profit made when sale are Rs. 150000
- The Margin of Safety for the 2012.

Q8) The following extract of costing information relates to commodity 'A' for the half year ending 31st December, 2010.

[15]

Particular	Amount
Purchase of Raw Material	120000
Works overhead	48000
Office overhead	15000
Direct wages	100000
Carriage on Purchases	1440
Stock (1 st July 2010)	
Raw material	20000
Finished Products (1000 tons)	16000
Stock (31 st Dec. 2010)	
Raw material	22240
Finished products (2000 tons)	32000
Work in progress (1 st July 2010)	4800
Work in progress (31 st Dec. 2010)	16000
Sales-Finished Products	300000

Selling and distribution overheads are Rs. 1.20 per Ton sold. 16000 tons of commodities were produced during the period. You are to ascertain (i) Cost of raw materials used, (ii) Prime Cost, (iii) Works cost, (iv) Cost of production, (v) Cost of Goods sold (vi) Cost of sale and (vii) Profit.

Q9) From the following Trial Balance of R. Ramdas as on 31st March 2012, you are required to prepare the trading and profit and loss account for the year ended 31st March, 2012 and balance sheet as on that date : **[15]**

Particular	Dr. Amt.	Cr. Amt.
Capital		60000
Drawings	7200	
Stock, 1 st April 2011	20500	
Purchases	68000	
Carriage Inward	1500	
Sales		140500
Sundry debtors	23500	
Sundry Creditors		14300
Cash in hand	500	
Cash at bank	2200	
Carriage outwards	1700	
Salaries	16000	
Factory Rent	4000	
Bills Receivable	5300	
Bills payable		4200
Insurance	1200	
Furniture	10000	
Machinery	28000	
Office Rent	2000	
Manufacturing Wages	21500	
Provision for Doubtful Debts		1000
Manufacturing Expenses	1500	
General Expenses	5400	
Total :	220000	220000

Additional Information :

- a) Stock on 31st March 2012 amounted to Rs. 27000.
- b) Write off Rs. 500 as Bad Debts and maintain the provision for Doubtful debts at 5% on Sundry Debtors.
- c) Wages outstanding Rs. 2500 and unexpired Insurance Rs. 300
- d) Depreciate Machinery By 5% and Furniture by 10%
- e) Factory Rent is paid upto 31st January 2012.
- f) Interest accrued but not received Rs. 2000.



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SEAT No. :

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[4375]-103

M.B.A. (Semester - I)

103 : MANAGERIAL ECONOMICS

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Attempt any 5 questions.*
- 2) *All questions carry equal marks.*
- 3) *Draw suitable diagrams.*

Q1) Describe the nature, scope and practical significance of managerial economics?

Q2) Why there is a need for demand forecasting? Explain any two methods of demand forecasting?

Q3) Define production function. Explain the three types of returns to scale.

Q4) State the features of oligopoly. Explain the kinked demand curve with suitable diagram.

Q5) a) Distinguish between Accounting costs and Economic costs.
b) Explain Break Even Analysis.

Q6) Describe the cost - plus pricing and penetration pricing methods with suitable examples.

Q7) Write shorts on (Any two) :

- a) Cartel.
- b) Elasticity of supply.
- c) Discounted cash flow method.
- d) Marginal Analysis.



Total No. of Questions : 6]

SEAT No. :

P333

[Total No. of Pages : 3

[4375] - 104
M.B.A. (Semester - I)
104 : Statistical and Quantitative Methods
(2008 Pattern)

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates:-

- 1) *Solve any two questions from section I, and any two questions from section II.*
- 2) *Use of electronic calculator and statistical tables are allowed.*
- 3) *Graph paper will not be provided, draw all graphs and sketches on answer paper.*

SECTION - I

- Q1) a)** From the following table showing age of cars of a certain make and annual maintenance costs obtain the regression equation for the cost related to age. Estimate the approximate cost of maintaining a 3 year old car. **[9]**

Age of car (yrs)	2	4	6	7	8	10	12
Maint cost Rs.	4800	4500	5400	5700	6000	6500	8000

- b) In a sample survey of 2500 students 1000 liked Economics, 1750 liked statistics and 600 liked both. Find whether liking in two subjects is associated or not? **[8]**

- Q2) a)** Calculate mean, median and mode for the following data. **[9]**

Class limits	30-59	60-89	90-119	120-149	150-179	180-209
Frequency	10	25	35	20	10	7

- b) Calculate coefficient of variation and compare **[8]**

x	35	38	37	40	32
y	126	130	100	120	125

- Q3) a)** Tickets numbered from 1 to 100 are shuffled and a ticket is drawn. What is the probability that the drawn ticket has **[6]**

- i) an odd number
- ii) A number 5 or its multiple

P.T.O.

- b) An experiment succeeds twice as many times as it fails. Find the chance that in six trials there will be at least one success? [6]
- c) An insurance company receives on an average 2 telephone calls every 15 minutes. Find the probability that no call be received in 30 minute interval (Given $e^{-4} = 0.01832$, $e^{-2} = 0.113534$) [5]

SECTION - II

- Q4) a)** There are three factories and four warehouses. Unit transportation cost matrix is given as below capacities at factories and demand at warehouses is also given. Find optimum solution. [9]

Factory	Warehouse				Capacity (units)
	W ₁	W ₂	W ₃	W ₄	
F ₁	10	30	50	10	7
F ₂	70	30	40	60	9
F ₃	40	8	70	20	18
Demand (units)	5	8	7	15	

- b) The following data gives cost incurred if a job is performed on different machines. There are 4 jobs and 4 machines. Assign jobs to machines so that total cost is minimum. [9]

Machines	Jobs			
	A	B	C	D
M ₁	3	8	5	9
M ₂	4	2	1	6
M ₃	3	8	5	7
M ₄	4	7	10	8

- Q5) a)** The Agricultural Research Institute has suggested to a farmer to spread out at least 4800 kgs of a special phosphate fertilizer and no less than 7200 kgs of a special nitrogen fertilizer to raise the productivity of the crop in his fields. There are two sources of obtaining these mixtures. Mixture A and mixture B both are available in bags weighting 100 kg each and they cost Rs. 40 and Rs. 24 respectively. Mixture A contains phosphate and nitrogen equivalent of 20kg and 80kg respectively. While mixture B contains these ingredients equivalent of 50kgs each type. Determine how many bags of each type should the farmer buy in order to obtain the required at minimum cost. [9]

- b) In a management institute the first lecture starts at 9 A.M. following is the probability distribution regarding late comers for the first lecture day. [9]

Late by minutes	2	4	6	8	10	12
Probability	0.40	0.30	0.20	0.05	0.03	0.02

Simulate the system for 10 students and find percentage of students late by more than 6 minutes.

Use following random numbers.

99, 89, 10, 27, 50, 93, 92, 57, 50, 78

- Q6) a) Solve the following Game [6]

	B ₁	B ₂
A ₁	6	-3
A ₂	-3	0

- b) Given the following pay off matrix use Herwicz criterion and find which action to be taken (Given $\alpha = 0.7$) [6]

States of nature	Actions			
	A ₁	A ₂	A ₃	A ₄
S ₁	10	5	8	6
S ₂	3	9	15	2
S ₃	-3	4	6	10

- c) In a bank on an average every 15 minutes one customer arrives for cashing the cheque. The staff at the only payment counter takes 10 minutes for serving a customer on an average. [6]

Find

- The average queue length
- Increase in arrival rate for justifying a second counter (When the waiting time of a customer is at least 15 minutes, the management will increase one more counter).



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SEAT No. :

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[4375]-105

M.B.A. (Semester - I)

105 : LEGAL ASPECT OF BUSINESS

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Answer any five questions.*
- 2) *All questions carry equal marks.*

Q1) Define contract. What are the elements of a valid contract.

Q2) Explain the remedies for a breach of contract.

Q3) What are the essentials of a contract of agency?

Q4) State the essentials of a contract of sale under the sale of goods act.

Q5) Who is an 'unpaid seller'? Explain the rules for exercising the right of lien by an unpaid seller.

Q6) State the duties of an agent to his principal.

Q7) Write short notes on any Two :

- a) Promissory note.
- b) Trade mark & copyright.
- c) Consumer.
- d) Article of Association.



Total No. of Questions : 7]

SEAT No. :

P335

[4375]-106

[Total No. of Pages : 1

M.B.A. (Semester - I)

106 : BASICS OF MARKETING

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the students:

- 1) *Attempt any Five questions.*
- 2) *Each question carry equal marks.*

- Q1)** Define market segmentation? Discuss the bases or criteria for market segmentation of consumer goods and industrial goods? **[14]**
- Q2)** Explain in detail the interpersonal and personal determinants of consumer buying behaviour? **[14]**
- Q3)** “Marketing orientation goes beyond selling”. Examine the statement and highlights the major differences between marketing orientation and selling orientation? **[14]**
- Q4)** Mahindra & Mahindra Launching new product called e - 20 (electric car). It is contemplating on the basis of on its marketing strategy on common life style. Using VALS approach, evolve marketing strategy that will help e - 20 succeed in Indian market? **[14]**
- Q5)** Define marketing planning? Explain the steps involved in marketing plan? Differentiate between strategic planning and tactical planning? **[14]**
- Q6)** Discuss the need of marketing organisation? Explain different types of marketing organisation? **[14]**
- Q7)** Discuss the 7 P’s as effective marketing tool? **[14]**



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[4375]-201

M.B.A. (Semester - II)

201 : MARKETING MANAGEMENT

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Question 1 is compulsory.*
- 2) *Answer any four among the remaining questions.*
- 3) *All questions carry equal marks.*

- Q1)** What are the factors influencing the design of marketing channels? Design suitable channel of distribution for any of the following product.
- a) Fertilisers
 - b) 4 (Four) stroke bike
- Q2)** Explain product life cycle (PLC). How product is managed at different levels of PLC?
- Q3)** Define Brand and elaborate an various branding decisions available to the marketers?
- Q4)** Discuss the 'meaning' and 'importance of pricing'. Elaborate an various approaches to pricing?
- Q5)** Highlight the role and importance of 'Advertising' in promotional mix and explain various media of advertising used by a consumer durable company.
- Q6)** 'People, process and physical evidence play a vital role in marketing of services' analyse the statement.
- Q7)** Write short note (Any Two) :
- a) Failure of new product
 - b) Personal selling
 - c) Online marketing
 - d) Packaging and Labeling



Total No. of Questions : 9]

SEAT No. :

P337

[Total No. of Pages : 3

[4375] - 202

M.B.A. (Semester - II)

202 : FINANCIAL MANAGEMENT

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Q.No. 1 is compulsory.*
- 2) *Solve any two questions from Section - I and Section - II.*
- 3) *Figures to the right side indicate full marks.*
- 4) *Use of non programmable calculator is permitted.*

Q1) Explain in detail the role of a finance manager. **[10]**

SECTION - I

Q2) Define over capitalization? Explain the causes of over capitalization. **[15]**

Q3) a) Briefly discuss the different types of dividend. **[5]**

b) Explain the various factors affecting dividend policy of a firm. **[10]**

Q4) What are specific cost of capital? How will you calculate Weighted Average Cost of Capital (WACC)? **[15]**

Q5) Write short notes on : (Any Three) **[15]**

- a) Factoring.
- b) Operating cycle.
- c) Limitations of ratios
- d) Bonus shares
- e) Proforma of Balance sheet as per schedule VI of companies Act 1956.

P.T.O.

SECTION - II

Q6) Assume that a firm has owner's equity of ₹ 100000. The ratios for the firm are, **[15]**

Short - term debt to total debt	=	0.4
Total debt to owner's equity	=	0.6
Fixed Assets to owners equity	=	0.6
Total Assets turnover	=	2 times
Inventory turnover	=	8 times

Compute the following Balance sheet

Balance Sheet

Liabilities	₹	Assets	₹
Short term debt		Cash	
Owners equity		Inventory	
Long term debt		Fixed Assets	

Q7) A company is considering the replacement of its existing machine which is obsolete. The company has two alternatives. **[15]**

- a) to buy machine A which is similar to the existing machine or.
- b) to go in for machine B which is more expensive and has much greater capacity.

The cash flow at the present level of operations under the two alternatives are as follows.

Cash flow (in lach of ₹) at the end of the year

Machine	0	1	2	3	4	5
Machine A	-25	-	5	20	14	14
Machine B	-40	10	14	16	17	15
P/V factor @10%		.909	.826	.751	.683	.621

The company's cost of capital is 10%. The finance manager tries to evaluate the machines by calculating

- i) NPV
- ii) PI
- iii) PBP &
- iv) Discounted PBP.

At the end of his calculations, however, the finance manager is unable to make up his mind as to which machine to recommend.

You are required to make these calculations and in the light there of to advise the finance manager about the proposed investment.

Q8) From the following information. Prepare estimated working capital requirement statement. **[15]**

Projected annual sales 26000 units

Selling price per unit ₹ 60.

Analysis of selling price.

Material	–	40%
Labour	–	30%
Overheads	–	20%
Profit	–	10%

Duration & various stages of operating cycles are expected to be as follows.

- 1) Raw material in stock 4 weeks
- 2) Production process 4 weeks
- 3) Debtors – 5 weeks
- 4) Creditors – 3 weeks
- 5) Lag in payments of wages and overheads 2 weeks
- 6) Finished goods 2 weeks
- 7) Cash in hand 32000.
- 8) 52 weeks to be considered in a year.

Q9) Calculate DOL, DFL & DCL for the following firms & Comment on the results. **[15]**

	A	B	C
Output (units)	60,000	15,000	1,00,000
Fixed costs (₹)	7,000	14,000	1,500
Variable cost per unit (₹)	0.20	1.50	0.02
Interests on borrowed funds	4,000	8,000	–
Selling price P.U (₹)	0.60	5.00	0.10

Tax rate is 30% in all cases.



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SEAT No. :

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[4375]-203

[Total No. of Pages : 1

M.B.A. (Semester - II)

203 : HUMAN RESOURCES MANAGEMENT

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Question No. 1 is compulsory.*
- 2) *Attempt any four from the remaining.*
- 3) *All questions carry equal marks.*

Q1) “The role of HRM in formulating & implementing strategies is crucial? Elaborate.

Q2) Discuss the concept of performance management. Elaborate on the 360 degree method of appraisal.

Q3) Explain in detail the Recruitment & Selection process.

Q4) What is collective Bargaining? Give its importance in dispute settlement.

Q5) Explain the barriers to HRP. Bring out the requisites for effective planning.

Q6) Write short notes on - (Any two)

- a) Kaizen.
- b) Golden Hand shake.
- c) Job Analysis.
- d) VRS.



Total No. of Questions : 7]

SEAT No. :

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[4375]-204

[Total No. of Pages : 2

M.B.A. (Semester - II)

**204 : MANUFACTURING & OPERATIONS MANAGEMENT
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Answer any five questions.*
- 2) *All questions carry equal marks.*

- Q1)** What is “Operations management”? Discuss the contributions of deming & Taguchi in the field of operations management.
- Q2)** Compare the following giving suitable examples (Any two) :
- a) Jobbing & continuous production.
 - b) JIT production & mass production.
 - c) Single location & multi - location facilities.
- Q3)** What factors need to be considered for the selection of the layout of a plant? Discuss which type of layout is the most suitable for an automobile manufacturing plant & why?
- Q4)** Distinguish between “Preventive maintenance” and “Breakdown Maintenance”. Explain the importance of spare parts management in an organization.
- Q5)** Distinguish between PERT and CPM. Explain the term “Network Crashing” in detail giving a suitable example.
- Q6)** A manufacturer of an electronic control system (ECS) for musical appliances uses a non - destructive testing mechanism to assess the quality of ECS. A lot of 100 ECSs is drawn periodically for testing. After testing, the ECSs will be classified as either defective or good depending on the outcome of the test. The following table gives the number of defects for 12 such samples.

Sample Number	Number of defects
1	10
2	9
3	8
4	11
5	7
6	12
7	7
8	10
9	13
10	12
11	13
12	14

Construct the appropriate control chart and comment about the process.

P.T.O.

Q7) What are “standard time” and “performance rating” in time study? Explain the use of standard time.

An industrial operation consists of five elements with the following observed times per piece and the performance ratings.

Element	Observed time (minutes)	Performance rating (%)
A	0.20	85
B	0.08	80
C	0.50	90
D	0.12	85
E	0.10	80

Assuming rest & personal allowance as 15% of the normal time and contingency allowance as 2% of the normal time, calculate the standard time per piece.



Total No. of Questions : 8]

SEAT No. :

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[4375] - 205

M.B.A.

**205 : MATERIALS AND LOGISTICS MANAGEMENT
(2008 Pattern) (Semester - II)**

Time : 3 Hours]

[Max. Marks :70

Instructions :

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks.*

Q1) Discuss the interface of materials management with the other functions of management.

Q2) Define Logistics Management. What are the objectives components and significance of logistics function.

Q3) What is EOQ? Explain the different assumptions considered in EOQ model? Discuss EOQ as a inventory control technique.

Q4) What are the components of purchase cycle? Explain various responsibilities of purchase department.

Q5) Define BOM, MPS & MRP. Give the relevance of MRP in today's business scenario.

Q6) Enlist the different types of stores. Explain in brief the functions of each type of store.

Q7) Discuss various principles of materials handling? How safety issues are related to materials handling?

Q8) Write a short note on (Any Two)

- a) Value engineering
- b) Value Analysis
- c) Inventory turn Ratio
- d) Standardisation.
- e) Codification.



Total No. of Questions : 7]

SEAT No. :

P341

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[4375] - 206

M.B.A. (Semester - II)

(206) : MANAGEMENT INFORMATION SYSTEMS

(2008 Pattern)

Time : 3 Hours]

[Max. Marks :70

Instructions :

- 1) *Q. No. 1 and 7 are compulsory.*
- 2) *Solve any four questions from remaining.*
- 3) *Figures to the right indicate full marks.*

Q1) Draw report layout for following and elaborate use of these reports in the process of decision making. **[15]**

- a) Provident Fund Report (slabwise).
- b) Stock Ledger.
- c) Profit & Loss Account Statement.

Q2) "MIS is an instrument for organisational change". Explain. **[10]**

Q3) Explain Herbert Simon model of decision making in detail. What are its limitations. **[10]**

Q4) Explain with advantages and disadvantages, waterfall model of system development. **[10]**

Q5) What is Artificial intelligence? Explain structure of expert system in detail. **[10]**

Q6) Explain the concept of data warehousing. What is the need of data mining in modern business. **[10]**

Q7) Write short notes on (any three) : **[15]**

- a) Threats to information system security.
- b) Geographical information system.
- c) DSS Vs EIS.
- d) Attributes of good information.



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SEAT No. :

P342

[Total No. of Pages : 3

[4375] - 301

M.B.A. (Semester - III)

**301 : BUSINESS POLICY AND STRATEGIC
MANAGEMENT
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates :

- 1) *Answer any three questions from Section - I and Section - II is compulsory.*
- 2) *Figures to the right indicate full marks.*
- 3) *Support you answers with relevant examples.*

SECTION - I

- Q1)** What is a mission statement? What are the characteristics of good mission Statement? Give an example a mission statement of your choice and analyze it as per the criteria of a good mission statement. State clearly whether the mission statement meets the desirable criteria. **[15]**
- Q2)** What are stakeholders of an organization? What roles do different stakeholders play in strategic issue identification and resolution? **[15]**
- Q3)** What are core competencies? Are they the same as strengths? How easily can they be identified? Suggest formal ways to identify core competencies. **[15]**
- Q4)** While the past has been about positioning the firm in its external environment, today it is more about harnessing internal resources aimed at providing superior benefits to customers. Is it that simple? Comment. **[15]**
- Q5)** When it comes down do strategic management, the issues in traditional brick and - mortar businesses and the new economy e - businesses are one and the same - same problems, same strategic tools to solve them. Do you agree? Justify your answer. **[15]**
- Q6)** Write short notes on any two : **[15]**
- a) Environmental Threat and Opportunity Profile (ETOP).
 - b) Porter's Five Forces Model of competition.
 - c) GE 9 Cell Model.

P.T.O.

SECTION - II

(Case Study)

Q7) THE INTERNATIONALISATION OF KALYANI GROUP * [25]

The Kalyani Group is a large family - business group of India, employing more than 10000 employees. It has diverse businesses in engineering, steel, forgings, auto components, non - conventional energy and specialty chemicals. The annual turnover of the Group is over US\$ 2.1 billion. The Group is known for its impressive internationalisation achievements. It has nine manufacturing locations spread over six countries. Over the years, it has established joint ventures with many global companies such as ArvinMeritor, USA, Carpenter Technology Corporation, USA, Hayes Lemmerz, USA and FAW Corporation, China.

The flagship company of the Group is Bharat Forge Limited that is claimed to be the second largest forging company in the world and the largest nationally, with about 80 percent share in axle and engine components. The other major companies of the Group are Kalyani Steels, Kalyani Carpenter Special Steels, Kalyani Lemmerz, Automotive Axles, Kalyani Thermal Systems, BF Utilities, Hikal Limited, Epicenter and Synise Technologies.

The emphasis on internationalisation is reflected in the vision statement of the Group where two of the five points relate to the Group trying to be a world - class organisation and achieving growth aggressively by accessing global markets. The Group is led by Mr. B.N. Kalyani, who is considered to be the major force behind the Group's aggressive internationalisation drive. Mr. Kalyani joined the Group in 1972 when it was a small - scale diesel engine component business.

The corporate strategy of the Group is a combination of concentration on its core competence in its businesses with efforts at building, nurturing and sustaining mutually beneficial partnerships with alliance partners and customers. The value of these partnerships essentially lies in collaborative product development with the partners who are the original equipment manufacturers. The foreign partners are not intended to provide expansion in capacity, but to enable the Kalyani Group to extend its global marketing reach.

In achieving its successful status, the Kalyani Group has followed the path of integration, extending from the upstream steel making to downstream machining for auto components such as crankshafts, front axle beams, steering knuckles, camshafts, connecting rods and rocker arms. In all these products, the Group has tried to move up the value chain instead of providing just the raw forgings. In the 1990s, it undertook a restructuring exercise to trim its unrelated businesses such as television and video products and concentrate on its core business of auto components.

Four factors are supposed to have influenced the growth of the Group over the years. These are mentioned below :

- Focussing on core businesses to maximise growth potential.
- Attaining aggressive cost savings.
- Expanding geographically to build global capacity and establishing leading positions.
- Achieving external growth through acquisitions.

The Group companies are claimed to be positioned at either number one or two in their respective businesses. For instance, the group claims to be number one in forging and machined components, axle aggregates, wheels and alloy steel. The technology used by the Group in its mainline business of auto components and other businesses, is claimed to be state - of - the art. The group invests in forging technology to enhance efficiency, production quality and design capabilities. The Group's emphasis on technology can be gauged from the fact that in the 1990s, it took the risky decision of investing Rs. 100 crore in the then latest forging technology, when the total Group turnover was barely Rs. 230 crore. Information technology is applied for product development, reducing production and product development time, supply - chain management and marketing of products. The group lays high emphasis on research and development for providing engineering support, advanced metallurgical analysis and latest testing equipment in tandem with its high - class manufacturing facilities.

Being a top - driven group, the pattern of strategic decision - making within seems to be entrepreneurial. There was an attempt to formulate a five - year strategic plan in 1997, with the participation of the company executives. But not much is mentioned in the business press about that collaborative strategic decision - making after that.

Recent strategic moves include Kalyani Steels, a Group company, entering into a joint venture agreement in May 2007, with Gerdau S.A. Brazil for installation of rolling mills. An attempt to move out of the mainstream forging business was made when the Group strengthened its position in the prospective business of wind energy through 100 percent acquisition of RSB consult GmbH (RSB) of Germany. Prior to the acquisition, the Group was just a wind farm operator and supplier of components.⁷³

Questions :

- a) What is the motive for internationalisation by the Kalyani Group? Discuss.
- b) Which type of international strategy is Kalyani Group adopting? Explain.



Total No. of Questions : 7]

SEAT No. :

P343

[4375]-302

[Total No. of Pages : 2

M.B.A. (Semester - III)

302 : MANAGEMENT CONTROL SYSTEMS

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

- 1) *Q.No. 7 is compulsory.*
- 2) *Attempt any 4 questions from Q.No. 1 to Question No. 6.*
- 3) *All questions carry equal marks.*

Q1) “Strategic planning, operational control and management control are interrelated with each other”. Comment. **[14]**

Q2) “Performance measurement is an important aspect of management control system”. Do you agree? Justify your answer with suitable examples. **[14]**

Q3) What is zero base budget? Explain the basic steps involved in zero base budgeting and effectiveness of it. **[14]**

Q4) “Balance score card attempts to create a blend of financial and non financial as well as internal and external measures in balanced manner”. Explain. **[14]**

Q5) “Designing and implementation of management control system in a service organization is more complex and challenging than that of manufacturing organisation”. Comment. **[14]**

Q6) Write short notes on (any two) : **[14]**

- a) Business level and corporate level strategic planning.
- b) Internal Audit Vs External Audit.
- c) Formal and Informal control system.
- d) Goal congruence.

P.T.O.

Q7) Apple Ltd is having two divisions R_1 and R_2 . R_1 produces product P_1 and R_2 produces P_2 . R_1 sales its product to outside buyers as well as to R_2 . The manager of R_2 accepted the price charged by R_1 . However due to changing situations now he shows his inability to continue with the same price.

A meeting is scheduled between the managers of R_1 and R_2 and you are required to furnish certain information to manager of R_1 .

Division R_1 has been selling 50,000 units in open market and supplying 10,000 units to R_2 at Rs. 20 per unit. Division R_1 incurs variable cost of Rs. 12 per unit and fixed cost of Rs. 2,25,000. Division R_2 expects a price of Rs. 18 per unit. If he reduces the sales of its products to Division R_2 , Division R_1 can avoid Rs. 40,000 on fixed costs and Rs. 1,80,000 on assets. Manager of Division R_1 judged its performance primarily on the basis of rate of return on investment. The total assets of the division R_1 are Rs. 9,50,000.

As a controller of the firm you are requested to advice on.

- a) Should the manager of division R_1 transfer its products to division R_2 at price of Rs. 18 per unit?
- b) Lowest price that the division R_1 should accept.

[14]



Total No. of Questions : 8]

SEAT No. :

P345

[Total No. of Pages : 4

[4375] - 304

M.B.A. (Semester - III)

FINANCIAL MANAGEMENT SPECIALISATION - I

303 B : Advanced Financial Management

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:-

- 1) *Q.No. 1 is compulsory.*
- 2) *Solve any two questions from Section I and two questions from Section II.*
- 3) *Figures to the right side indicate full marks.*
- 4) *Use of non programmable calculator allowed.*

Q1) What is Economic Value Added (EVA) and how it is calculated? On what factors EVA changes? **[10]**

SECTION - I

Q2) Write short notes on : (any three) **[15]**

- a) Project Internal Rate of Return (IRR).
- b) Modigliani and Miller Approach.
- c) Working Capital Management.
- d) Sensitivity analysis.
- e) Use of Fund Flow statement.

Q3) Briefly explain the following : **[15]**

- a) Disclosure on Accounting Policies.
- b) Accounting for Depreciation.
- c) Accounting standards and Indian GAAP.

Q4) What is the difference between stock price Maximisation, firm value maximisation and stock holder wealth maximisation. **[15]**

P.T.O.

SECTION - II

Q5) A firm can make investment in either of the following two projects. The firm anticipates its cost of capital to be 10% and the net (after tax) cash flows of the projects for five years are as follows.

Figures in Rs. “000

Year	0	1	2	3	4	5
Project A	(500)	85	200	240	220	70
Project B	(500)	480	100	70	30	20

The discount factors are as under

Year	0	1	2	3	4	5
PVF (10%)	1	0.91	0.83	0.75	0.68	0.62
PFF (20%)	1	0.83	0.69	0.58	0.48	0.41

Calculate NPV and IRR of the Projects and suggest which project should be selected. **[15]**

Q6) Calculate the amount of working capital required by ABC ltd on the basis of following : **[15]**

Particulars	Cost per unit (Rs.)
Raw Materials	50
Direct Labour	20
Overheads	40
Total Cost	110
Profit	20
Selling Price	130

Additional information :

- a) An average raw material in stock is for half month.
- b) Average material in work in progress is for half month.
- c) Credit allowed by suppliers: one month; credit allowed to debtors: one month.
- d) Average time lag in payment of wages: 10 days.
- e) Average time lag in payment of overheads 30 days.
- f) 25% of the sales are on cash basis.
- g) Cash balance to be Rs. 1,00,000.
- h) Finished goods lie in the ware house for one month.
- i) You are required to prepare a statement of the working capital needed to finance a level of the activity of 54,000 units of output. Production is a carried on evenly throughout the year and wages and overheads accrue similarly. State your assumptions, if any clearly.

Q7) As on 31st March 2003, the paid up capital of XYZ Ltd was Rs. 1,00,00,000. The ratios as on that date were as under

- | | |
|---|---------|
| a) Current debt to Total debt | 0.40 |
| b) Total debt to Equity | 0.60 |
| c) Fixed assets to Equity | 0.60 |
| d) Total assets turnover (based on sales) | 2 times |
| e) Inventory turnover (based on sales) | 8 times |

Draw the Balance sheet of XYZ Ltd **[15]**

Liabilities	Amount in Rs.	Assets	Amount in Rs.
Paid up Capital		Fixed Assets	
Long Term Debt		Inventory	
Current debt		Other Current Assets	
Other Liabilities			
Total		Total	

Q8) From the following Balance sheets of XYZ Ltd. Prepare a statement showing sources and application of funds for the year ended 31st March 2008. **[15]**

	Amount in Rs.			Amount in Rs.	
Liabilities	31.3.07	31.3.08	Assets	31.3.07	31.3.08
Equity Capital	3,00,000	4,00,000	Goodwill	1,15,000	90,000
8% Redeemable Pref. Shares	1,50,000	1,00,000	Land & Building	2,00,000	1,70,000
General Reserve	40,000	70,000	Plant	80,000	2,00,000
Profit & Loss A/c	30,000	48,000	Debtors	1,60,000	2,00,000
Proposed Dividends	42,000	50,000	Stocks	77,000	1,09,000
Creditors	55,000	83,000	Bills Receivable	20,000	30,000
Bills Payable	20,000	16,000	Cash in Hand	15,000	10,000
Tax provision	40,000	50,000	Cash at Bank	10,000	8,000
Total	6,77,000	8,17,000	Total	6,77,000	8,17,000

Additional information:

- a) Depreciation has been charged on Plant, Land & Building Rs. 10,000 and Rs.20,000 respectively, in 2007-08.
- b) Interim dividend of Rs. 20,000 has been paid in 2007-08.
- c) Income tax paid during 2007-08 Rs. 35,000.



Total No. of Questions : 7]

SEAT No. :

P696

[4375]-409

[Total No. of Pages : 1

M.B.A. (Semester - IV)

INTERNATIONAL BUSINESS SPECIALIZATION - IV

404 - F : International Business Operations

(2008 Course)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks.*

- Q1)** What is outsourcing? How is it so relevant in International business operations?
- Q2)** Considering the variations in operating practices, what is the process of benchmarking in International operations?
- Q3)** How does setting - up factories in foreign country plays a strategic role in global production?
- Q4)** "Planning is one of the most critical issues in International Business Operations? Justify.
- Q5)** Elaborate factors to be considered for facility location and layout in International business operations.
- Q6)** How does international technology interface help in managing international operations?
- Q7)** Write short notes on any two :-
- a) Layout in operations.
 - b) Toyata way
 - c) International technology transfer
 - d) Factory Act



Total No. of Questions : 7]

SEAT No. :

P697

[4375]-412

[Total No. of Pages : 2

M.B.A. (Semester - IV)

COMPUTER MANAGEMENT SPECIALIZATION - V

**405 - C : Software Project Management & Information Technology
Management
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Question No. 1 and 7 are compulsory.*
- 2) *Solve any four from remaining.*

- Q1)** a) What is FPA? How FPA is used to determine cost of a project? **[5]**
b) Given the following details. Draw PERT network and state the critical set activities in the network : **[10]**

Activity	Optimistic Time (weeks)	Most likely Time (Weeks)	Pessimistic Time (Weeks)
1-2	6	7	8
1-3	4	5	12
1-4	2	10	12
2-5	3	7	11
3-7	6	9	18
3-6	10	20	48
4-6	3	3	9
5-8	3	3	9
6-9	8	18	40
7-8	2	6	10
8-9	2	5	14

- Q2)** State the benefits of Components - based Software Development. **[10]**

- Q3)** Draw the diagram of Project Development life - cycle and explain each step in Brief. **[10]**

P.T.O.

- Q4)** Explain the process of Acquiring ISO - 9000 Software Certificate. [10]
- Q5)** Explain Different Software risks and how to manage them? [10]
- Q6)** What is IT - HRM? Your answer should include selection and training procedure of employees. [10]
- Q7)** Write short notes : (any three) [15]
- a) Standards and Procedure in Software Quality Assurance.
 - b) Test Plan.
 - c) Work Breakdown structure.
 - d) System Walkthrough.



Total No. of Questions : 7]

SEAT No. :

P351

[Total No. of Pages : 2

[4375] - 310
M.B.A. (Semester - III)
FINANCE MANAGEMENT SPECIALISATION - II
304 - B : Direct Taxation
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Q. No. 1 is compulsory.*
- 2) *Attempt any four questions from the remaining.*
- 3) *Figures to the right indicate full marks.*
- 4) *Use of simple calculator is allowed.*

Q1) Define the following terms :

[10]

- a) Person.
- b) Assessee.
- c) Assessment Year.
- d) Previous Year.
- e) Gross Total Income.

Q2) a) Explain the tax treatment regarding the interest on borrowed capital while calculating the income from house property. **[10]**

b) When an assessee can claim unrealized rent? **[5]**

Q3) From the following P & L A/C calculate the income from business. **[15]**

	Rs.		Rs.
To Rent	40,000	By Gross Profit	2,50,000
To Salary	25,000	By House property income	1,50,000
To depreciation	10,000	By Income from other Sources	2,00,000
To Donation	8,000		
To Net Profit	5,17,000		
	6,00,000		6,00,000

- a) Depreciation to be allowed as per income tax provision is Rs.8,000.
- b) Business income of Rs.12,000 is not shown in P & L A/C.
- c) In the rent expenses Rs.8,000 is expenditure of personal nature.

P.T.O.

- Q4)** a) From the following details calculate capital gains. **[10]**
 Sale consideration of residential house for Rs.30,00,000 sold on 26th Aug. 2011. The cost of acquisition of the house purchased on 1st July 2003 was Rs.10,02,000. Another residential house property was purchased on 2nd March 2012 for Rs.10,00,000. Cost of stamp duty and registration fees paid Rs.1,00,000.
 Relevant Cost Inflation Index -
 2003 - 04 463
 2011 - 12 785
- b) What do you mean by Short Term and Long - Term Capital Assets. **[5]**
- Q5)** Mr.Ramesh submits the following information about his income for the previous year 2011 - 12. **[15]**
- | | |
|---|-------------|
| Basic Salary | Rs.1,20,000 |
| Dearness allowance (Considered for retirement benefits) | Rs.40,000 |
| Commission | Rs.6,000 |
| Children Education Allowance (For two children) | Rs.7,200 |
| Contribution to Statutory PF
(Matching Contribution by Employer) | Rs.20,000 |
| Income from other sources | Rs.86,000 |
- Find out the net income of Ramesh for the relevant assessment year.
- Q6)** Write short notes on (any three) : **[15]**
- Perquisites.
 - Allowances.
 - Tax Evasion Vs Tax Avoidance.
 - Self - Assessment.
 - Income from other sources.
- Q7)** a) Explain the provisions of 'Minimum Alternate Tax' in respect of company assessee. **[8]**
- b) Write a note on residential status of an individual and taxability. **[7]**



Total No. of Questions : 7]

SEAT No. :

P346

[Total No. of Pages : 2

[4375]-305

M.B.A. (Semester - III)

COMPUTER MANAGEMENT SPECIALISATION - I

**303-C : Software Engineering
(2008 Pattern)**

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates :

- 1) *Question Number 1 and 7 is compulsory.*
- 2) *Attempt any four questions from the remaining.*
- 3) *Write down the assumptions clearly (if any).*

Q1) Kautilya University Research Group publish an analysis of all journal papers related to Physics, Chemistry and Mathematics. Each paper may have more than one author and may appear in only one journal. Journals are identified by publisher details, title, volume and issue number. One issue contains many papers of many subjects. Each paper contains series of references to their papers Authors contribute to many papers appearing in variety of journals.[15]

- a) Draw ERD.
- b) Draw context level DFD.
- c) Draw Report Layouts (Any two)

Q2) Explain various fact finding techniques. Also explain its advantages and disadvantages. [10]

Q3) Explain the roles of system Analyst. [10]

Q4) A Regional Transport Office (RTO) is related with registration of vehicles. Mainly the vehicles are categorised as commercial and non-commercial.

If the vehicle is non-commercial and its type is two-wheeler then registration charges are Rs. 100/-, for three wheelers Rs. 150/- and for four wheelers Rs. 200/-. For commercial type of vehicle Rs. 100/- is added extra in registration charges.

- a) Draw Decision Tree
- b) Draw Decision Table.

[10]

P.T.O.

- Q5)** Define Software Testing? Explain the different types of testing. [10]
- Q6)** Explain Normalization with the help of example. [10]
- Q7)** Write short notes on (Any three) : [15]
- a) Online and Real Time Processing.
 - b) Object Oriented Modeling.
 - c) Case Tools.
 - d) Types of system.



Total No. of Questions : 7]

SEAT No. :

P347

[Total No. of Pages : 1

[4375]-306

M.B.A. (Semester - III)

PRODUCTION AND MATERIAL MANAGEMENT

SPECIALISATION - I

**303-D : Inventory Management & Material Requirement Planning
(2008 Pattern)**

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates :

- 1) *Attempt any Five questions.*
- 2) *All questions carry equal marks.*

- Q1)** What are the needs and objectives of Inventory Management? Which Departments put operational pressure on the Inventory Manager & what are the objectives of putting such pressure.
- Q2)** Enumerate various methods of Inventory Analysis. Explain how these methods help in materials management with suitable example.
- Q3)** State advantages of MRP over conventional methods of Inventory control. Explain the term BOM & Modular BOM.
- Q4)** A manufacturer of hand grinder requires special roller bearings at the rate of 300 Nos. per year. Each bearing costs the company Rs. 36/-. The procurement cost is Rs. 30/- per order and inventory carrying cost is 20%. If the supplier offers a discount of Rs. 2 per bearing on an order of 200 or above, should higher quantity be purchased.
- Q5)** Which factors should be considered while taking Make or Buy decision? Discuss in detail merits & demerits of Make or Buy Decision.
- Q6)** Explain in detail various criteria for evaluation of materials function.
- Q7)** Short notes (Any Two) :
- a) Dependent & Independent Demand.
 - b) Zero Inventory.
 - c) MRP II.
 - d) MPS.



Total No. of Questions : 7]

SEAT No. :

P348

[Total No. of Pages : 2

[4375]-307

M.B.A. (Semester - III)

HUMAN RESOURCES MANAGEMENT SPECIALISATION - I

303-E : Labour Laws - I

(2008 Pattern)

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates :

- 1) *Attempt any Five questions.*
- 2) *All questions carry equal marks.*

Q1) State how health of industrial workers is taken care of through health measures under Factories Act 1948.

Q2) Discuss the provisions of following aspects under Bombay shops and Establishments Act 1948.

- a) Leave with wages.
- b) Health and Safety.
- c) Annual Report.

Q3) Who is the Principal Employer under Contract Labour (Regulation and Abolition) Act 1970. Discuss his role if monthly wages of employees are not paid within permitted time.

Q4) Define Minimum Wages under Minimum Wages Act 1948. How minimum wages differ from living wages and fair wages.

Q5) Write any five authorised deductions under the payment of Wages Act 1936. What are the legal consequences if unauthorised deductions are made from wages of the employees.

Q6) Write the provisions of Minimum Bonus and Maximum Bonus under the payment of Bonus Act 1965.

P.T.O.

Q7) Write short notes on any two :

- a) Forfeiture of gratuity.
- b) Role of Advisory Boards under the Minimum Wages Act 1948.
- c) Set-on and Set-off provisions under payment of Bonus Act 1965.
- d) Powers of Inspector under the Factories Act 1948.
- e) Provisions regarding “Time of Monthly Payment of Wages”.



Total No. of Questions : 7]

SEAT No. :

P349

[Total No. of Pages : 1

[4375]-308

M.B.A. (Semester - III)

INTERNATIONAL BUSINESS SPECIALISATION - I

303 F : International Marketing

(2008 Pattern)

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates :

- 1) *Attempt any Five questions.*
- 2) *All questions carry equal marks.*

- Q1)** Discuss various objectives of International Marketing along with the challenges and opportunities in International Marketing. **[14]**
- Q2)** “Cross-cultural Marketing poses complex challenges to international marketer”. Critically discuss the statement. **[14]**
- Q3)** Explain various steps involved in ‘Exporting’ process? Briefly describe the export documents required. **[14]**
- Q4)** Explain various possible ‘Distribution channels’ in International Marketing. **[14]**
- Q5)** Discuss various product strategies for International Markets. **[14]**
- Q6)** Suggest a suitable foreign market entry strategy for following (Any Two): **[14]**
- a) An Indian Cement Company planning to get into overseas markets.
 - b) A multinational organised retail chain planning to enter Indian market with multibrand retailing of Groceries.
 - c) An Indian small scale ‘Handicraft’ product manufacturer willing to go international.
- Q7)** Write short notes (Any Two) : **[14]**
- a) Export Promotion Councils.
 - b) Factors affecting International Pricing.
 - c) International Marketing Research.
 - d) Limitations of Global Marketing.



Total No. of Questions : 7]

SEAT No. :

P350

[Total No. of Pages : 1

[4375]-309

M.B.A. (Semester - III)

MARKETING MANAGEMENT SPECIALIZATION - II

(304 -A): Integrated Marketing Communication

(2008 Pattern)

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates :

- 1) *Attempt any Five questions.*
- 2) *All questions carry equal marks.*
- 3) *Figures to the right indicate marks.*

Q1) Define Sales Promotion. Describe various types of Sales Promotion.

Q2) Explain different advertising appeal. According to you which appeal is most preferred by the people to attract customers in FMCG market.

Q3) What is the role of personal selling in the promotion mix. Can it be more effective than advertising?

Q4) What is Integrated Marketing Communication? Explain different tools of IMC with advantages & disadvantages of each.

Q5) Name & describe the common methods for setting advertising budget. Which method you will select to advertise your product?

Q6) Describe the major forms of direct marketing with merits & demerits of each.

Q7) Write short notes on (Any 2) :

- a) Internet Marketing.
- b) Ad Media.
- c) Reach, Frequency.
- d) Ethical issues in advertising.



Total No. of Questions : 7]

SEAT No. :

P351

[Total No. of Pages : 2

[4375] - 310
M.B.A. (Semester - III)
FINANCE MANAGEMENT SPECIALISATION - II
304 - B : Direct Taxation
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Q. No. 1 is compulsory.*
- 2) *Attempt any four questions from the remaining.*
- 3) *Figures to the right indicate full marks.*
- 4) *Use of simple calculator is allowed.*

Q1) Define the following terms :

[10]

- a) Person.
- b) Assessee.
- c) Assessment Year.
- d) Previous Year.
- e) Gross Total Income.

Q2) a) Explain the tax treatment regarding the interest on borrowed capital while calculating the income from house property. **[10]**

b) When an assessee can claim unrealized rent? **[5]**

Q3) From the following P & L A/C calculate the income from business. **[15]**

	Rs.		Rs.
To Rent	40,000	By Gross Profit	2,50,000
To Salary	25,000	By House property income	1,50,000
To depreciation	10,000	By Income from other Sources	2,00,000
To Donation	8,000		
To Net Profit	5,17,000		
	6,00,000		6,00,000

- a) Depreciation to be allowed as per income tax provision is Rs.8,000.
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- c) In the rent expenses Rs.8,000 is expenditure of personal nature.

P.T.O.

- Q4)** a) From the following details calculate capital gains. **[10]**
 Sale consideration of residential house for Rs.30,00,000 sold on 26th Aug. 2011. The cost of acquisition of the house purchased on 1st July 2003 was Rs.10,02,000. Another residential house property was purchased on 2nd March 2012 for Rs.10,00,000. Cost of stamp duty and registration fees paid Rs.1,00,000.
 Relevant Cost Inflation Index -
 2003 - 04 463
 2011 - 12 785
- b) What do you mean by Short Term and Long - Term Capital Assets. **[5]**
- Q5)** Mr.Ramesh submits the following information about his income for the previous year 2011 - 12. **[15]**
- | | |
|---|-------------|
| Basic Salary | Rs.1,20,000 |
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| Contribution to Statutory PF
(Matching Contribution by Employer) | Rs.20,000 |
| Income from other sources | Rs.86,000 |
- Find out the net income of Ramesh for the relevant assessment year.
- Q6)** Write short notes on (any three) : **[15]**
- Perquisites.
 - Allowances.
 - Tax Evasion Vs Tax Avoidance.
 - Self - Assessment.
 - Income from other sources.
- Q7)** a) Explain the provisions of 'Minimum Alternate Tax' in respect of company assessee. **[8]**
- b) Write a note on residential status of an individual and taxability. **[7]**



Total No. of Questions : 6]

SEAT No. :

P352

[Total No. of Pages : 2

[4375] - 311
M.B.A. (Semester - III)
COMPUTER MANAGEMENT SPECIALISATION - II
304 - C : Relational Database Management Systems (R.D.B.M.S)
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) State your assumptions clearly wherever necessary.*
- 2) Question No. 1 and 6 are compulsory.*
- 3) Solve any three from the remaining.*
- 4) Figures to the right indicate full marks.*

Q1) a) Normalize the following document upto 3nf.

[15]

Rao Nursing Home

Patients Bill		Bill No _____
Patient No _____		Bill Date _____
Patient Name _____		
Patient Address _____	City _____	
	Pin _____	
Birth Date _____		Blood Group _____
Gender <input type="checkbox"/> Male <input type="checkbox"/> Female	Precautions : _____	
Disease Details	_____	

Particulars		Amount
No. of days — Room charges	_____	_____
Canteen charges	_____	_____
Medicine charges	_____	_____
Test charges	_____	_____
Service charges	_____	_____
	Total	_____
	S.Tax	_____
	Total	_____

P.T.O.

- b) Explain set operation in SQL. [5]
- Q2)** Define DBMS. Explain various component of DBMS. [10]
- Q3)** Differentiate between NDB, HDB, RDB. [10]
- Q4)** Describe Architecture of RDBMS. [10]
- Q5)** Explain object Data Model in detail. [10]
- Q6)** Solve following queries (any five) : [20]
Refer following table structure.
- a) Product Master (Pr_Code, Prod_Name, Rate, Op_bal, clo_bal, Pr_Reorder)
 - b) Customer Master (Cust_code, Cust_name, City)
 - c) Invoice Master (Inv_No, Inv_Date, Cust_Code)
 - d) Invoice Detail (Inv_No, Pr_Code, Qty)

Queries :

- 1) List all products with balance less than reorder quantity.
- 2) Find out customers who have purchased the products in the month of Apr. 2013.
- 3) Find out the products purchased by customers custome code.
- 4) Find out productwise total quantities purchased by “Anand Trading Company”.
- 5) Find out total sales of product P420.
- 6) Create a view to display customerwise invoice details.



Total No. of Questions : 7]

SEAT No. :

P353

[Total No. of Pages : 1

[4375] - 312

M.B.A. (Semester - III)

PRODUCTION AND MATERIAL MANAGEMENT SPECIALIZATION - II

304 - D : Modelling Techniques and IT for Operation Management
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Answer any five questions.*
- 2) *All questions carry equal marks.*

- Q1)** What is simulation? Explain various applications of simulations in operation management.
- Q2)** What is ERP? Explain various functions within an organization which are integrated through ERP systems.
- Q3)** What is modelling processes? Discuss the importance of understanding data before modelling.
- Q4)** Explain the role of IT in designing, production planning, layout and logistical operations.
- Q5)** Describe the key features of widely used softwares for following :
- a) Project planning and scheduling.
 - b) Supply chain management.
- Q6)** Write short notes on (any two) :
- a) Design of experiments.
 - b) Goal programming.
 - c) Priority sequencing rules.
- Q7)** A manufactures of furniture makes two products chairs and tables. Processing of these products is done on two machines A and B. A chair required 2hrs on machine A and 6hrs on machine B. A table requires 5hrs on machine A and no time on m|c B. There are 16hrs available on m|c 'A' and 30hrs available on m|c B. Profit gained by the manufacturer from a chair and table is Rs.10 and Rs.50 respectively. What should be the daily production of each of the 2 products for maximum profit.



Total No. of Questions : 7]

SEAT No. :

P354

[Total No. of Pages : 2

[4375] - 313

M.B.A. (Semester - III)

HUMAN RESOURCE MANAGEMENT SPECIALISATION - II

304 E : Industrial Relations

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks.*

Q1) Define Industrial Relations. Write its scope and objectives.

Q2) Discuss how judicial pronouncements in our country have made fundamental impact on industrial relations. Answer with illustrations of Apex court judgements delivered in last decade.

Q3) Collective Bargaining is proved as an effective tool to maintain industrial harmony in our country. Do you agree with this statement. Comment with landmark cases.

Q4) With overall progress registered in private sector, the socio-economic problems, in unorganised sectors, of employees have not been fully settled. Comment with specific reasons.

Q5) Discuss the provisions contained in the Trade Union Act 1926 regarding political fund. Discuss how it has been used by political persons running the Unions.

Q6) Discuss the concept of workers participation in management. Why it has not been uniformly accepted in industrial sector in India.

P.T.O.

Q7) Write short notes on any two:

- a) Impact of globalisation an industrial relations.
- b) Role of Government labour officer in settling the dispute.
- c) Role of works committee as a tool to settle the disputes.
- d) Contribution of I.T. sector to the country in socio-economic relations.
- e) Inter - Union and Intra Union rivalry in the two decades after independence.



Total No. of Questions : 7]

SEAT No. :

P355

[Total No. of Pages : 1

[4375]-314

M.B.A. (Semester - III)

INTERNATIONAL BUSINESS SPECIALISATION - II

**304-F: International Logistics & Supply Chain Management
(2008 Pattern)**

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates :

- 1) Attempt any five questions.*
- 2) All questions carry equal marks.*

Q1) Explain the role of government in controlling international trade and its impact on logistics and supply chain management.

Q2) Explain the strategic importance of transportation in global logistics.

Q3) State the meaning of 3 PL and 4 PL service provider. Discuss consideration for hiring 4 PL service provider.

Q4) Explain impact of trade block in global supply chain management.

Q5) Explain various approaches of inventory management in global supply chain management.

Q6) Explain the role of IT in supply chain management.

Q7) Write short notes on (Any Two) :

- a) Recent trends in global supply chain management.
- b) Tools of performance measures in global supply chain management.
- c) International air transportation.
- d) Network design in global supply chain.



Total No. of Questions : 7]

SEAT No. :

P356

[Total No. of Pages : 1

[4375]-315

M.B.A. (Semester - III)

MARKETING MANAGEMENT SPECIALISATION - III

305-A: Distribution & Retail Management

(2008 Pattern)

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates :

- 1) *Attempt any 2 from Section - I and attempt any 3 from Section - II.*
- 2) *All questions carry equal marks.*

SECTION - I

- Q1)** Define “Marketing Channels”. Discuss the importance and functions of Marketing Channels.
- Q2)** “Wholesaling, as a function in distribution channel, has changed a lot in last decade”. Comment.
- Q3)** What do you mean by Supply chain? Explain, with diagram, the typical stages involved in supply Chain Management.

SECTION - II

- Q4)** What do you understand by the term ‘Retailing’? Discuss various challenges faced by retailers globally.
- Q5)** Explain in detail, the typical steps involved in selecting Retail location.
- Q6)** Explain, in detail, the elements of Store Design.
- Q7)** Short Notes (any 2) :
- a) Channel Conflicts.
 - b) Store Facade.
 - c) Franchising.



Total No. of Questions : 7]

SEAT No. :

P357

[Total No. of Pages : 1

[4375]-316

M.B.A.

FINANCIAL MANAGEMENT SPECIALIZATION - III

305-B : Advanced Financial Services

(2008 Pattern) (Semester - III)

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates :

- 1) *Attempt any 5 questions.*
- 2) *All questions carry equal marks.*

Q1) Elaborate the transformation that has taken place in the organisation of the Indian Financial System in the post-91 period?

Q2) Explain how stock markets play an important role in financial market?

Q3) What do you mean by securitization of Debts? Explain its procedures & advantages?

Q4) What is certificate of deposits? Explain its features and advantages?

Q5) Explain mergers and acquisitions? What are the motives & benefits of mergers and acquisition?

Q6) Merchant bankers have significant role to play in India? Elaborate & explain the SEBI guidelines.

Q7) Write short notes on any 2 :

- a) E-Trading.
- b) Stock Holding Corporation of India.
- c) Treasury Bill.
- d) Credit Rating and its feature.



Total No. of Questions : 6]

SEAT No. :

P358

[Total No. of Pages : 2

[4375]-317

M.B.A. (Semester - III)

COMPUTER MANAGEMENT SPECIALISATION - III

305-C : Visual Basic and Oracle

(2008 Pattern)

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates :

- 1) *All questions are compulsory.*
- 2) *Write your assumptions.*

Q1) Consider the following table and solve the following queries (Any Five) :**[10]**

Student (Rollno, name, class- id)

Class (Class-id, class- name, duration, fees)

- a) Display the course list offered by the institute.
- b) Add column fee-paid to the student table.
- c) Display the course of 3 years duration.
- d) Display the name of all MBA students.
- e) Delete the records of PGDCA students.
- f) Display the name of students who have paid more than Rs. 10,000/-.

Q2) Write a PL/SQL program to accept two numbers and display addition and multiplication of it. **[10]**

OR

Write a procedure (PL/SQL) to display first 10 elements of fibonacci series.

Q3) Write notes on (Any three) : **[15]**

- a) DDL.
- b) Set operators in SQL.
- c) Numeric functions in SQL.
- d) Data types in Oracle.
- e) Database Triggers in Oracle.

P.T.O.

- Q4)** Explain following properties (Any Five) : **[10]**
- a) Enable of text box.
 - b) Max drop down item of combo box.
 - c) Stretch property of Image.
 - d) Item Data of list box.
 - e) Window state of form.
 - f) Auto size of label.

- Q5)** Write a button click event to display appropriate message in a dialog box, by accepting string in a text box and checking whether it is palindrome. **[10]**

OR

Write a button click event to display LCM of two numbers that are accepted in text boxes. Draw appropriate GUI.

- Q6)** Write notes on (Any Three) : **[15]**
- a) Data controls in VB.
 - b) Date functions in VB.
 - c) IF, IIF, Select Case statement in VB.
 - d) Check box and Option button.



Total No. of Questions : 7]

SEAT No. :

P359

[Total No. of Pages : 1

[4375]-318

M.B.A. (Semester - III)

PRODUCTION AND MATERIALS MANAGEMENT

SPECIALISATION - III

**305-D : Supply Chain & Logistics Management
(2008 Pattern)**

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates :

- 1) *Attempt any Five questions.*
- 2) *All questions carry equal marks i.e. 14 each.*

Q1) Explain the concept of Logistics and discuss its significance with respect to availability, performance and service.

Q2) Explain the supply chain for any two of the following :

- a) Dairy Products.
- b) Wrist Watches.
- c) Luxury Cars.

Q3) Explain various modes of transportation of goods in India, explaining reason for selecting a particular mode.

Q4) State various principles of material handling and explain any two in detail.

Q5) What is the role played by packaging in logistics? State various types of packaging.

Q6) “Flow of information has to be equally important like flow of goods/materials in SCM”. Explain.

Q7) Write short notes on any two :

- a) Third party logistics.
- b) Role of Freight in logistics.
- c) Role of computer and IT in supply chain.



Total No. of Questions : 7]

SEAT No. :

P360

[Total No. of Pages : 1

[4375]-319

M.B.A. (Semester - III)

HUMAN RESOURCE MANAGEMENT SPECIALISATION - III

305-E : Personnel Administration - Application and Procedures

(2008 Pattern)

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates :

- 1) *Attempt any Five questions.*
- 2) *All questions carry equal marks.*

Q1) Define Personnel policies. Explain the scope and objectives of Personnel policy.

Q2) Explain the term Personnel Administration and state the principles of Personnel Administration.

Q3) Draft an office circular stressing the need of punctuality in office.

Q4) Define Personnel Audit. What are the objectives, importance and scope of Personnel Audit.

Q5) Draft a memo to one of the clerk who has huge work pending with him.

Q6) Explain in detail procedure of Form 16A, deduction of TDS & PF.

Q7) Write short note on (any 2) :

- a) Personnel File.
- b) Challenges of Modern Personnel Manager any four.
- c) Time Keeping.
- d) Bonus.



Total No. of Questions : 6]

SEAT No. :

P361

[Total No. of Pages : 1

[4375]-320

M.B.A.

INTERNATIONAL BUSINESS SPECIALIZATION - III

305-F : Environment & Global Competitiveness

(2008 Pattern) (Semester - III)

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates :

- 1) *Attempt any Five questions.*
- 2) *All questions carry equal marks.*

Q1) Explain in detail Absolute Advantage theory of International Trade suggested by Adam Smith.

Q2) Explain the concept of World Competitiveness. Also explain any 10 indicators of world competitiveness.

Q3) Explain the concept of Commercial geography. How does geographical aspects influences global business strategies.

Q4) What is Competitive Advantage? Explain different competitive forces given by Michel Porter.

Q5) Write a detail essay on the concept of “Borderless World”, given by Konichi Ohmae.

Q6) Short Notes (Any 2) :

- a) G8.
- b) Factor Endowment.
- c) W.E.F.
- d) Global Aspirations.



Total No. of Questions : 7]

SEAT No. :

P362

[Total No. of Pages : 1

[4375]-401

M.B.A. (Semester - IV)

**401: ENTREPRENEURSHIP DEVELOPMENT AND
PROJECT MANAGEMENT
(2008 Pattern)**

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates :

- 1) Attempt any Five questions.*
- 2) All questions carry equal marks.*
- 3) Your answers must be specific and relevant.*

Q1) Explain the concept of “Entrepreneur” with its role and responsibilities.

Q2) Explain the theory of High Achievement by McClelland to promote entrepreneurship.

Q3) Explain the reasons for failure of entrepreneur and explain how they can overcome failure.

Q4) Discuss in detail the external factors that influences entrepreneurship development.

Q5) Explain the role played by central and state government to promote entrepreneurship.

Q6) Discuss various challenges faced by woman entrepreneur and state the achievements of 2 Indian women Entrepreneur.

Q7) Write short notes on any 3 :

- a) NIESBUD.
- b) Elements of Business Plan.
- c) SFC.
- d) Entrepreneurial traits.
- e) Challenges of sustaining competitiveness.



Total No. of Questions : 6]

SEAT No. :

P363

[Total No. of Pages : 4

[4375]-402

M.B.A. (Semester - IV)

402: INTERNATIONAL BUSINESS MANAGEMENT

(2008 Pattern)

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates :

- 1) *Section - II is compulsory.*
- 2) *Attempt any three questions from Section - I.*
- 3) *Each question from Section - I carries 15 marks & Section - II (case study) carries 25 marks.*

SECTION - I

- Q1)** Explain the forces and meaning of Globalisation. Elaborate on stages in Globalisation with suitable example.
- Q2)** What do you understand by Country Risk Analysis. Discuss the implications of cultural variations in different countries with Hofstede Model of cultural analysis.
- Q3)** What are the different modes of international payments? Explain different forms of L/C's (Letter of credit).
- Q4)** Discuss the meaning of 'Multinational Enterprise'. Explain all the advantages & disadvantages of MNEs (Multinational Enterprises).
- Q5)** Write short notes on (any 3) :
- a) Asian Development Bank (ADB).
 - b) TRIPS & TRIMS.
 - c) World Bank.
 - d) EXIM policy.
 - e) Global sourcing.

P.T.O.

SECTION - II

Q6) Kaline

(Case Study)

Kaline is a joint venture undertaken by a Swedish firm and a large U.S. company, each owning 50 percent. Both parent firms are known for their high technological standards, although they specialize in somewhat different product lines.

Kaline was formed in 1970. The president of the U.S. firm wanted to start a company with a new product line and sought out the Swedish partner because of its reputation. When the joint venture was formed, a detailed contract was signed by the partners. Products to be produced and marketed were specified, as were the conditions for technical support and other services, dividend policy, and profit distribution. Both parties clearly stated how they saw the new venture as a major part of their mission. Half of the board of directors was to be elected by each party, the chairman was to be elected from the U.S. board members, and the chairman of the shareholders meeting was to be elected by the Swedish partner. All major decisions specified in the agreement required a qualified majority (two-thirds) of the board members.

The agreement also contained a divorce clause, which specified that “either party can take the initiative to sell its shares at a price named in the notice. Such offer may be accepted by the noninitiating party or the noninitiating party may treat the offer as binding the initiating party to buy the noninitiating party’s shares at the same price. Conversely, the initiating party may offer to buy the other party’s shares at a price named in a notice. Such offer may be accepted by the noninitiating party or the noninitiating party may treat the offer as binding the initiating party to sell its shares at the same price. In any event, offers and acceptances must be for all the shares of the party.”

In the initial year of formation, the Swedish partners were enthusiastic about the formation of Kaline. Prior to the joint venture, sales of Kaline’s product line were flat. Because of new production technology brought to the table by the U.S. partner, however, Kaline was able to produce in the United States about 30 percent cheaper than in Sweden, including shipping costs and duties. The U.S. partner also had a ready and functioning sales organization. The joint venture therefore pursued a policy of entering the market and gaining market share and volume through price cutting.

Two years after the signing of the joint venture contract, Kaline had several hundred employees. Sales were high but financial results were disastrous. Both parents were unwilling to invest new equity. The president of the U.S. firm took over also as president of Kaline. The initiator of the

joint venture, he also had an excellent personal relationship with the president of the Swedish partner. He made several visits to Sweden to clear the air and succeeded in obtaining more updated technological knowledge and production rights.

Kaline's lack of profits during these years had severe effects on the quality of its personnel. Kaline as well as the U.S. partner had bonus pay plans that were based on the profitability of the firm. Because no bonuses were paid at Kaline, an exodus of managers from Kaline back to the profitable parent firm resulted. Kaline became known as the dump ground for managers.

In the fourth year of the joint venture, a young engineer in the U.S. parent company who had taken evening classes in marketing met with the president of Kaline. He had found that in some segments Kaline's product was one of the three market leaders. He suggested that the only possible cure for Kaline was to segment the market, emphasize the unique features of the product, differentiate it slightly, and raise prices. This suggestion was quite contrary to the previous high-volume philosophy. Only through personal intervention by the president of the U.S. partner directly with the president of the Swedish firm was the necessary technology transferred and the new policy cleared.

This process was by no means easy. Because of their culture, the Swedish engineers were totally against the idea. Sharing know-how and sharing it with a company that did not understand that volume was the oxygen of business was an alien thought.

One year later, the young engineer was president of Kaline, the company was a price-leader, its volume had gone up in the midst of a recession, and the company was making money. This success gave independence. The following exchange of communications regarding reporting routines illustrates the point.

The headquarters of the Swedish parent had sent a memo on corporate reporting to Kaline. Kaline's president responded by letter. "Your memo strikes us wrong. In essence it dictates a rigid policy of outside and inside auditing. Perhaps you do not recognize that Kaline is somewhat unique in your organization. The shares are not owned in a majority by you. We do realize that as a separate matter you do own 2 percent shares of our U.S. parent. This, however, does not give you control of us. The above is a statement of the relationship as we see it. I do propose that Kaline continue to be cooperative."

On the day the letter was received, the controller of the Swedish parent sent the following telex to Kaline: “The memo was sent to you by mistake. We are well aware of the uniqueness of Kaline. It is my intention to visit your company to discuss these questions. I think such a discussion will further improve our already good cooperation.”

Two weeks later Kaline’s president wrote the Swedish parent: “Thank you for your telex, which clears the air completely. We would very much welcome your visit to Kaline in the near future.”

This letter was filed at the Swedish headquarters together with a memo from the controller: “We should not demand more information from Kaline than they are prepared to give us. If we want the same information that is required from other subsidiaries, the matter must probably be dealt with by the presidents of the two parents. I have talked to the president of Kaline. He has nothing against giving information on Kaline to us. But he does not want to change his reporting routines”.

Questions for Discussion :

- a) How would you have changed the initial joint venture agreement?
- b) Would you characterize the relationship between Kaline and its parent companies as formal or informal?
- c) Discuss the current interaction between Kaline and its parent companies. How can the goal of corporate synergy accommodate the need for individualism?



Total No. of Questions : 8]

SEAT No. :

P364

[Total No. of Pages : 1

[4375] - 403
M.B.A. (Semester - IV)
403 : CURRENT TRENDS IN MANAGEMENT
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Answer any five questions.*
- 2) *All questions carry equal 14 marks.*

- Q1)** How knowledge management is necessary for strategic advantage in an organisation? What architecture is necessary for its implementation?
- Q2)** Six sigma is the highest accreditation in quality management comment the benefits accrued by organisation by implementing it.
- Q3)** Discuss the important mergers and acquisition that have taken place in recent past. How organisation benefited from it.
- Q4)** ITES is major revenue earning sector for India. Discuss the growth of IT sector in past and prospects for future.
- Q5)** How JIT is useful in cutting the operating costs? Illustrate its merits and demerits with suitable example.
- Q6)** Entry of MNC's have brought the world class manufacturing reforms in India. Comment with suitable example.
- Q7)** "Corporate Governance is more for practise than preaching" write about the recommendations of Naryan Murli Committee about corporate Governance.
- Q8)** Write short note on (any two) :
- a) BPO and KPO sector.
 - b) e - learning.
 - c) Lean Manufacturing.



Total No. of Questions : 7]

SEAT No. :

P365

[Total No. of Pages : 1

[4375] - 404
M.B.A. (Semester - IV)
MARKETING MANAGEMENT SPECIALIZATION - IV
404 - A : Services Marketing
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Solve any five questions.*
- 2) *All questions carry equal marks.*

- Q1)** Differentiate goods and services. Explain 4I's of services.
- Q2)** Explain the importance and role of people and physical evidence with respect to banking services.
- Q3)** With the relevant examples explain the concept of 7P's in services marketing.
- Q4)** Explain the promotion mix of services in detail.
- Q5)** Describe the factors affecting pricing decision. Explain the concept of demand variation and capacity constraints.
- Q6)** Discuss the self services technologies. Also explain the process of rendering services.
- Q7)** Write short notes (any two) :
- a) E-Services.
 - b) Gronroos Model.
 - c) Challenges in distributing services.
 - d) Service Blueprint.

XXXX

Total No. of Questions : 7]

SEAT No. :

P366

[Total No. of Pages : 1

[4375] - 405
M.B.A. (Semester - IV)
FINANCIAL MANAGEMENT SPECIALIZATION - IV
404 - B : Indirect Taxation
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks.*

- Q1)** Write short notes (any two) : **[14]**
- a) Excisable Goods.
 - b) Manufacturer.
 - c) Cancellation of registration under VAT.
 - d) Cascading Effect.
- Q2)** Explain with help of suitable illustrations the nature and scope of Indirect Taxes. **[14]**
- Q3)** Explain any two Taxable Service for charging tax under service tax. **[14]**
- Q4)** Elaborate the provisions regarding Tax Audit of registered dealer under VAT Act. **[14]**
- Q5)** With reference to Central Excise Act explain the following : **[14]**
- a) Movable.
 - b) Marketable.
 - c) Manufacture.
- Q6)** Discuss in detail the procedure of registration of dealer under VAT Act. Explain incidence of tax under VAT. **[14]**
- Q7)** Elaborate the registration of service providers under the service tax. **[14]**



Total No. of Questions : 6]

SEAT No. :

P367

[Total No. of Pages : 1

[4375] - 406
M.B.A. (Semester - IV)
COMPUTER MANAGEMENT SPECIALIZATION - IV
404 - C : Emerging Trends in IT
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Q. No. 6 is compulsory.*
- 2) *Solve any four from Q. No. 1 to Q. No. 5.*
- 3) *Figures to the right indicate full marks.*

- Q1)** Explain various E-Learning Models. Suggest suitable model for B-school where students are not attending classes regularly. **[15]**
- Q2)** What is Knowledge Management? What are its components? Explain KM cycle. **[15]**
- Q3)** Explain GIS and its applications. **[15]**
- Q4)** Explain E-governance. What are its objectives? Elaborate the scenario of E-governance in India. **[15]**
- Q5)** Explain E-banking. What are the services provided by E-Banking. **[15]**
- Q6)** Write short notes on (any two) : **[10]**
- a) Digital Signature.
 - b) E-Commerce.
 - c) BPO.
 - d) ECS.



Total No. of Questions : 7]

SEAT No. :

P368

[Total No. of Pages : 1

[4375] - 407

M.B.A. (Semester - IV)

PRODUCTION AND MATERIALS MANAGEMENT SPECIALIZATION - IV

404 - D : Operations Strategy
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to candidates :

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks.*

- Q1)* What do you understand by *order qualifiers* and *order winners*? How are they related to operations strategy?
- Q2)* Explain how the role of operations has evolved in the organizational chart and has assumed strategic importance. What according to you will be the strategic role of Operations Management in 2020?
- Q3)* Why must the design of new products/services be integrated with the design of processes?
- Q4)* How are core competence and distinctive capabilities related to operations strategy?
- Q5)* What is six sigma? Describe the literal implications of six sigma quality? How does it relate to process capability?
- Q6)* Write a detailed note on CAD/CAM.
- Q7)* Explain in brief (any two) :
- a) Link between Traditional accounting and financial perspectives and operations strategy.
 - b) Link between stake holders and operations strategy.
 - c) CIM.



Total No. of Questions : 7]

SEAT No. :

P369

[Total No. of Pages : 1

[4375] - 408
M.B.A. (Semester - IV)
HRM SPECIALIZATION - IV
404 - E : Labour Welfare
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to candidates :

- 1) *Question No. 1 is compulsory.*
- 2) *Attempt any three from the remaining.*

- Q1)** a) Define labour welfare and explain the objectives of labour welfare. [15]
b) Describe the theories of labour welfare. [10]
- Q2)** Elucidate in detail inter-relationship between welfare and productivity. [15]
- Q3)** “Workers participation in management has played vital role in promoting Industrial democracy”. Justify the statement. [15]
- Q4)** “Industrialization is the main cause behind pollution and deteriorating social health in developing countries like India”. Justify the statement. [15]
- Q5)** Explain the objectives and structure of ILO and describe the role of ILO in promoting the welfare of the labour. [15]
- Q6)** Critically examine labour welfare measures undertaken by the Employer and Government. [15]
- Q7)** Write short notes on (any three) : [15]
- a) Mental health.
 - b) Workers’ education.
 - c) Welfare Provisions under Factories Act 1948.
 - d) Corporate Social Responsibility.
 - e) Industrial social work.



Total No. of Questions : 8]

SEAT No. :

P370

[Total No. of Pages : 1

[4375] - 410

M.B.A.

MARKETING MANAGEMENT SPECIALIZATION - V
405 - A : Marketing Strategy and Relationship Marketing
(2008 Pattern) (Semester - IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks i.e. 14 each.*

- Q1)** Present an overview of marketing strategy in relation with corporate vision, mission and objectives.
- Q2)** Which competitive strategy will you build for 'Battery Operated Car' as a marketing Manager?
- Q3)** How businessmen deal with 'Strategic Uncertainty'? How an environmental analysis is done for it?
- Q4)** Critically analyze the role of Information Technology (IT) in CRM.
- Q5)** "Competitive advantage and brand position gets strengthen through the differentiation strategy". Discuss with suitable examples.
- Q6)** By the way of 'Relationship Marketing' how paradigm is shifted from routine to modern approach to marketing?
- Q7)** Explain in detail 'Customer Life Cycle'. How customers are attracted and retained.
- Q8)** Write short note on any two :
- a) e-marketing.
 - b) Lifetime customer value.
 - c) Customer equity.
 - d) Database Marketing.



Total No. of Questions : 7]

SEAT No. :

P371

[Total No. of Pages : 1

[4375] - 411

M.B.A.

FINANCIAL MANAGEMENT SPECIALIZATION - V

405 - B : International Finance

(2008 Pattern) (Semester - IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) Q. 1 and Q. 3 are compulsory.
- 2) Attempt any three questions from the remaining questions.

Q1) Write a detailed note on Foreign Trade Policy of India. Also discuss the salient features of Foreign Trade Policy II. [15]

Q2) Briefly explain various international Financial Institutions and their role in International Finance. [15]

Q3) Explain the objectives and scope of FEMA. [10]

Q4) What is Hedging? Discuss the external techniques of Hedging. [15]

Q5) What is Export Finance? Explain the same in the Indian context. [15]

Q6) Write a note on any two : [15]

- a) Loan syndication.
- b) Convertibility of Indian Rupee.
- c) Special Economic Zones (SEZ).
- d) Role of Euro Currency in Foreign Exchange Market.

Q7) Consider the following quotes : [15]

S (Pound/Euro) = 0.8906/0.8921

S (Pound/YEN) = 139.8750/139.9573

- a) Calculate percentage spread on Pound/Euro rate.
- b) Calculate percentage spread on Pound/yen rate.
- c) Calculate maximum possible percentage spread on cross rate between Euro and yen.



Total No. of Questions : 7]

SEAT No. :

P372

[Total No. of Pages : 1

[4375] - 413

M.B.A. (Semester - IV)

PRODUCTION AND MATERIALS MANAGEMENT SPECIALIZATION - V

405-D : Technology Management
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks i.e. 14 each.*

- Q1)* Discuss with examples, why organizations should be concerned about effective management of technology in present business scenario.
- Q2)* Describe stages involved from development to marketing of high-tech products.
- Q3)* Discuss the trends in Research and Development in large business organizations.
- Q4)* What is Innovation? Discuss the process and significance of innovation in technology management.
- Q5)* What is technology strategy? Explain a framework for developing technology strategy.
- Q6)* Explain the meaning and significance of transfer of technology and diffusion of technology.
- Q7)* Write notes on any two of the following :
- a) Managing R & D.
 - b) Innovation Cost.
 - c) Environmental Impact Analysis.
 - d) Technological Leadership.



Total No. of Questions : 6]

SEAT No. :

P373

[Total No. of Pages : 1

[4375] - 414
M.B.A. (Semester - IV)
HUMAN RESOURCE MANAGEMENT SPECIALIZATION - V
405 - E : Labour Laws - II
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Q. No. 1 is compulsory.*
- 2) *From the remaining attempt any three.*
- 3) *Figures to the right indicate maximum marks for that question.*

- Q1)** a) Explain the machinery provided under I.D. Act for resolving Industrial Disputes. **[15]**
b) Explain the provisions for strike and lockout under I.D. Act. **[10]**
- Q2)** Enumerate unfair labour practices on part of 'employer' and 'Trade Union'. **[15]**
- Q3)** Mention the provisions E.D.L.I. scheme and pension scheme under E.P.F. Act. **[15]**
- Q4)** Mention the definition of wages/salary under the following Act. **[15]**
a) Employees Provident Fund Act 1952.
b) Employees Compensation Act 1923.
c) Employees State Insurance Act 1948.
- Q5)** Under what circumstances the employer is not liable to pay compensation under employees compensation Act. **[15]**
- Q6)** Write short notes on any three : **[15]**
a) Maternity benefit under E.S.I. Act.
b) Difference between model standing orders and certified standing orders.
c) Provisions regarding Arbitration under I.D.Act.
d) Principles of Natural Justice.
e) Rights of recognised union under M.R.T.U. and P.U.L.P. Act.



Total No. of Questions : 7]

SEAT No. :

P374

[Total No. of Pages : 1

[4375] - 416
M.B.A. (Semester - IV)
MARKETING MANAGEMENT SPECIALIZATION - VI
406 - A : Product and Brand Management
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) Attempt any five questions.*
- 2) All questions carry equal marks.*
- 3) Suitable examples and models will be appreciated.*

- Q1)* Discuss the similarities and differences between product - focused organization and market - focused organization?
- Q2)* Describe different stages of Product Life Cycle and suggest suitable strategies for each stage.
- Q3)* Explain methods of market and sales potential and sales forecasting.
- Q4)* Explain Aaker and BRANDZ models of brand equity.
- Q5)* Explain how the concept of brand reinforcement, brand revitalization and brand crisis can be used to manage brand equity.
- Q6)* Explain the concepts of co-branding and celebrity endorsement.
- Q7)* Write any two short notes :
- a) Brand Portfolios.
 - b) Brand Extension.
 - c) Brand Audits.
 - d) Commodities Vs Brands.



Total No. of Questions : 7]

SEAT No. :

P375

[Total No. of Pages : 2

[4375] - 417

M.B.A. (Semester - IV)

FINANCIAL MANAGEMENT SPECIALIZATION - VI

406 (B) : Strategic Financial Management

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) Attempt any five questions.
- 2) All questions carry equal marks.

Q1) State the meaning and significance of strategic financial management. Briefly explain 9's' [Nine 's'] model of SFM.

Q2) In the recent days of Global Business Slowdown 'Strategic Compensation Management' has become more relevant and important - comment. Also state the type of employees and respective wage (compensation) strategy.

Q3) What is 'Strategic Vendor Management'? Also explain 'Captive Buying' and 'Captive Funding'.

Q4) Explain the concept of 'enterprise valuation'. Also state the reasons for the valuation of the business enterprise.

Q5) State the importance and relevance of managing the business finance ethically.

Q6) Write short notes (any two) :

- a) Financial Re-Engineering.
- b) Economic Value Added.
- c) Methods of Brand Valuation.
- d) Strategic Design and Implementation of V.R.S.

Q7) Mr. Deshmukh normally sets following wages

Basic pay	-	\$ 4 per hour.
Dearness Allowance	-	\$ 2 per hour
Overtime Wages	-	\$ 6 per hour
Productivity Bonus	-	\$ per unit extra produced.
Weekly bonus	-	\$ 10

P.T.O.

He is entitled to one weekly holiday with payment (Basic + D.A.)

He should work 8 hours per day and size days per week. He is expected to give 1 unit of product in 2 hours, as per the normal productivity norms. In actual fact he worked for 60 hours and gave an out put of 32 units during the last week.

You are suppose to calculate :

- a) Normal wage cost per unit.
- b) Actual cost per unit (with overtime and productive bonus).
- c) Productivity based wages.



Total No. of Questions : 6]

SEAT No. :

P376

[Total No. of Pages : 1

[4375] - 418
M.B.A. (Semester - IV)
COMPUTER MANAGEMENT SPECIALISATION - VI
406 - C : Business Application
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Question No. 1 and 6 are compulsory.*
- 2) *Attempt any three from the remaining.*
- 3) *Draw neat diagrams wherever required.*

- Q1)** Explain the detail process of payroll system with the help of following :[20]
- a) Context level DFD.
 - b) Table Layout.
 - c) Employee master data entry screen.
 - d) Mandatory reports in payroll system.
- Q2)** Discuss the importance of stock accounting and control. [10]
- Q3)** Explain advantages and disadvantages of internet banking. [10]
- Q4)** Discuss the importance of accounts receivables and accounts payables in financial accounting. [10]
- Q5)** Explain the importance of sales analysis. [10]
- Q6)** Write short notes on any four : [20]
- a) Reservation and Registration in hotel management system.
 - b) Billing and credit control in hospital management system.
 - c) Material procurement.
 - d) Bill of material.
 - e) Preparation of Quotation.
 - f) Fixed deposits.



Total No. of Questions : 8]

SEAT No. :

P377

[Total No. of Pages : 1

[4375] - 419

M.B.A. (Semester - IV)

PRODUCTION AND MATERIALS MANAGEMENT SPECIALIZATION - VI

**406 - D : Quality Management
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks i.e. 14 each.*

Q1) Discuss “Malcom Baldrige model of Quality and Leadership in detail”.

Q2) What is sampling? What are the sampling techniques used in controlling quality?

Q3) Explain Juran quality trilogy. How it is relevant to today’s process quality.

Q4) Enumerate customer satisfaction measurement techniques and explain how customer satisfaction measurement helps in improving quality.

Q5) Explain the concept of reliability. How reliability is related to Quality? Explain describe methods of achieving higher reliability.

Q6) Discuss; how Quality can be a competitive advantage for an organization with example.

Q7) Explain different types of control charts with their benefit and control.

Q8) Write short note on any two :

- a) Change Management.
- b) Customer Satisfaction Management.
- c) Quality and cost.
- d) Pareto Analysis.



Total No. of Questions : 7]

SEAT No. :

P378

[Total No. of Pages : 1

[4375] - 420
M.B.A. (Semester - IV)
HUMAN RESOURCE MANAGEMENT SPECIALIZATION - VI
406 (E) : Strategic Human Resource Management
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks.*

- Q1)** Define the term strategic HRM and its needs and importance.
- Q2)** Define term 'Workforce Diversity' and explain its impact on today's HR practices.
- Q3)** Define the term 'Online Recruitment'. Explain its merits and de-merits.
- Q4)** Define the term KRA. Explain its importance from HR point of view.
- Q5)** Define the term 'Morale' and explain the morale indicators.
- Q6)** Explain the term 'Succession Planning' from the HR practices point of view.
- Q7)** Write short notes on (any two) :
- a) Learning Organisation.
 - b) Multi-Skilling.
 - c) Team Based Pay.
 - d) Downsizing.



Total No. of Questions : 7]

SEAT No. :

P694

[Total No. of Pages : 1

[4375]-415

M.B.A. (Semester - IV)

INTERNATIONAL BUSINESS SPECIALISATION -V

405-F: Foreign Exchange Management

(2008 Pattern)

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates :

- 1) *Attempt any Five questions.*
- 2) *All questions carry equal marks.*

Q1) Explain the methods of Trade Settlement in foreign exchange management.

Q2) What is Export Finance? Explain the role of ECGC and other formalities associated with Export Finance.

Q3) What are the major INCOTERMS used in foreign exchange management. Explain each of them in detail.

Q4) What is a letter of credit? Explain the significance and types of letter of credit.

Q5) Explain in detail Indian Forex Scenario with special reference to the BoP crises of 1990.

Q6) Which are the major Nonresident accounts? Explain the significance of the same for the economy and bank.

Q7) Write short notes on (Any Two) :

- a) Gold Standard.
- b) Euro Market.
- c) Guarantees in Trade
- d) Evolution of exchange control.



Total No. of Questions : 7]

SEAT No. :

P695

[Total No. of Pages : 1

[4375] - 421
M.B.A. (Semester - IV)
INTERNATIONAL BUSINESS SPECIALISATION - VI
406 - F : International Financial Management
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) Attempt any five questions.*
- 2) All questions carry equal marks.*

- Q1)* “Rewards and Risks of International Finance are higher as compared to domestic finance”. Do you agree? Justify your answer with suitable illustrations.
- Q2)* Differentiate between spot exchange and forward exchange market. State the features of spot contract.
- Q3)* Discuss the ‘Interest Rate Parity’ principle of foreign exchange.
- Q4)* Write a detailed note on ‘short term financial markets’.
- Q5)* “Portfolio Analysis and portfolio selection plays an important role in International Finance”. Comment.
- Q6)* State and elaborate the difficulties faced by MNCs in evaluating foreign projects.
- Q7)* Write short notes on (any two) :
- a) Fixed Vs flexible exchange rates.
 - b) Hedging.
 - c) Rollover forward contracts.

