

Total No. of Questions : 7]

SEAT No. :

P1666

[Total No. of Pages : 1

**[4970]-101**  
**M.B.A. (Semester - I)**  
**ORGANISATIONAL BEHAVIOUR AND PRINCIPLES AND**  
**PRACTICES OF 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)* Elaborate the contributions put forth by Henry Fayol towards evolution of management thoughts.

*Q2)* Define Planning. Explain steps involved in planning.

*Q3)* Define Organising. Explain the advantages and disadvantages of line and staff authority.

*Q4)* Define Organisational Behaviour. Explain its Importance and scope of OB.

*Q5)* Define Stress. What steps, as a Manager, would you take to enable your colleagues to cope with stress?

*Q6)* Discuss critically Maslow's need hierarchy theory of Motivation.

*Q7)* Write short notes on: (Any Two)

- a) Functions of management
- b) Transactional Analysis
- c) Team building
- d) Qualities of good leader



Total No. of Questions : 9]

SEAT No. :

P1667

[Total No. of Pages : 4

[4970]-102

M.B.A. (Semester - I)

102 : MANAGEMENT ACCOUNTING

(2008 Pattern)

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- 1) *Questions 1 is compulsory.*
- 2) *Attempt any two questions from each section (any 2)*
- 3) *Figures to the right indicate marks for that questions / sub-questions.*
- 4) *Your answers should be specific and to the point.*
- 5) *Support your answers with suitable live examples.*
- 6) *Draw neat diagrams and illustrations supportive to your answer.*
- 7) *Use of calculator is permitted (as applicable)*

**Q1)** Write short notes on (any three)

**[10]**

- a) Material price variance
- b) Materiality and accrual concept
- c) Time keeping
- d) Labour turnover
- e) Items excluded from cost sheet

**SECTION - I**

**Q2)** What do you mean by 'Management Accounting'? State its objectives and limitations. Also distinguish between 'Management Accounting' and 'Financial Accounting'. **[15]**

**Q3)** Define overheads. What are the causes of under and over absorption of factory overheads? **[15]**

**P.T.O.**

**Q4)** Explain step by step procedure of identifying the material in respect to procurement storing and issuing. **[15]**

**Q5)** Explain the following terms: **[15]**

- a) Drawings?
- b) Classification of accounts

**SECTION - II**

**Q6)** The trial Balance of Mr. Ganesh as on 31.12.2013 was as follow: **[15]**

Particulars	Debit	Credit
	(Rs)	(Rs)
Sales		252600
Purchases	162505	
Debtors	50200	
Opening stock	26725	
Wages	23137	
Salaries	5575	
Furniture	7250	
Postage	4226	
Power and fuel	1350	
Trade expenses	5831	
Bad debts	525	
Loan at 10% to Mr. A (Given on 1.9.2013)	3000	
Cash in hand and bank	10000	
Drawings	4452	
Reserve for doubtful debts		5200
Creditors		30326
Bills payable		3950
Outstanding wages		2000
Trade expenses accrued But not paid		700
Capital		10000

Further information is as under

- a) Depreciation on furniture is to be charged at 10% p.a.
- b) Debtors include an item of Rs.500/- due from the customers who has become insolvent (nothing shall be received from his estate)
- c) Reserve for doubtful debt is to be maintained at 5% on debtors
- d) Goods valued at Rs.1,500/- have been destroyed by fire and the insurance company has admitted the claim for Rs.1,000/-
- e) Stock as on 31.12.2013. was Rs. 12,250.

**Q7)** From the following information for the month of Jan 2014. Prepare a cost sheet to show the following components **[15]**

- a) PRIME COST
- b) FACTORY COST
- c) COST OF PRODUCTION
- d) TOTAL COST

Particular	Amount
Direct wages	57000
Direct material	28500
Factory rent & rates	2500.
Office rent & rates	500
Plant repairs and maintenance	1000
Plant depreciation	1250
Factory heating & lighting	400
Factory manager's salary	2000
Office salary	1600
Director's remuneration	1500
Telephone & postage	200
Printing & stationery	100
Admin charges	150
Advertisement	1500
Salesman salaries	2500
Showroom Rent	500
Sales	116000

**Q8)** From the following information calculat\_

**[15]**

- a) Profit volume ratio
- b) Break even point

Information given

- i) Total sales Rs.5,00,000/-
- ii) Selling price per unit Rs.100/-
- iii) Variable cost per unit Rs. 60/-
- iv) Fixed cost Rs. 1,20,000/-
- v) No. of units sold 5,000 units

**Q9)** Prepare a flexible budget from the following information and identify the best optimum level of production required for acquiring profit. **[15]**

Particulars	Upto 140000 units	140000 to 160000 units	160000 to 200000 units
Sales price (cost per unit)	1.05	1.00	0.90
Variable cost per unit:			
Materials	0.50	0.45	0.35
Labour	0.20	0.20	0.20
Overhead	0.10	0.10	0.10
Fixed cost (Total cost Rs.)	30,000	30,000	35,000



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SEAT No. :

**P1668**

[Total No. of Pages : 1

**[4970]-103**

**M.B.A.**

**103 : MANAGERIAL ECONOMICS**

**(Semester - I) (2008 Pattern)**

*Time :3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- i) Attempt any 5 questions.*
- ii) All questions carry equal marks.*
- iii) Draw suitable diagrams (graph paper is not required)*

**Q1)** Define managerial Economics. Explain its scope, significance, nature and importance in Business.

**Q2)** What is Government Intervention? Describe its impact and control over modern society as a tool of ME.

**Q3)** What is Price Elasticity of Demand? Describe types of Price Elasticity and its application in Business.

**Q4)** Describe capital Budgeting. What are all those main steps of it? Describe any method in brief.

**Q5)** State and explain 'Law of variable proportions'.

**Q6)** What is 'Break-even analysis'? Explain with suitable diagramme. State the limitation of it.

**Q7)** Write short notes on (any two)

- a) Opportunity cost
- b) Cost plus pricing
- c) Kinked demand curve
- d) Demand forecasting



Total No. of Questions : 6]

SEAT No. :

P1669

[Total No. of Pages : 3

[4970]-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 is allowed.
- 3) Graph paper will not be supplied. Draw rough sketches wherever required.

**SECTION - I**

**Q1) a)** Calculate mean, S.D., C-V. from the following data. **[10]**

X : 3, 8, 1, 10, 12, 8, 7, 5

Find mean, S.D., C.V. if each observation is multiplied by 2.

- b) A leading company has found from past experience that 3 out of every five applicants are unsound, if company is right what is the propability that 6 of the next 10 applicants will be approved. **[7]**

**Q2) a)** Following data gives test scores of 10 salesman and number of units sold by them. Calculate karl pearson's coefficient of correlation. **[10]**

Test 34 40 30 28 50 26 45 24 37 26

Score

No.of 150 175 136 115 195 100 180 85 140 95

units sold

- b) In a sample survey of 2500 students 1000 liked economics, 1750 liked statistics and 600 liked both economics and statistics. Find whether liking in two subjects economics and statistics is associated or not? **[7]**

**P.T.O.**

**Q3) a)** Three machines A,B,C, produce respectively 50%, 30% and 20% of the total number of items of a factory. The percentage of defective outputs of these machines are respectively 3%, 4% and 5%. If an item is selected at random what is the probability that the selected item is defective?[10]

b) Calculate mean, median and mode [7]

Class limits	1-10	11-20	21-30	31-40	41-50
Frequency	8	15	25	10	7

### SECTION - II

**Q4) a)** Following matrix gives cost. incurred for a subordinate assigned to a city. Find optimum assignment [10]

	City			
Subordinate	A	B	C	D
1	90	80	200	210
2	120	130	120	150
3	110	70	130	170

b) A toy company is bringing out a new type of doll. The company is attempting to decide whether to bring out. a full partial or minimal product line. The company has three levels of product acceptance and has estimated their probabilities of occurrence. Management will make its decision on the basis of maximising the expected profit from the first year of production. The relevant data are shown as below. [8]

Product acceptance	Probability	Full	Product line partial	minimal
Good	0.2	80	70	50
Fair	0.4	50	45	30
Poor	0.4	-25	-10	0

Using E.M.V. criterion which product line to be selected?

**Q5) a)** Following are the unit transportation costs. Find initial solution using VAM and test. whether solution is optimum or not? If not carry out one iteration. [10]

	Site				
Plant	A	B	C	D	Capacity
X	9	12	9	6	70
Y	7	3	7	7	60
Z	6	5	9	11	90
Requirement	70	50	70	30	



- b) A manufacturer of furniture makes two products, chair and tables processing of these products is done on two machines A and B. A chair requires 2 hours on machine A and 6 hours on machine B. A table requires 5 hours on machine A and no time on B. There are 16 hours available on machine A and 30 on B. profit gained by the manufacturer from a chair is ₹ 10 and from a table ₹ 50. What should be the daily production of each of the two products? [8]

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

	B <sub>1</sub>	B <sub>2</sub>
A <sub>1</sub>	16	7
A <sub>2</sub>	7	10

- b) At a public telephone booth arrivals are considered to be poisson with an inter arrival time of 12 minutes. The length of a phone call may be assumed to be distributed exponentially with an average of 5 minutes what is the probability that a fresh arrival will not have to wait for a phone? [6]
- c) A.T.V. manufacturing company manufactures T.V. sets. Following is the probability distribution. [6]

No. of sets manu.	23	24	25	26	27	28
Prob.	0.05	0.10	0.30	0.25	0.20	0.10

Simulate the system for next. 10 days and find average sets manufactured per day.

Use following random numbers

45 08 18 64 59 29 38 93 06 84



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SEAT No. :

**P1670**

[Total No. of Pages : 1

**[4970]-105**

**M.B.A.**

**105 : LEGAL ASPECTS OF BUSINESS**

**(2008 Pattern) (Semester - I)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- i) Attempt any five questions*
- ii) All questions carry equal marks.(14)*

**Q1)** What is Breach of contract? Explain its remedies.

**Q2)** Explain the meaning of contract of Guarantee. Write the provisions relating to various types of guarantee.

**Q3)** Write short notes on (any two)

- a) Conditions and warranties
- b) Transfer of property or ownership
- c) Performance of contract of sale
- d) Rights of unpaid seller.

**Q4)** Write the types of negotiable Instrument. Explain the liabilities of parties on negotiable instruments.

**Q5)** Explain

- a) Article of association (AOA) and
- b) (MOA) memorandum of association

**Q6)** What is intellectual property? Explain the different types of it.

**Q7)** Explain the concept of consumer dispute. Describe electronic Governance according to IT Act.



Total No. of Questions : 7]

SEAT No. :

**P1671**

[Total No. of Pages : 1

**[4970]-106**

**M.B.A. (Semester - I)**

**106 : BASICS OF MARKETING**

**(2008 Pattern) (Theory)**

*Time :3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

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

**Q1)** Discuss various approaches of Marketing in detail. Also explain the difference between Marketing and Selling.

**Q2)** Discuss the 7P's of marketing mix with suitable examples.

**Q3)** What is consumer behavior? Explain the steps involved in the buying decision process with suitable examples.

**Q4)** What is market segmentation? Discuss various bases of segmentation with suitable examples.

**Q5)** Why does marketer need to scan Micro and Macro environment? Does it help in taking marketing decision? Justify your answer with suitable example.

**Q6)** Define "Marketing Organization". Discuss various types of marketing organization.

**Q7)** Write short notes on any two

- a) Contents of Marketing plan
- b) Customer satisfaction
- c) Marketing Myopia
- d) Social Responsibilities of marketing organizations.



Total No. of Questions : 7]

SEAT No. :

**P1672**

[Total No. of Pages : 1

**[4970]-201**

**M.B.A.**

**201 : MARKETING MANAGEMENT**

**(2008 Pattern) (Semester - II)**

*Time :3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- i) Attempt any 5 questions out of the following.*
- ii) All questions carry equal marks.*

**Q1)** "Franchising is a concept by which a principal company imparts its technology and brand name to others for a free and also consistently helps to upgrade their operations". Discuss.

**Q2)** What is the purpose behind conducting test marketing? How the same can be done? What considerations influence the choice of a test market?

**Q3)** How is price different than other marketing mix elements? Explain the process of price formulation.

**Q4)** Explain the concept of IMC. Describe the process of IMC in detail.

**Q5)** Describe in detail the extended P'S of marketing mix.

**Q6)** What do you mean by channel level? What are the factors considered while selecting the suitable channel of distribution?

**Q7)** Write short notes on (any two)

- a) Retailing
- b) Factors influencing pricing decision
- c) PLC
- d) Packaging



Total No. of Questions : 9]

SEAT No. :

P1673

[Total No. of Pages : 3

**[4970]-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 each*
- 3) *Figures to the right side indicate full marks.*
- 4) *Use of non-programmable calculator is allowed.*

**SECTION - I**

**Q1)** What do you understand by financial system? Explain the role of financial system in Indian economy. **[10]**

**Q2)** Primary goal of financial Management is said to be maximization of shareholder's wealth. Whether this objective is realistic in a world where corporate ownership and control are often separate. Discuss. **[15]**

**Q3)** Describe various provisions of Companies Act, 1956 regarding the preparation of financial statements of a business organization. **[15]**

**Q4)** What is dividend policy? Describe various theories of dividend with suitable examples? **[15]**

**Q5)** Write short notes on any three of the following. **[15]**

- a) Financial statements
- b) Cost of capital
- c) Time value of Money
- d) Working capital
- e) Operating leverage

**P.T.O.**

**SECTION - II**

**Q6)** Following are the ratios in respect of the financial year -2013-14. **[15]**

- |  |             |
|--|-------------|
| a) Debtors turnover ratio                                      | 4 times     |
| b) Creditor turnover ratio                                     | 8 times     |
| c) Capital turnover ratio                                      | 2 times     |
| d) Stock turnover ratio  | 8 times     |
| e) Fixed asset turnover ratio                                  | 8 times     |
| f) Gross profit ratio  | 25 %        |
| g) Gross profit during the year                                | Rs.1,00,000 |
| h) Reserve and surplus   | Rs. 35000   |
| i) Closing stock is more by Rs. 20,000 than the opening stock. |             |
| j) There are no long-term liabilities towards the outsiders.   |             |

You are required to prepare a Balance Sheet as on 31<sup>st</sup> March 2014 with the help of above information.

**Q7)** From the following particulars prepare a statement showing working Capital requirements. **[15]**

Budgeted sales	Rs.2, 60,000 p a.
Analysis of sale	
Raw material	30%
Direct Labour	40%
Overheads	<u>20%</u>
	90%
Profit	<u>10%</u>
Sales	100%

It is assumed that:

- a) Raw materials are carried in stock for 3 weeks and finished goods for 2 weeks.
- b) Factory processing will take 3 weeks.
- c) Customer will require 8 weeks credit.

It is assumed that production and overheads accrue evenly throughout the year.

**Q8)** Ashoka Ltd. is considering the purchase of a new machine. Two alternatives machine are available having cost price Rs. 2, 00,000 each. The following inflows are expected during the five years. Life of both the Machines is 5 years each. **[15]**

Year	Machine A(in Rs.)	Machine B (in Rs.)
1	20,000	60,000
2	60,000	80,000
3	80,000	1,00,000
4	1,20,000	60,000
5	80,000	40,000

The company is expecting 10% return on its capital. The net present values of Re. 1 @10% are given as follows;

- 1<sup>st</sup> year 0,909
- 2<sup>nd</sup> year - 0.826
- 3<sup>rd</sup> year - 0.751
- 4<sup>th</sup> year - 0.683
- 5<sup>th</sup> year - 0.620

You are required to appraise the proposals on the basis of;

- a) Payback Period Method
- b) Average Rate of Return Method
- c) Net Present Value Method.

**Q9)** From the following information, calculate the weighted average cost of capital on the basis of weights assigned as per, **[15]**

- a) Book value and
- b) Market Value.

Source of capital	Book Value (Rs.)	Market Value (Rs.)
Equity Capital	5,00,000	7,50,000
Long term debt	4,00,000	3,75,000
Preference capital	1,00,000	1,00,000
<b>Total</b>	<b>10,00,000</b>	<b>12,25,000</b>



Total No. of Questions : 7]

SEAT No. :

**P1674**

[Total No. of Pages : 1

**[4970]-203**

**M.B.A. I (Semester - II)**

**203 : HUMAN RESOURCE MANAGEMENT**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain the concept of HRM & Role of Modern HR Manager? **[14]**

**Q2)** Justify "Recruitment is positive & Selection is negative process"? **[14]**

**Q3)** Explain the Job Evaluation Methods in Details? **[14]**

**Q4)** Explain the concept of Training Evaluation with help of Kirk Patricle's Model? **[14]**

**Q5)** What do you understand by separation? Explain different types of separations? **[14]**

**Q6)** Define manpower planning. Explain various steps involved in manpower planning? **[14]**

**Q7)** Write Short notes on any 2: **[14]**

- a) VRS
- b) Quality Circles
- c) Suspension& Discharge
- d) Career Planning





Total No. of Questions : 7]

SEAT No. :

P1675

[Total No. of Pages : 2

[4970]-204

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)** Explain the scope & importance of "Operations Management". Discuss the contribution of Henry Ford in the field of Operations Management.

**Q2)** Explain the characteristics of "Continuous production" and "Batch production" with suitable examples of each.

**Q3)** Explain the important factors affecting the location of facilities. What are the advantages & disadvantages of urban & rural locations?

**Q4)** Explain the following terms:

- a) Operating characteristic curve
- b) Gap analysis for service quality assessment

**Q5)** Explain the objectives & uses of Work Study. Write a note on "Process mapping".

**Q6)** Distinguish between PERT & CPM.

**P.T.O**

A project is defined to contain the following list of activities, along with their required times for completion:

Activity	Time (days)	Immediate Predecessors
A	1	-
B	4	A
C	3	A
D	7	A
E	6	B
F	2	C,D
G	7	E,F
H	9	D
I	4	G,H

- a) Draw the network diagram
- b) Show the critical path
- c) Determine the project duration

**Q7)** Write Short notes on (any two):

- a) Just In Time
- b) Types of maintenance
- c) Spare parts management



Total No. of Questions : 7]

SEAT No. :

P1676

[Total No. of Pages : 1

[4970]-205

M.B.A. (Semester - II)

205 : MATERIALS AND 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.*

**Q1)** What is the concept of material and logistics management? Explain its scope and objectives.

**Q2)** "Supply chain management" is better new concept in logistics" - Explain it with illustration.

**Q3)** What is need of Inventory? How many types of Inventories are there? Explain cost association with Inventory.

**Q4)** Write short notes on (any two)

- a) Bill of materials.
- b) EOQ model in logistic.
- c) ABC Analysis.
- d) Codification concept.

**Q5)** What are the responsibilities of purchase manager? Explain purchase cycle.

**Q6)** What are the Principles of material Handling system? Explain the types of material Handling equipments.

**Q7)** What is the functions of store? Explain the documentation procedure of storing of raw materials.



Total No. of Questions : 7]

SEAT No. :

P1677

[Total No. of Pages : 2

[4970] - 206

**M.B.A. (Semester - II)**

**MANAGEMENT INFORMATION SYSTEMS**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q. No. 1 and Q. No. 7 are compulsory.*
- 2) *Solve any four questions form remaining.*
- 3) *Figures to right indicate full marks.*
- 4) *State your assumptions clearly.*

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

- a) Daily cash collection report.
- b) Monthly product wise sales report.
- c) Material rejection report.

**Q2)** What is the role of MIS in the effective functioning of business organization? **[10]**

**Q3)** Define information. Explain factors used in deciding quality of formation. **[10]**

**Q4)** Explain concept of data ware housing. Discuss need of data warehousing in modern business. **[10]**

**Q5)** Explain the stages of SDLC in detail. **[10]**

**Q6)** What is artificial intelligence? Explain the use of AIS in modern business environment. **[10]**

**P.T.O**

**Q7)** Write short notes on following (any three)

**[15]**

- a) Decision support system
- b) Network topologies
- c) Herbert Simon model
- d) Threats to information security



Total No. of Questions : 6]

SEAT No. :

P1678

[Total No. of Pages : 6

[4970] - 301

**M.B.A. (Semester - III)**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any three questions from Q.1 to Q.5 they carry 16 marks each.*
- 2) *Question No. 6 is compulsory and it carries 22 marks.*

**Q1)** How does business policy and strategic management makes study and practice of management more effective?

**Q2)** A high level business delegate from a reputed pune based medium scale industry attended a recently concluded IIM lucknow sponsored colloquim on strategic management. The team is now quite anthusiastic but still little bit confused as to how exactly to use the OCP tool for the company. Act as a consultant and advise them to use the OCP tool.

[Note -you may choose either textile industry or Readymade gorment industry]

**Q3)** State and explain the various issues involved in strategy implementation w.r.t.

- a) Structural issues
- b) Functional issues
- c) Behavioural issues

**Q4)** Define & explain the meaning of the term e-commerce and discuss the key success factors in e-commerce.

**Q5)** Write a short note on (any two):

- a) Strategic control Vs operational control
- b) GE g cell model
- c) Types of strategies
- d) Porter's five forces frome work
- e) Care competencies.

**P.T.O**

**Q6) Case study.**

Tata- Singapore Airlines JV: SIA taking another shot at India, despite barriers & restrictions:

in the din that followed the unveiling of a partnership between Tata Group and singapore Airlines (SIA) on September 19 to start a full-service airline in India. an announcement by South East Asia's biggest carrier five days later may have gone unnoticed. SIA and SilkAir, its wholly- owned regional offshoot, said they will increase services between India and Singapore to 107 times a week from 98 across II Indian cities, including a third daily service from New Delhi, from October 27, 2013.

Company officials say there is little to link two announcements, but there is no denying that both underscore the importance of India for SIA, Indian aviation has always been a lodestone for the Tatas, but the same is true for SIA. In each futile attempt the Tatas made in the past to enter aviation - creation of a joint venture in the 1990s and purchase of government-owned Air India in 2000- their partner happened to be none other than SIA. SIA was actually one of the first global airlines to enter India, launching services to Chennai as early as 1970. An exposure to India is critical now more than ever owing to two factors a 3-lakh strong Indian diaspora who have settled in Singapore and a growing number of Indian visitors, 9 lakh last year. Nicholas Ionides, vice-president of public affairs at SIA, says India's aviation market has been expanding rapidly and the airline has been eager to participate in this growth story for many years. The time for the joint venture as a new growth opportunity for SIA was right thanks to liberalisation (the government permitted foreign airlines to invest 49% in Indian carriers a year ago), according to him.

Growth (or lack of) story

That is only half the story, In spite of the huge potential, SIA's growth in India has been tempered by bilaterals, or air traffic rights, known as Air Service Agreements (ASAs) in aviation parlance that foreign airlines like SIA are captive to.

The ASAs that India signed with foreign states until recently were complicated and archaic, based on a coefficient of aircraft capacity and the market potential of destinations. To cite an example, a coefficient of 1 was affixed to a Boeing 777 aircraft though few airlines fly the plane any more. Thankfully for SIA, the civil aviation ministry did away with the previous arrangement in April. Singapore was allotted 28,700 seats a week under the revised ASA. GMToh, the affable general manager of SIA's Indian operations, has mixed feelings about the new arrangement. Earlier, it was not uncommon to see empty seats on SIA planes nine on

every flight - due to restrictions on sales. “We had to use smaller aircraft on routes to comply with the rules, he says, sitting in his office in Mumbai. (Guess where the SIA headquarters in India is located- the Taj Mahal Palace at Colaba, a Tata property).

The new arrangement is only slightly better, according to Toh. Archaic rules have gone, but restrictions remain in place. SIA faces seat capacity constraints in all the metros and Coimbatore.

In Delhi and Mumbai, for example, the airline cannot fly more than 6,000 seats a week. ‘We may be flying three flights a day from Mumbai, but we are only using 5,800 seats, he says.

That partly explains why SIA is using just over 20,000 seats of the 28,700 allotted to Singapore under the bilaterals with India. On the Face of it. this is not a bad arrangement, Tiger Airways, a short-haul low-fare airline in which SIA is the largest investor, operates 42 weekly flights to six destinations.

Combined, SIA, SilkAir and Tiger have been allotted 58,000 seats a week in India. according to aviation consultancy Centre for Aviation (Capa). “The number of seats will increase to 65000 driven by additional capacity by SIA on the key Singapore-Delhi route,” it said in a recent report. SIA can also operate freely in 18 cities thanks to India’s agreement with the Asean group of countries to develop tier-2 cities. But the airline flies to only Visakhapatnam. Thiruvananthapuram, Kochi and Ahmedabad due to a combination of poor demand and lack of resources.

Yet, these handicaps don’t rankle Toh as much as the restrictions in Mumbai and Delhi. “Given the huge traffic flowing in and out of these cities [flight times of five hours from Mumbai and five-and-a-half-hour from Delhi to Singapore] and the huge population we have in Singapore. the bilaterals are a big barrier to growth,” he says.

### **Restrictive Arrangements:**

Toh says he would prefer unregulated or lessrestrictive flying rights because his airline has clearly exhausted the bilaterals on preferred routes. SIA has unlimited rights to fly in Australia. China, the US and the UK. “We can fly 100 times to London or Shanghai. Wed prefer market forces determining what we want to do,” he says.

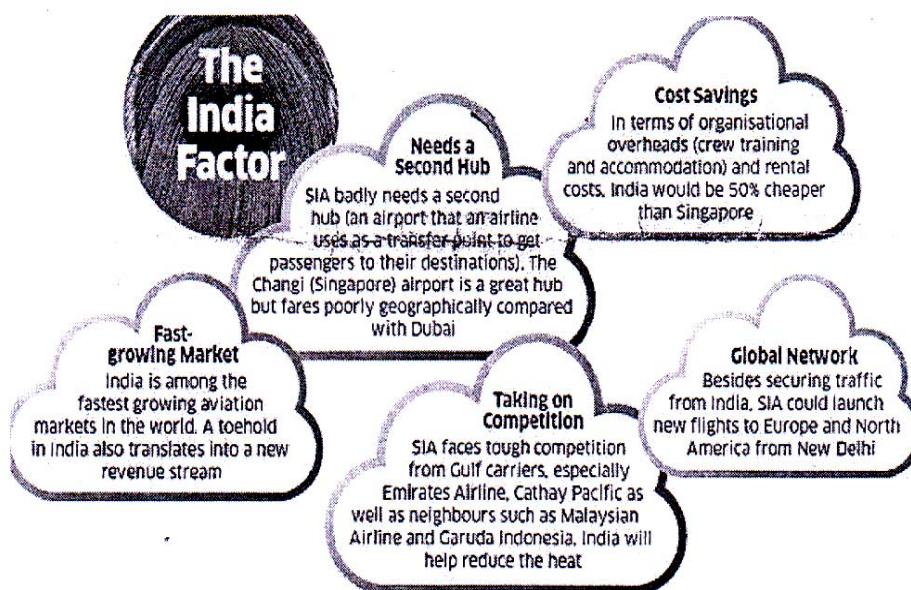


To illustrate how the bilaterals have stunted SIAs growth in India. Toh cites the example of Australia. Australia has barely a bigger population than Mumbai, but SIA runs 120 services a week from Australia compared with 21 flights a week from Mumbai, he says.

The gnawing gap in the number of flights is reflected in passenger numbers. SIA carries 1.1 million Australians to Singapore and 4 lakh people from Singapore to Australia. These numbers dwarf the Indian traffic.

Restrictions apart, the frustration of SIA executives like Toh deepens when the airline's operations in India are stacked up against Gulf carrier Emirates Airline (see How SIA fares against...) on a standalone basis. Despite being an earlier starter in India than the Dubai-based Emirates, SIA has ceded ground to its competitor thanks to the bilaterals. As a 2011 report by national auditor CAG highlighted, India liberally granted flying rights to Dubai from 10,400 seats to 54,000 between 2005 and 2010 - almost double those allotted to SIA.

Emirates was able to secure significant traffic under the bilateral (in aviation parlance this is known as the sixth freedom traffic flying between two countries while stopping in ones own country which meant it could fly passengers from India through Dubai to Europe or the US), leaving in its wake a raft of aggrieved competitors. Indeed, SIA's grief is shared by a raft of airlines such as Lufthansa and Air France.



## **Raft of Benefits**

Richard Aboulafia, vice-president, analysis, Teal Group Corporation, an American aviation consultancy, says in terms of traffic and routes, Emirates is actually copying Singapore, which has done a great job playing the sixth freedom game for years — using the Changi (airport in Singapore) as a hub for traffic between two other points. Problem is “the Gulf carriers, compared with Singapore Air, have better geography and an awful lot more cash”, according to him. Where it could not use bilaterals to gain an edge over competitors, Emirates has struck alliances. Emirates’ partnership with Australia’s Qantas Airways cuts average Journey times from Melbourne and Sydney to top destinations in Europe by more than two hours. The airline has since expanded its network in Australia to 55 destinations with nearly 5,000 flights a week thanks to Qantas’ huge domestic network, giving SIA a run for its money. Meanwhile, the capacity share of Qantas at Singapore’s Changi has fallen to 1.4% from 4%, according to a report by Capa.

To counter this offensive, SIA has increased its stake in Virgin Australia to 19.9% in April. It didn’t take long for SIA to turn its attention to India, one of the fastest-growing markets in the Asia Pacific.

SIA’s renewed push in India through the joint venture with the Tatas should be assessed in the context of these harsh realities. Mark Martin of Martin Consulting, an aviation consultancy based in Dubai says India enhances Sineapore Airlines’ global network footprint by giving the airline a much-needed second hub. “Singapore is a single-city country and as Singapore Air is positioned more as a global airline and less a national carrier, it has always dealt with network growth restrictions,” he says.

Though these are early days, it is safe to assume that the JV with the Tatas will immensely benefit S IA’s international operations from India. Toh declined to comment about how a domestic and international SIA will co-exist in India because he is not authorised to do so, but aviation analysts familiar with the airline’s strategy say synergies are inevitable.

One analyst who did not want to be named says an alliance similar to that between SIA and Virgin Australia is inevitable. SIA has codeshare agreements (seat bought on an SIA flight is actually operated by Virgin under a different flight number or code), shares lounges and frequent flyer programmes with Virgin. “India is a bigger market than Australia and SIA has a bigger stake in the ‘Tata venture than in Virgin; it cannot be anything but a similar arrangement he says.

The Indian airline could also feed the SIA Global network on the lines of the arrangement with silk Ari Capa said having a sister carrier in India would give SIA an advantage over rivals such as Malaysia Airlines and Cathay Pacific as it would be able to increase services between Asia and Singapore and offer domestic connections to India. (see 'The India factor'). "The airline is also expected to operate point-to-point services directly to other destinations in Asia. not necessarily via Singapore" it said.

Craig Jenks, President, Airline/Aircraft Projects Inc. a New York-based airline consultancy. says SIA is a big Airline in very small country. 'They have outgrown it'

Is it any wonder that SIA is taking another shot at India?

How SIA Fares against Emirates

Particulars	SIA	Emirates
Launch	1970	1985
Flights a week	98	185
Destinations	11	10
Fleet	9	17
Market share of India's international passenger traffic	4%	11%
Passengers who traveled to and from India in 2012	1.1Mn	4.7 Mn

- i) What are the influencing factors for a JV (Joint Venture) to materialize?
- ii) Draw a Organizational Capability profile (OCP) for upcoming airlines venture.
- iii) Evaluate & draw strategic advantage profit for (SAP) for total group.
- iv) In your opinion whether this joint venture will be successful? justify your answer.



Total No. of Questions : 7]

SEAT No. :

P1679

[Total No. of Pages : 2

[4970] - 302

**M.B.A. (Semester - III)**

**MANAGEMENT CONTROL SYSTEMS**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** "Management Control Systems is an interdisciplinary subject". Comment its relevance with other disciplines.

**Q2)** a) Distinguish between Business Unit Level and Corporate Level Strategic Planning.

b) State and discuss the factors that affect goal congruence

**Q3)** What is responsibility center? State and elaborate various types of responsibility centers.

**Q4)** Explain the perspectives of BSC with suitable examples on financial and non financial performance measurement parameters.

**Q5)** A sound audit system can strengthen Management Control. Critically examine this system in respect of financial audit and management audit.

**P.T.O**

**Q6)** Write Short notes on (any two)

- a) ZBB
- b) MCS in Manufacturing Vs Service Organisation.
- c) Capital Budgeting as management performance measurement tool
- d) ROI Vs EVA

**Q7)** A division of ABC ltd. has assets of Rs. 50,00,000 invested capital of Rs. 28,00,000 and net operating income of Rs. 15,00,000.

Ignoring taxes :

- a) Calculate Division's ROI?
- b) If the weighted average cost of capital is 17%, what is the EVA?
- c) If management uses ROI as a performance measure, what effects on management behaviour do you expect?
- d) If management uses EVA as a performance measure, what effects on management behaviour do you expect?



Total No. of Questions : 7]

SEAT No. :

P1680

[Total No. of Pages : 2

[4970]-303

M.B.A.

MARKETING MANAGEMENT SPECIALISATION - I

303 A : Marketing Research  
(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.
- 3) Use of electronic Calculator is allowed.
- 4) Figures in bold on right hand side indicate full marks.

Q1) What is 'Marketing Research'? Discuss it's applications & limitations. [14]

Q2) Design a questionnaire to collect data from KFC Customers regarding their satisfaction of services offered by KFC. [14]

Q3) What is Primary data? Discuss non-random methods of Sampling. [14]

Q4) Discuss Focus group Method, for Collecting Primary data. Describe the role of modevator in Conducting Focus group discussion. [14]

Q5) The vice president (sales) of a garment Company wants to determine whether sales of Product is independent of age group. He collected data of 703 customers. He Conducted survey for three brand of jeans Brand 1, Brand 2, Brand 3. He collected data from four age- groups. The observations are provided in following table: [14]

Brand \ Age	Brand 1	Brand 2	Brand 3
15-25	65	75	72
26-35	60	40	64
36-45	45	52	50
46-55	55	65	60

Determine whether brand preference is independent of age ( $\alpha = 0.05$ ). Critical value is 12.59

P.T.O.

- Q6)** a) Define Hypothesis. State the characteristics of a good hypothesis. [14]  
b) Discuss Concept of Copy testing and ad tracking.

- Q7)** Write short notes (any two) [14]  
a) Viral marketing research  
b) Cluster Analysis  
c) Likert scale  
d) Ethics in Marketing Research



Total No. of Questions : 8]

SEAT No. :

P1681

[Total No. of Pages : 4

[4970] - 304

M.B.A. (Semester - III)

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 is allowed.*

**Q1)** Briefly explain the following **[10]**

- a) Accounting standards and Indian GAAP
- b) Disclosure on Accounting Policies

**SECTION - I**

**Q2)** Briefly explain the various Capital Structure Theories **[15]**

**Q3)** What is Working Capital Management? Explain in detail the determinants of Working Capital requirements. **[15]**

**Q4)** Enumerate the main recommendations of Chore Committee as accepted by RBI. **[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. **[15]**

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.

**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.

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 carried on evenly throughout the year and wages and overheads accrue similarly. State your assumptions, if any clearly.

**Q7)** From the following Balance sheets of XYZ Ltd. Prepare a statement showing sources and application of funds for the year ended 31<sup>st</sup> 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
<b>Total</b>	<b>6,77,000</b>	<b>8,17,000</b>	<b>Total</b>	<b>6,77,000</b>	<b>8,17,000</b>

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.

**Q8)** Software Solutions Limited is earning an annual EBIT of Rs. 200 lakh. The company has Rs. 400 lakh of 15% debentures in its capital structure. The equity capitalization rate for the company is 10% . The company desires to redeem the debentures by issuing the additional equity shares. The additional shares can be issued in the market at a premium of Rs. 10.

Calculate overall capitalization rate and the value of the firm according to the net income approach, and also calculate the value of the firm after redemption of the debentures, assuming that the equity capitalization rate remains the same?

[15]



Total No. of Questions : 7]

SEAT No. :

P1682

[Total No. of Pages : 2

[4970] - 305

**M.B.A. (Semester - III)**

**303 - C : SOFTWARE ENGINEERING**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question 1 & 7 are compulsory.*
- 2) *Answer any four questions from remaining.*
- 3) *Figures to the right side indicate full marks.*

**Q1)** A Hospital is having 35 beds in general ward, 20 beds in Semi-special ward and 15 beds in special ward. Fifteen doctors are working as regular and 10 doctors are working as visiting. Supporting staffs are around 60 and some are working in shift. Hospital need an automatic system, to maintain the records of patients, diagnosis details, doctors visits details. For this information do the following for the system design :

- a) Identify all entities. [6]
- b) Draw context level DFD. [7]
- c) Draw first level DFD. [7]

**Q2)** Explain when a prototyping approach of software development would be useful. Explain prototyping software development method. [10]

**Q3)** Explain with examples Structure English and decision tables. [10]

**Q4)** Define quality. Why quality assurance is important? Explain quality assurance framework. [10]

**Q5)** Draw report layout for : Goods Receive Notes (GRN). [10]

**P.T.O**

**Q6)** Why E-R diagram is used? What are the rules of drawing E-R diagram?  
Explain with example the E-R diagram. **[10]**

**Q7)** Write short notes (any TWO) **[10]**

- a) CASE Tools.
- b) Fact finding methods.
- c) Object Oriented Methodology
- d) Skills of system analyst.



Total No. of Questions : 7]

SEAT No. :

P1683

[Total No. of Pages : 2

[4970]-306

M.B.A. (Semester - III)

**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? What are the problems in Inventory Management?

**Q2)** "ABC analysis indicates selective control of Inventories" Discuss.

**Q3)** What are the inputs of MRP system? Explain the Bill of material with suitable example.

**Q4)** Explain in detail factors which influence make or Buy Decisions.

**Q5)** Explain in detail various criteria for Evaluation of performance of materials function.

**Q6)** Rinki Toys buys a special spring worth Rs. 14,400/-each year. It has now entered into contract with the manufacture to supply springs in staggered lots against the purchase order to raised by MIS Rinki Toys covering annual requirement the procurement cost & Inventory carrying cost of the buyer are as under cost of replenishing the stock of an item : Rs. 24. Inventory carrying cost as % of average investment  $\Rightarrow$  12%

How frequently should springs be received by Rinki Toy & what should be the value of each consignment.

**P.T.O**

**Q7)** Write notes on any two of the followings.

- a) Fixed order versus fixed interval system
- b) Zero Inventory
- c) JIT
- d) Safety stock



Total No. of Questions : 7]

SEAT No. :

**P1684**

[Total No. of Pages : 2

**[4970]-307**

**M.B.A. (Semester - III)**

**HUMAN RESOURCE MANAGEMENT**

**303:E Labour Law - I**

**(2008 Pattern)**

*Time :3 Hours]*

*[Maximum Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define factory and explain health provisions in accordance with factory Act 1948.

**Q2)** What are the objectives and scope of the payment of Wages Act 1936 & also. Explain any five authorized deductions under the Act.

**Q3)** Explain the following in accordance with the minimum Wages Act.

- a) Nature, Scope & Objectives of the Act.
- b) Procedure for fixing & revision of wages.

**Q4)** Explain the provision for licensing of contractor and registration of establishment in accordance with contract labour (Regulation & Abolition) Act. 1970.

**Q5)** Explain the following provisions according to payment of Gratuity Act. 1972.

- a) Nomination
- b) Process of Recovery of gratuity.

**Q6)** State and explain provision for registration of establishment and also provisions for residential hotels under Bombay Shops & Establishment Act. 1948.

***P.T.O.***



**Q7)** Write short notes on (Any two)

- a) Health and safety provisions under Bombay Shops and establishment Act.
- b) Factory Inspector
- c) "Fine" as a authorized deduction under payment of Wages act.



Total No. of Questions : 7]

SEAT No. :

**P1685**

[Total No. of Pages : 1

**[4970]-308**

**M.B.A. - II (Semester - III)**

**303:F INTERNATIONAL MARKETING**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Maximum Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What is 'Global Marketing Environment'? Explain with reference to Economic, Socio-cultural and Legal environment. **[14]**

**Q2)** "An international marketer has to find out a trade-off between standardized and customised product as it is difficult to develop a global product" Comment. **[14]**

**Q3)** Discuss the merits and demerits of different foreign market entry strategies with the help of suitable examples. **[14]**

**Q4)** What are the objectives of International Marketing? Discuss with examples. **[14]**

**Q5)** "In going abroad, step cautiously". Which risks are involved in International Marketing? How best one can avoid the risks? **[14]**

**Q6)** Explain the importance of 'Planning Process' While entering international market. **[14]**

**Q7)** Write explanatory notes of any two. **[14]**

- a) Export Promotions Councils.
- b) Limitations of Global Marketing.
- c) Global Marketing Mix.
- d) SEZ (Special Economic Zone).



Total No. of Questions : 7]

SEAT No. :

**P1686**

[Total No. of Pages : 1

**[4970]-309**

**MBA**

**304:A INTEGRATED MARKETING COMMUNICATION**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Maximum Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Describe role of Advertising in Integrated Marketing Communication. Explain the linkages between Advertising & Sales Promotion.

**Q2)** "Sales Promotion techniques are extremely effective typically in FMCG category" - Discuss with the help of suitable examples.

**Q3)** Explain commonly used methods in setting advertising budget. Which method will you recommend for advertising of Restaurants'?

**Q4)** Explain media selection process for any two types of products of your choice.

**Q5)** What is role of Advertising Agency in advertising process? Also discuss various departments of ad agency.

**Q6)** Discuss role of social campaigns in creating awareness about social messages. Cite suitable examples to support your answer.

**Q7)** Write short notes on (Any two)

- a) AIDA model
- b) Types of Publicity
- c) Trade Fairs & Exhibitions
- d) Direct Marketing.



Total No. of Questions : 7]

SEAT No. :

**P3928**

[Total No. of Pages : 4

**[4970] - 310**  
**M.B.A.**  
**DIRECT TAXATION**  
**Finance Specialization**  
**(2008 Pattern) (Semester - III)**

*Time : 3Hours]*

*[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.*
- 5) *Questions are set for the assessment 2015-16.*

**Q1)** Define the following terms under the Income tax Act, 1961. **[10]**

- a) Gross Total Income
- b) Assesse
- c) Person
- d) Previous year

**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)** Mrs. Deepa is employed in ABC (P) Ltd, as chief secretary at Hyderabad. She received the following in the PY 2014-15. **[15]**

- a) Basic salary Rs. 1,80,000 p.a
- b) DA Rs. 80,000 p.a
- c) CCA Rs. 15,000 p.a
- d) Children education allowance Rs. 7200 p.a (Rs. 300 per child per month for her two children)

**P.T.O.**

- e) Hostel allowance Rs. 4,800 p.a (Rs. 200 per child per month for her two children)
- f) Conveyance allowance Rs. 1500 p.m.
- g) Uniform allowance Rs. 1,000 p.m. Calculate Gross salary.

**Q4)** Mr. Dinesh furnished the following information for A.Y. 2015-16 You are required to calculate his total Income from House property for House I & House II. **[15]**

Particulars	House I(Rs.)	House II(Rs.)
a) Property Income	75,000/-	85,000/-
b) Fair Rent	78,000/-	78,000/-
c) Municipal Valuation	76,000/-	75,000/-
d) Municipal Taxes (due)	13,000/-	14,000/-
e) Repairs	3,500/-	4,700/-
f) Insurance	2,000/-	3,000/-
g) Land Revenue (paid)	2,500/-	4,000/-
h) Ground Rent (due)	1,600/-	6,000/-
i) Interest on capital borrowed by mortgaging House I (Funds are used for Construction of House II) interest will be applicable to House II	14,000/-	
j) Nature of residence of the house	Let out for Residence	Let out for Residence
k) Date of completion of construction	30.4.1990	7.4.1993

**Q5)** Following is the Profit and Loss A/c of a businessman for F.Y. 2014-15.[15]

Compute his Income from business / profession for A.Y. 2015-16

Expenditure	Amt. (Rs.)	Income	Amt. (Rs.)
a) Rent	6000	a) Gross profit	52300
		Interest from	
b) Rates	600	b) debtors	2800
		Rent from	
c) Salary	5400	c) Property	2400
d) Diwali Pooja	200	d) Sundry Income	1600
e) Interest on loan	12500	e) Commission	3700
f) Sundry expenses	5500		
g) Bad debts	600		
h) Charity	100		
i) RDD	200		
j) Entertainment	850		
k) Loss by theft	1400		
l) Net profit	29450		
Total	<u>62800</u>		<u>62800</u>

Additional information

- i) Sundry expenses include Rs. 900/- for a personal trip to Haridwar.
- ii) Loss by theft Rs. 600 has taken place in the shop whereas Rs. 800/- were stolen from home.
- iii) He has earned Rs. 4000/- in gold smuggling not shown in books.
- iv) Rate includes Rs. 400/- for the property given on rent.
- v) Charity Rs. 100/- is a donation to Prime Minister's Relief Fund.

**Q6)** Mr. N a resident individual submits the following particulars of his income for the year ended 31-03-2015. Compute his income from other sources for A.Y. 2015-16. **[15]**

- a) Royalty from stone quarry Rs. 4,00,000 p.a.
- b) Agricultural income from land situated in Pune Rs. 3,00,000 p.a.
- c) Salary as a member of parliament Rs. 5,20,000 p.a.
- d) Daily allowance as a member of parliament (M.P) Rs. 60,000 p.a.
- e) Dividend received from an Indian Company Rs. 18,000 p.a.

**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. :

**P1687**

[Total No. of Pages : 2

**[4970]-311**

**M.B.A. (Semester - III)**

**304:C RELATIONAL DATABASE MANAGEMENT SYSTEMS**

**(RDBMS)**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Maximum Marks : 70*

*Instructions to the candidates:*

- 1) *Question No. 1 is compulsory.*
- 2) *Attempt any 5 from the remaining.*
- 3) *Write your assumptions.*
- 4) *Figures to the right indicate full marks.*
- 5) *For solving queries, use exact column names.*
- 6) *Draw neat diagrams wherever required.*

**Q1)** Normalized up to 3NF

**[20]**

Fast line Shipping Corporate Ltd.					
Invoice					
Invoice No:[ ]		Consignee Name:			
Date: [.. / .. /....]		Consignee Address:			
Date: [.. / .. /....]		Consignor Name:			
Vessel No: [ ]		From [ ]	To: [ ]		Consignor Address:
Port of Loading: [ ]		Date of Loading : [ / / ]			
Destination:					
Consignment Details:					
Sr. No	Description	UOM	Quantity in pack	Packing Type	Gross Weight
Net Weight					
Dispatcher's Signature:			Receiver's Signature		

**Q2)** Consider the following table to solve the following queries (any 5):

**[10]**

Book (book\_no, book\_name, subject, publisher, price, author\_id)

Author (author\_id, author\_name)

supplier (sup\_id, sup\_name, sup\_city)

**P.T.O.**



- a) Delete the records of all the books whose publisher name is start with 'Him'.
- b) Modify the price of book 'Marketing Mgmt' and set it as Rs. 500.
- c) Display total number of books of 'MIS' subject.
- d) Display Name of books whose author is 'Evon Barrows'.
- e) Display the list of books along with their author name.
- f) Display supplier name who live in Pune, Thane or Lonawala.

**Q3)** Explain object oriented database. **[10]**

**Q4)** Explain Codd's rule in detail. **[10]**

**Q5)** Difference between HDB, NDB and RDB. **[10]**

**Q6)** Explain Architecture of RDBMS and Software Modules in RDBMS. **[10]**

**Q7)** Write short notes on (Any two) **[10]**

- a) Date Functions in SQL
- b) Set Operator in SQL
- c) Anomalies
- d) Sub queries in SQL



Total No. of Questions : 7]

SEAT No. :

**P1688**

[Total No. of Pages : 2

**[4970]-312**

**M.B.A. (Semester - III)**

**304:D MODELING TECHNIQUES AND IT FOR OPERATION  
MANAGEMENT**

**Production & Material Management  
(2008 Pattern)**

*Time : 3 Hours]*

*[Maximum Marks : 70*

*Instructions to the candidates:*

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

- Q1)** What is the meaning of modeling and explain the process for the same? Also explain the case of certainty and uncertainty in models.
- Q2)** What do you mean by simulation? Explain this with respect to Design of Experiments by giving examples.
- Q3)** What is the importance of IT in operations? Explain the role of IT in design, production planning, layout and logistical operations.
- Q4)** What are the characteristics and key features of software's for project scheduling, logistics management and quality management?
- Q5)** What are the salient features of ERP systems offered by leading vendors? Also comment on the prerequisites and process of implementation by giving examples.
- Q6)** Write short notes on any two
- a) Dynamic Programming
  - b) IT as competitive advantages
  - c) Sequencing
  - d) Decision trees

***P.T.O.***

**Q7)** If an urn contains 100 balls, of which 10 percent are green, 40 percent are red and 50 percent are spotted. Develop a simulation model of the process of drawing balls at random from the urn. Each time a ball is drawn and its color noted, It is replaced. Use the following random numbers as you desire. Simulate drawing 10 balls from the urn. Show which numbers you have used.

26768	66954	83125	08021
42613	17457	55503	36458
99457	03704	47019	05752
95276	56970	84828	05752



Total No. of Questions : 7]

SEAT No. :

**P1689**

[Total No. of Pages : 1

**[4970] - 313**

**M.B.A.**

**304 (E) : INDUSTRIAL RELATIONS**

**(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)* What is Industrial relations? Explain the factors, objectives and causes of poor Industrial relations.

*Q2)* Explain role of trade union in general.

*Q3)* Explain Industrial Dispute. What are the Machineries to solve industrial dispute under Industrial Dispute Act 1947?

*Q4)* What is 'Workers Participation in Management' and, what are its pre-requisites and benefits?

*Q5)* What is collective bargaining? What are pre-requisites for success for collective bargaining?

*Q6)* Explain salient features of model standing orders.

*Q7)* Write short notes on: (any two)

- a) Problems of Trade union in India
- b) Approaches of Industrial Disputes
- c) Actors in IR
- d) Role of works committees and conciliation officer



Total No. of Questions : 8]

SEAT No. :

**P1690**

[Total No. of Pages : 2

**[4970] - 314**

**M.B.A.**

**INTERNATIONAL LOGISTICS & SUPPLY CHAIN MANAGEMENT**

**304 F : International Business Management Specialization**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

*Q1)* Elaborate the role of Government in controlling international trade and its impact on logistics & supply chain.

*Q2)* Give the strategic importance of transportation in global logistics with reference to international ocean transportation and international land transportation.

*Q3)* Explain the customer service strategy with respect to marketing & logistics interface.

*Q4)* Explain the factors influencing network design decisions for efficient & effective global supply chain management.

*Q5)* Discuss the impact of various trade blocks on international logistics & supply chain management.

*Q6)* Write a brief note on trends in international supply chain management.

*Q7)* Give the role of IT in international logistics & supply chain management.

***P.T.O.***

**Q8)** Write a short note on (Any two)

- a) Global supply chain strategy
- b) 3 PL and 4 PL service providers
- c) Symptoms of poor inventory management
- d) Bullwhip Effect.



Total No. of Questions : 7]

SEAT No. :

**P1691**

[Total No. of Pages : 1

**[4970] - 315**

**MBA**

**MARKETING SPECIALIZATION**

**305 A : Distribution & Retail 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 and explain marketing channels and its importance. Briefly explain the functions of marketing channels **[14]**

*Q2)* List out and briefly explain the factors affecting store locaton decision **[14]**

*Q3)* List out various store retailing formats : Explain them briefly **[14]**

*Q4)* Explain with suitable diagram various types of store layouts **[14]**

*Q5)* Explain in detail with examples intensive, exclusive and selective distribution strategies. **[14]**

*Q6)* Explain franchising its importance and types in detail **[14]**

*Q7)* Write short notes on (Any two)

- a) RFID
- b) BAR CODING
- c) Channel conflict
- d) Electronic channel



Total No. of Questions : 7]

SEAT No. :

**P1692**

[Total No. of Pages : 1

**[4970] - 316**

**M.B.A.**

**Financial Management Specialization**

**305 B : ADVANCED FINANCIAL SERVICES**

**(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) What are financial Intermediaries and elaborate role played by them? [14]*

*Q2) State various instruments that are traded in money market. [14]*

*Q3) Bring out the differences between leasing and hire purchasing. [14]*

*Q4) What is credit rating? Explain credit rating process in detail. [14]*

*Q5) Define capital market and the role played by it. What are their classifications? [14]*

*Q6) What is factoring? How is it useful? [14]*

*Q7) Write short notes on (Any two) : [14]*

- a) ADRs and GDRs*
- b) SEBI guidelines for Mergers and Acquisitions.*
- c) Functions of stock exchanges.*
- d) NHB*





Total No. of Questions : 6]

SEAT No. :

**P1693**

[Total No. of Pages : 2

**[4970] - 317**

**MBA**

**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.*
- 3) *Figures to the right indicate full marks.*
- 4) *For solving queries, use exact column names.*

**Q1)** Consider the following table to solve the following queries (any Five): **[10]**

Student (rollno, name, course\_id, address)

Course (course\_id, course\_name, fees)

- a) Display list of courses offered by College.
- b) Display list of students along with their course\_name.
- c) Add 'duration' column in the "Course" table.
- d) Delete the record of students studying in "MBS" course.
- e) Display the list of all courses with 3 years duration.
- f) Display total number of students studying in "MBA" course.

**Q2)** Write a cursor which will display top 5 salaried doctors for a particular department. Accept dept number from user. **[10]**

**Q3)** Write short notes on the following (Any Four): **[16]**

- a) Date Function in SQL.
- b) PL/SQL features.
- c) Set Operators.
- d) DDL.
- e) TCL statements.

**P.T.O.**

**Q4)** Explain the properties (any Five) **[10]**

- a) Enable of text box.
- b) Stretch property of Image.
- c) Scale Height of Frame.
- d) Pattern of file list box.
- e) Window state of form.
- f) TabStop of a Text Box.

**Q5)** Write a ADO code for doing the following operations in Book Table.  
(Book\_no, Book\_name, publisher, author\_id, price) Add, Edit, Delete, view first, view next, view last, view previous. **[12]**

**Q6)** Write short notes on following (any Three) **[12]**

- a) IF and IFF statement in VB,
- b) Arrays in VB Control Array.
- c) Cursor types in ADO.
- d) Directory list box and File list box,



Total No. of Questions : 7]

SEAT No. :

**P1694**

[Total No. of Pages : 1

**[4970] - 318**

**MBA (Semester - III)**

**305 D : SUPPLY CHAIN AND LOGISTICS MANAGEMENT**

**Production and Materials Specialization**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

*Q1)* What is mean by supply chain revolution? Write the importance of supply chain networks in today's business.

*Q2)* Explain the information technology frame work for supply chain.

*Q3)* Write the importance and methods of material handling in supply chain with examples.

*Q4)* Discuss the inventory related costs and the tools for their management in today's Business.

*Q5)* What is e-commerce? Discuss its advantages and disadvantages for supply chain management.

*Q6)* Write the use of and describe the operations of warehousing in supply chain management.

*Q7)* Write short notes (Attempt any 2 of 3)

- a) Transportation
- b) Quality Imperatives
- c) International sourcing



Total No. of Questions : 7]

SEAT No. :

**P1695**

[Total No. of Pages : 2

[4970] - 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 Administration. Explain the principles of Personnel Administration.

**Q2)** a) Draft an Interview call letter to the candidate for the post of HR Executive.

b) Draft an offer letter for the post of Sales Executive.

**Q3)** Calculate the bonus for following employees who has worked for 12 months in the year 2012.

- a) Ms. Saakshi (Basic+DA) = Rs. 3,500/-
- b) Mr. Patil (Basic+DA) = Rs. 5,000/-
- c) Mr. Suresh (Basic+DA) = Rs. 9,500/-
- d) Ms. Priya (Basic+DA) = Rs. 12,000/-  
at the rate of 8.33% & 20%

**Q4)** a) Draft a memo to an employee who is habitual late for attendance.

b) Draft a show cause notice to an employee for his misbehavior with supervisor.

**Q5)** Explain the concept of wage & salary administration. State the objectives of wage and salary administration.

**P.T.O.**

**Q6)** Define Personnel Policy. State its objective and describe the process of Personnel Policy.

**Q7)** Write short note: (Any Two)

- a) Personnel audit.
- b) Challenges for modern personnel manager.
- c) Structure of Personnel Department.



Total No. of Questions : 6]

SEAT No. :

P1696

[Total No. of Pages : 1

[4970]-320

**M.B.A. (Semester - III)**

**INTERNATIONAL BUSINESS**

**305-F : Environment & Global Competitiveness**

**(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 in detail the meaning, nature & scope of Commercial Geography.

*Q2)* Explain the various competitive forces proposed by Michel Porter.

*Q3)* Elaborate the different indicators of world competitiveness.

*Q4)* Critically explain the Absolute cost advantage theory of international trade.

*Q5)* What is social and cultural environment? Analyse the impact of social and cultural factors on global business.

*Q6)* Short notes (any two)

- a) WEF
- b) G8
- c) Factor Endowment
- d) International database

⌘⌘⌘

*P.T.O.*

Total No. of Questions : 7]

SEAT No. :

P1697

[Total No. of Pages : 2

[4970]-401

**M.B.A. - II (Semester - IV)**

**401 : Entrepreneurship Development and Project Management  
(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

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

**Q1)** a) Distinguish between entrepreneur and entrepreneurship with its need and importance. **[15]**

b) Explain the role of angel investor? **[10]**

**Q2)** Explain the role played by SISI in enhancing entrepreneurship development? **[15]**

**Q3)** Explain how opportunity analysis helps the entrepreneur in promotion of a venture? **[15]**

**Q4)** What are the features and qualities to be considered while preparing the project feasibility report? **[15]**

**Q5)** Elaborate the achievements of "Women entrepreneur" in Indian context? **[15]**

**Q6)** Elaborate the theory put forth by Schumpeter to promote entrepreneurship? **[15]**

**P.T.O.**

**Q7)** Write short notes on (any 3) :

**[15]**

- a) Innovation and Invention.
- b) Schumpeter's theory.
- c) Problems of women entrepreneurs.
- d) Scheduling of business plan.
- e) Entrepreneurial culture.





Total No. of Questions : 6]

SEAT No. :

P1698

[Total No. of Pages : 2

[4970]-402

**MBA (Semester - IV)**

**INTERNATIONAL BUSINESS MANAGEMENT**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- 1) Attempt any FOUR questions from question numbers Q1-5. Each long question carries 12 marks.*
- 2) Q6 is Compulsory and carries 22 Marks.*

**Q1)** What do you understand by Globalization? Enlist the stages involved. Mention its advantages and disadvantages with examples in the Indian context.

**Q2)** Compare and contrast the theories of absolute advantage and comparative advantage. What are the assumptions, implications and criticisms?

**Q3)** Societies differ because their cultures vary. What implications do this bear on global companies, give examples. Which strategies international business managers can use to deal with cultural differences in host and home countries?

**Q4)** Explain in brief the tariff and non-tariff regulations and practices used by governments to control international trade.

**Q5)** Which are the choices of entry modes available to a firm contemplating foreign expansion? Explain the advantages and disadvantages in each case.

**P.T.O.**

**Q6)** Write short notes on (Any four) :

- a) The spot market
- b) Special drawing rights (IMF)
- c) Highlights of the current export-import policy
- d) Dispute settlement mechanism of the WTO
- e) NAFTA
- f) Export finance
- g) Multinational corporations.



Total No. of Questions : 7]

SEAT No. :

P1699

[Total No. of Pages : 2

[4970]-403

**M.B.A. (Semester - IV)**

**CTM - 403 : CURRENTS 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 marks.(14) each.*

**Q1)** What is knowledge management? What are limitations experienced in implementation of KM initiatives.

**Q2)** “Achieving six sigma quality standards is beneficial for any industry”. Explain with suitable example.

**Q3)** Explain merges and Aegnisitions and it’s impact on respective organisations culture.

**Q4)** What is KPO? Enumerate it’s elements and importance in global business scenerio.

**Q5)** What is theory of coutraints? What are the key steps in implementating an effective TOC approach.

**Q6)** “Corporate Governance is instrumental in winning stakeholders confidence”. Explain with suitable example.

**P.T.O.**

**Q7)** Write short notes on (any two)

- a) JIT
- b) E-Commerce
- c) TPM & TQM



Total No. of Questions : 7]

SEAT No. :

P1700

[Total No. of Pages : 2

[4970]-404

**M.B.A. (Semester - IV)**

**MARKETING MANAGEMENT SPECIALISATION - 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)* Explain how technology is changing the way services are managed.

*Q2)* What is service gap and how it can be managed?

*Q3)* 'Customer as a co-producers' has important role in services. Comment.

*Q4)* 'Tangibilizing through physical evidence is an important strategy'. Explain with the help of example.

*Q5)* Discuss 'People element is one of the most important to manage services'.

*Q6)* Discuss the various characteristics of services. Explain the various types of service..

*P.T.O.*

**Q7)** Write Short Notes on : (Any 2)

- a) Intangibility in services.
- b) Services bundled with tangible products.
- c) Services Marketing Triangle.
- d) Service Failure.



Total No. of Questions : 7]

**P2644**

SEAT No. :

[Total No. of Pages : 2

**[4970]-405**

**M.B.A.**

**FINANCE SPECIALIZATION**

**404 (B) : Indirect Taxation**

**(2008 Pattern) (Elective - VI)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:-*

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

**Q1)** a) When liability of Excise Duty arises?

b) When dealer is liable to pay VAT?

**Q2)** Write short notes (any two)

- a) Excisable Goods
- b) Taxable service
- c) Invoice
- d) Manufacturer
- e) Cascading effect

**Q3)** Explain the registration procedure under service Tax Act.

**Q4)** Define the following term under VAT

- a) Business
- b) Registered Dealer
- c) Sale

**Q5)** Explain any five valuation of taxable services under service Tax Act.

**Q6)** Explain the procedure for Registration under VAT & also explain procedure for cancellation of Registration under VAT.

**Q7)** Write short notes on:

- a) Excise Audit
- b) CM VAT Credit





Total No. of Questions : 6]

SEAT No. :

P1701

[Total No. of Pages : 1

[4970]-406

**M.B.A. (Semester - IV)**  
**COMPUTER MANAGEMENT**  
**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)** Government of haryana has decided to provide online passport service to the citizens. Being one of the E-Governance management committee members, suggest suitable E-Governance model and strategies for implementation of E-Governance. **[15]**
- Q2)** What is E-Learning? Elaborate LMS and LCMS in detail. **[15]**
- Q3)** What is Geographical Information System? Explain some of its applications. **[15]**
- Q4)** Explain Knowledge management and its cycle in detail. **[15]**
- Q5)** Explain E-banking. How E-banking is more effective than traditional banking. What are the services provided by E-Banking? **[15]**
- Q6)** Write Short Notes on (Any two) : **[10]**
- a) GPS
  - b) Call Center
  - c) Firewall
  - d) Digital Signature



Total No. of Questions : 7]

SEAT No. :

P1702

[Total No. of Pages : 2

[4970]-407

**M.B.A. (Semester - IV)**

**PRODUCTION & MATERIALS MANAGEMENT**

**Operations Strategy**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

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

**Q1)** 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?

**Q2)** Why should all functions within a company including operations participate in business level strategic planning?

**Q3)** What is meant by order winners and order qualifiers? Explain these with suitable examples.

**Q4)** What are the various issues involved in bringing new product in the market?

**Q5)** In present situation of down sized market, what will be your suggestions for product re allocation? Explain in details.

**Q6)** Write detailed note on lean manufacturing

***P.T.O.***

**Q7)** Explain in brief (any two)

- a) Link between state holders and operations strategy
- b) CAD/CAM
- c) Just - In - Time



Total No. of Questions : 7]

SEAT No. :

P1703

[Total No. of Pages : 2

[4970]-408

**M.B.A. (Semester - IV)**

**HRM**

**LABOUR WELFARE**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

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

**Q1)** a) Define the concept of labour welfare and discuss the various principles of it. **[15]**

b) Explain in detail historical background of labour welfare. **[10]**

**Q2)** Describe in brief workers education scheme and give its historical background. **[15]**

**Q3)** Describe the statutory welfare amenities under the factories Act 1948. **[15]**

**Q4)** Define trade union? Discuss its relevance with respect to today's organisations. **[15]**

**Q5)** Elaborate the role of workers porticipation in management in maintaining Industrial hygiene. **[15]**

**Q6)** Explain in detail objective and structure of ILO. **[15]**

**P.T.O.**

**Q7)** Write short note on any three :

**[15]**

- a) Social security
- b) Functions of labour welfare
- c) N.G.O.
- d) Industrial health
- e) Industrialization & urbanisation



Total No. of Questions : 7]

SEAT No. :

P1704

[Total No. of Pages : 2

[4970]-409

**M.B.A. (Semester - IV)**

**INTERNATIONAL BUSINESS**

**404(F) - International Business Operations**

**(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 importance of Joint ventures in International Business with reference to Indian Business Environment.

*Q2)* 'International Logistics plays an important role in international operations'. Justify the statement with suitable examples.

*Q3)* Define the term 'Benchmarking'. Discuss different provisions regarding Benchmarking in international operations.

*Q4)* Discuss in detail the latest HR practices and trends followed in International operations with relevant examples.

*Q5)* Explain merits and demerits of 'Own Manufacturing' and 'Out sourcing'.

*Q6)* 'There are numerous factors that are required to be considered before setting up Business Unit at International Level'. Explain.

*P.T.O.*

**Q7)** Write short notes on any two :

- a) Toyata Way.
- b) Importance of planning in International Business.
- c) Management of Global Products.
- d) process of International Technology Transfer.



Total No. of Questions : 9]

SEAT No. :

P1705

[Total No. of Pages : 2

[4970]-410

**M.B.A. (Semester - IV)**

**MARKETING MANAGEMENT**

**405(A) : Marketing Strategy & Relationship Marketing  
(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

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

**SECTION - I**

*Q1)* Discuss the concept of 'Marketing strategy' in relationship with corporate vision, Mission and objectives with relevant examples in Indian context.

*Q2)* Outline various factors to be considered in identifying & reaching target market effectively for

a) Organized Retail Sector

OR

b) Packaged Food Sector

*Q3)* How marketing strategies for introduction, growth, maturity and decline stage of PLC are formulated. Explain with example of a specific industry.

*Q4)* What do you understand by offensive and defensive competitive marketing strategies? Why and when they should be adopted?

***P.T.O.***



**Q5)** Write short notes on (Any 2) :

- a) E-marketing
- b) Test marketing
- c) Skimming pricing
- d) Constraints in marketing strategy implementation

### **SECTION - II**

**Q6)** 'By the way of Relationship marketing, paradigm is shifted from routine to modern approach to marketing'. Do you agree with this statement? Why?

**Q7)** Critically analyze the role of Information Technology (IT) in CRM.

**Q8)** Define customer satisfaction. How do you measure customer satisfaction in Insurance sector? Illustrate your answer.

**Q9)** Write short notes on (any 2) :

- a) RM in Industrial Market.
- b) Customer defection.
- c) Ethical issues in IT enabled RM.
- d) Customer equity.



Total No. of Questions : 4]

SEAT No. :

**P1706**

**[4970]-411**

[Total No. of Pages : 2

**M.B.A.**

**FINANCE MANAGEMENT (Specialisation - V)**

**B - 405 : International Finance**

**(2008 Pattern) (Semester - IV) (Paper - I)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Questions No.1 is compulsory.*
- 2) *Attempt any four questions from remaining.*
- 3) *Figures to the right indicate full marks.*

**Q1) a)** Following quotes are given by two different banks: **[5]**

Bank A : FFr/\$ Spot : 4.9570/78

Bank B : FFr/\$ Spot : 4.9580/90

Is there an arbitrage opportunity? How it would be implemented?

b) Following are the quotes given by banker at Mumbai. Identify the quote as a Direct/Indirect. **[5]**

Also Compute the Direct for Indirect and vice versa.

i)  $1\$ = \text{Rs. } 51.25$

ii)  $1\text{£} = \text{Rs. } 70.24$

iii)  $1 \text{ INR} = \text{Euro } 0.0367$

iv)  $1 \text{ AUS } \$ = \text{Rs. } 36.40$

v)  $1 \text{ INR} = \text{C\$ } 0.0362$

c) If Spot rate is Rs/\$ : 45.42/44 and 3m forward rate is Rs/\$ : 46.62/70  
Calculate Annualized Percentage Premium. **[4]**

**P.T.O.**

**Q2)** State the objectives & role played by World Bank and International Monetary Fund (IMF). **[14]**

**Q3)** Explain the impact & influence of Euro currency on the Foreign exchange market. **[14]**

**Q4)** Write a detailed note on Foreign Trade Policy of India. Also discuss the salient features of Foreign trade Policy II. **[14]**

**Q5)** What are the different methods of Trade Settelement in International Business. **[14]**

**Q6)** Discuss the Purchasing Power Parity theory of Foreign Exchange. **[14]**

**Q7)** Write Short Notes (Any Two): **[14]**

- a) IAS on Foreign transactions.
- b) Special Drawing Rights (SDRs).
- c) External Commercial Borrowings.



Total No. of Questions : 7]

SEAT No. :

**P1707**

**[4970]-412**

[Total No. of Pages : 1

**M.B.A.**

**COMPUTER MANAGEMENT (Specialization - V)**

**405 -C: Software Project Management & I.T. Management  
(2008 Pattern) (Semester - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1) a) Explain software implementation process in detail. [10]**

b) Explain COCOMO Model, in brief. [5]

**Q2) Describe software testing process. What are different types of software Testing. [10]**

**Q3) What is Risk Management? Explain Risk Management in detail. [10]**

**Q4) Define Software configuration Management Explain the tasks of Software Configuration Management. [10]**

**Q5) Explain need of software maintenance & how it is done. [10]**

**Q6) Explain various functions IT Management in detail. [10]**

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

- a) Capability Maturity Model
- b) Software Reviews.
- c) Baseline.
- d) User Acceptance Testing.



Total No. of Questions : 7]

SEAT No. :

**P1708**

**[4970]-413**

[Total No. of Pages : 1

**M.B.A.**

**PRODUCTION AND MATERIAL MANAGEMENT (Specialization - V)**

**405 - D : Technology Management**

**(2008 Pattern) (Semester - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any Five questions.*
- 2) *All questions carry equal (14) marks.*

**Q1)** What is management of technology (MOT)? Explain the conceptual framework of MOT.

**Q2)** What is Technology Strategy? Explain the framework of formulating technology strategy?

**Q3)** Discuss following with reference to technology forecasting.

- a) Growth Curves.
- b) Morphological Analysis.

**Q4)** Explain the meaning and significance of Transfer of technology and Diffusion of technology.

**Q5)** What is innovation? Discuss the process and significance of innovation in technology management?

**Q6)** Explain the human aspects in technology management.

How does organization structure impacts management of technology?

**Q7)** Write short notes on (Any Two):

- a) Technology sourcing.
- b) Technology Assessment.
- c) Impact of Technology on Society.
- d) Role of Government in technology Development.



Total No. of Questions : 6]

SEAT No. :

**P1709**

**[4970]-414**

[Total No. of Pages : 1

**M.B.A.**

**HRM Specialization - V**  
**405-E : LABOUR LAWS - II**  
**(2008 Pattern) (Semester - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q.No 1 is compulsory.*
- 2) *From the remaining questions answer any three.*
- 3) *Figures to the right indicate maximum marks.*

**Q1) a) Define Retrenchment, Layoff and Strike under ID Act. [15]**

b) Rights of Recognised union under MRTU and PULP Act. [10]

**Q2) Explain Sec.10A of Industrial Employment (Standing Orders) Act and Certification of Standing orders. [15]**

**Q3) Explain various benefits under Employees' State Insurance Act. [15]**

**Q4) Explain the concept of Arising out of and In course of Employment under The Workmen's Compensation Act, 1923. [15]**

**Q5) Explain various conditions for payment of Maternity Benefits under the Maternity Benefit Act, 1961. [15]**

**Q6) Write short notes on any three: [15]**

- a) Lock out.
- b) Powers of Labour Courts.
- c) Permanent and Temporary Disablement.
- d) Family Pension under EPF.
- e) Contributions under Provident Fund.



Total No. of Questions : 7]

SEAT No. :

**P1710**

**[4970]-415**

[Total No. of Pages : 1

**M.B.A.**

**INTERNATIONAL BUSINESS (Specialisation - V)**

**405 - F : Foreign Exchange Management**

**(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.*

**Q1)** What is Foreign Exchange Management? Discuss the statutory and regulatory framework of Foreign Exchange Management India.

**Q2)** What is 'Balance of Payments'? Write a detailed note on 'BOP crises of 1990' in the Indian context.

**Q3)** State and elaborate the objectives and functions of International Monetary Fund (IMF).

**Q4)** Explain the following contract terms for carriage in International trade:

- a) C.I.F.
- b) F.O.B.
- c) C.I.P.

**Q5)** State and discuss the various method of trade settlement in International trade.

**Q6)** a) State and explain the types of 'Letter of Credit' with suitable examples.  
b) Write a detail note on 'Buyer's Credit' and 'Supplier's Credit'.

**Q7)** Write short notes (Any TWO):

- a) Repatriable and Non Repatriable Accounts.
- b) Spot - Forward rate.
- c) ECGC of India.
- d) Guarantees in trade.



Total No. of Questions : 7]

SEAT No. :

**P1711**

**[4970]-416**

[Total No. of Pages : 1

**M.B.A.**

**MARKETING MANAGEMENT SPECIALIZATION - VI**

**406 - A : Product and Brand Management**

**(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.*
- 3) Suitable examples & modules will be encouraged.*

**Q1)** Describe the different stages of 'Product Life Cycle'. Suggest suitable strategies for each stage.

**Q2)** What is product development? Compare product focused organisation and market focused organisation giving suitable examples.

**Q3)** Appropriate branding strategies, are vital for achieving customer satisfaction. Comment.

**Q4)** Distinguish between Brand Re-inforcement and Brand Revitalization. Explain both the strategies with suitable examples.

**Q5)** A reputed FMCG Co. plans to launch a coffee flavoured drink. Suggest suitable positioning and brand building strategies for it.

**Q6)** Define Brand Equity. Discuss the significance of brand equity with relevant examples.

**Q7)** Short Notes (Any two):

- a) Importance of competitor analysis in product strategy development.
- b) Celebrity endorsement.
- c) Brand portfolio.
- d) Sales forecasting.
- e) Brand Asset Valuation.





Total No. of Questions : 7]

SEAT No. :

**P1712**

**[4970]-417**

[Total No. of Pages : 2

**M.B.A.**

**FINANCIAL MANAGEMENT SPECIALIZATION - VI**

**406 - B : Strategic Financial Management**

**(2008 Pattern) (Semester - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Answer any five questions.*
- 2) Figures to the right indicate marks.*

**Q1)** Discuss “Nine ‘S’ Model” of Strategic Financial Management. **[14]**

**Q2)** What are the fundamental reasons for managing wages strategically? **[14]**

**Q3)** Explain the scope for corporate restructuring. **[14]**

**Q4)** What is brand valuation? Discuss any 3 methods of brand valuation. **[14]**

**Q5)** Discuss various ethical aspects of Strategic Financial Management. **[14]**

**Q6)** What are strategic & financial aspects of empowerment of key employees. **[14]**

**Q7)** Mr X. is normally paid the following wages

Basic pay = Rs. 3 per hour

D.A. = Rs. 1 per hour

Overtime wages = Rs. 6 per hour.

Productivity bonus = Rs. 1 per extra unit produced

Weekly bonus = Rs. 10

**P.T.O.**

He is entitled to one weekly holiday with payment (Basic + DA)

He should work 8 hours per day and six days per week.

He is expected to give 1 unit of product in 2 hours as per normal productivity norm. In actual he worked for 56 hours & gave an output of 30 units during the last week.

Calculate:

- a) Only normal wage payment (without any overtime wages or productivity bonus).
- b) Normal wage with overtime wages.
- c) Normal wage with overtime wage & productivity bonus.
- d) Normal wage with productivity bonus.

**[14]**



Total No. of Questions : 6]

SEAT No. :

**P1713**

**[4970]-418**

[Total No. of Pages : 1

**M.B.A.**

**COMPUTER MANAGEMENT (Specialization - VI)**

**Business Application**

**(2008 Pattern) (Semester - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Qu.1 and Q.u.6 is compulsory.*
- 2) *Attempt any THREE from remaining.*
- 3) *Draw neat diagram.*
- 4) *State assumptions clearly if wherever necessary.*

**Q1)** Explain purchase order processing system for a Manufacturing Firm with the help of **[20]**

- a) ERD.
- b) CLD.
- c) Database design (layout).
- d) Purchase order format.

**Q2)** Explain Material requirement planning in detail. **[10]**

**Q3)** Explain Sales analysis in detail. **[10]**

**Q4)** Explain procedure for fixed deposit in bank. **[10]**

**Q5)** Explain screen for customer in hotel management system with validation. **[10]**

**Q6)** Write notes on (Any Four) **[20]**

- a) Ratio & expenses analysis.
- b) Bill of material.
- c) Employee training.
- d) Account payables.
- e) Trial balance.



Total No. of Questions : 7]

SEAT No. :

**P1714**

**[4970]-419**

[Total No. of Pages : 2

**M.B.A.**

**PRODUCTION & SERVICE MANAGEMENT (Specialization - VI)**

**406 - D : Quality Management**

**(Semester - IV) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q. 1 No. is compulsory.*
- 2) *From bal. questions attempt any four questions.*
- 3) *All questions carries equal marks.*

**Q1)** What quality parameters are adopted in Hotel Industry? Explain in details.

**Q2)** What are elements of Total Quality management? What are the criterias for National Quality Award.

**Q3)** Explain the concept “Quality Function Development”. What process is adopted for the same? & How it is implemented in any organization?

**Q4)** How Reliability of any product/service is ascertained? What methods are adopted for achieving higher Reliability? How terms availability & maintainability compared with Reliability?

**Q5)** How “Quality Policy” is adopted in organization? What are “Quality Objectives”? How “Quality” is maintained at suppliers Premises?

**Q6)** Explain in-details the benefits & applications of “Statistical Process Control Charts.

***P.T.O.***

**Q7)** Write short notes (Any three):

- a) Quality Circles.
- b) X-R & C charts.
- c) Pokka-Yoke.
- d) The Juran Quality Trilogy.
- e) Quality and Market share



Total No. of Questions : 7]

SEAT No. :

**P1715**

**[4970]-420**

[Total No. of Pages : 1

**M.B.A.**

**HUMAN RESOURCE MANAGEMENT SPECIALIZATION - VI**

**406 - E : Strategic Human Resource Management**

**(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.*

**Q1)** Define the term 'Strategic HRM'. Explain HR plans and policies in the organisation.

**Q2)** Define the term Human Resource Environment. Distinguish between temporary and contract labour.

**Q3)** What do you mean by autonomous work teams? Explain its merits and demerits.

**Q4)** Explain 'Retrenchment Strategies' in detail.

**Q5)** Explain the impact of 'Mergers & Acquisition' from human point of view.

**Q6)** 'Developing HR as a value added function'. Explain.

**Q7)** Write short Notes on (Any Two):

- a) On-line recruitment.
- b) Downsizing.
- c) Quality of work-life.
- d) VRS.



Total No. of Questions : 7]

SEAT No. :

**P1716**

**[4970]-421**

[Total No. of Pages : 2

**M.B.A.**

**INTERNATIONAL BUSINESS (Specialization - VI)**

**406 F - International Financial Management**

**(Semester - IV) (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 important international finance issues faced by finance team of any multinational company?

**Q2)** What is forward exchange market? Explain the features of forward exchange market.

**Q3)** Discuss the interest rate parity theory of foreign exchange.

**Q4)** Explain the impact and influence of euro exchange on the foreign exchange market.

**Q5)** Write note on (any two):

- a) Euro bonds.
- b) Efficiency of foreign exchange market.
- c) Foreign bonds.
- d) Credit swaps.

***P.T.O.***

**Q6)** What is FDI? Discuss the current issues in FDI.

**Q7)** Write Short Notes (any Two):

- a) Capital budgeting for foreign direct investment.
- b) Difficulties in evaluating foreign project.
- c) Translation exposure.

