

**P707**

**[3875] - 11**  
**M.B.A. (Sem. - I)**  
**101 : OB & PPM**  
**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q. No. 1 is Compulsory.*
- 2) *Solve any 3 out of the remaining.*
- 3) *Figures to the right indicate full marks.*

- Q1)* a) Define decision making with different steps involved in decision making. [10]  
b) Elaborate the dimensions of attitude. [15]
- Q2)* Elaborate the process of controlling, in detail. [15]
- Q3)* Explain Herzberg's theory of motivation. [15]
- Q4)* Define planning. Explain MBO, in detail. [15]
- Q5)* Distinguish between constructive & destructive conflict, with examples. [15]
- Q6)* Elaborate the importance & historical background of OB. [15]
- Q7)* Write short notes on (Any 3). [15]
- a) Decentralization.
  - b) Job satisfaction.
  - c) Principles of decision - making.
  - d) Classification of motives.
  - e) Importance of leadership.

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**P708**

**[3875] - 13**

**M.B.A. (Sem. - I) (Old)**

**103 : MANAGERIAL ECONOMICS**

**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

*Q1)* Define 'Managerial Economics'. Explain it's nature & Scope.

*Q2)* Why is Joint stock company form of Business organisation popular?

*Q3)* Explain concept of 'Price Elasticity of Demand' with reference to types, methods and practical use.

*Q4)* Explain 'Law of variable Proportions' with example.

*Q5)* How price and output is determined in short run and long run under conditions of perfect competition?

*Q6)* What is 'Cost Benefit Analysis'? Explain steps and justification for the use of cost benefit analysis.

*Q7)* Write short notes (any 2).

- a) Break - Even Analysis.
- b) Difficulties encountered in National Income accounting.
- c) Exceptions to the Law of supply.
- d) Need for demand forecasting.

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**P709****[3875] - 14****M.B.A. (Sem. - I)****104 : STATISTICAL AND QUANTITATIVE METHODS****(2005 Pattern)***Time : 3 Hours]**[Max. Marks : 70**Instructions to the candidates:*

- 1) *Handwriting should be neat and clear.*
- 2) *Question No. 1 is compulsory.*
- 3) *Attempt any 3 questions from the remaining.*
- 4) *Use of electronic calculator & statistical tables are allowed.*
- 5) *Graph paper will be supplied on request.*

**Q1)** Answer any 5.

- a) The following are the weights of 80 children residing in a society. Find median. **[5 each]**
- i) By calculation.
  - ii) By graph.

Weights	10-15	15-20	20-25	25-30	30-35	35-40	40-45	45-50
No.of Children	4	6	10	5	7	3	9	6

- b) An insurance company insured 1500 scooter drivers, 3500 car drivers and 5000 truck drivers. The probability of an accident is 0.050, 0.02 and 0.10 respectively in case of scooter, car and truck drivers. One of the insured people meets an accident what is the probability that he is a car driver.
- c) Calculate coefficient of association between literacy and unemployment from the following data

Total adults	10000
Total literates	1290
Total unemployed	1390
Literate unemployed	500

**P.T.O.**

- d) The rain fall distribution in monsoon season is as follows:

Rain in an	0	1	2	3	4	5
Frequency	50	25	15	5	3	2

Simulate the rainfall for 10 days using the following random variables.  
67, 63, 39, 55, 29, 78, 70, 06, 78, 76 and find the average rainfall.

- e) Write a note of queuing theory and describe the characteristics of queuing model.
- f) Calculate  $R_{2,13}$  and  $r_{23,1}$   
given  $r_{12} = 0.6$ ,  $r_{13} = 0.7$ ,  $r_{23} = 0.65$
- g) Suggest the optimal assignment schedule for the following assignment problem:

Salesman	Markets			
	I	II	III	IV
A	80	70	75	72
B	75	75	80	85
C	78	78	82	78

What will be total maximum sale.

- Q2)** a) The mean and S.D of 100 items are calculated as 60 and 7 respectively. Two items 35 and 47 were wrongly copied as 53 and 74 calculate correct mean and S.D [7]
- b) In an aptitude test administered to 1000 children the score is supposed to follow normal distribution with average score 45 and S.D 25. [8]
- Find the number of children exceeding the score 60.
  - What is the score of the children so that 10% of the children exceed this score.
  - What is the score of the children so that 16% of the children are below this score.
- Q3)** a) Certain mass - produced articles of which 0.6% are defective , are packed in cartons each containing 160 articles. [7]
- What proportion of cartons is free from defective articles.
  - What proportion contains 2 or more defectives.
  - What proportion contains at the most 2 defectives.

- b) The advertisement cost and sales are given in the following table. [8]

Advt. Cost (Rs.)	35	25	29	31	27	24	33	36
Sales (Rs. Lakh)	23	27	26	21	24	20	29	30

- i) Calculate correlation coefficient.  
 ii) Estimate sales when advertisement cost is Rs. 100.

- Q4)** a) Determine the optimal strategies of both the players and value of the game. [6]

B

A	I	II	III	IV	V	VI
I	4	3	1	3	2	2
II	4	3	7	-5	1	2
III	4	3	4	-1	2	2
IV	4	3	3	-2	2	2

- b) The products of 3 plants X,Y,Z are to be transported to 4 warehouses I,II,III,IV. The cost of transportation of each unit from the plant to the warehouses along with normal capacities of plants and warehouses are indicated below. [9]

Warehouses		I	II	III	IV	Availability
Plants						
X		25	17	25	14	300
Y		15	10	18	24	500
Z		16	20	08	13	500
Requirement		300	300	500	500	

Find the optimal solution.

- Q5)** a) A firm produces 3 products A,B,C. It uses 2 raw materials I and II of which 5000 and 7500 units can be used for production of A,B and C. Product A requires 3 units of raw material I and 5 units of raw material II per units, corresponding requirements per units of B are 4 and 3 units of raw material I & II resp. and C requires 5 units of raw material I and II each. The labour time to produce 1 unit of A is twice required to produce 1 unit of B and is 3 times required to produce 1 unit of C. The entire

labour force of the firm can produce equivalent of 3000 units of product A. The minimum demand for 3 products is 600,650 and 500 units resp. Profits per unit of A , B and C are Rs. 50, Rs. 60 and Rs. 60. Formulate the LPP. [7]

- b) A small industry finds from past data that cost of making an item is Rs. 25. The S.P of an item is Rs. 30. If it is not sold within a week, it could be disposed off at Rs.20. At the end of a week data for sales are given below.

Weekly sales	4	5	6	7
No, of weeks	10	20	40	30

Find optimum number of items per week the industry should purchase.[8]

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Total No. of Questions : 7]

[Total No. of Pages : 1

**P710**

**[3875] - 15**

**M.B.A. - I**

**105 : LEGAL ASPECTS OF BUSINESS  
(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

*Q1)* Define contract. Explain essential elements of contract.

*Q2)* Explain legal provisions relating to free consent in detail.

*Q3)* Explain in detail rights and liabilities of an agent.

*Q4)* Define sale. Explain essentials of valid sale under sale of goods Act.

*Q5)* Define Promissory note. Explain its characteristics in detail.

*Q6)* Define consumer. Explain rights of consumers.

*Q7)* Write short notes (Any 2).

- a) Electronic Governance.
- b) Digital signature.
- c) Cheque.

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Total No. of Questions : 7]

[Total No. of Pages : 1

**P711**

**[3875] - 16**

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

**(106) : BASICS OF MARKETING**

**(2005 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 4P's concept and its significance to the marketing manager.

*Q2)* Define Market segmentation and explain the bases of segmenting the 4 wheeler market.

*Q3)* Explain with examples tools and techniques of Marketing Control.

*Q4)* Discuss various promotional tools available to a national marketer of readymade furniture.

*Q5)* Explain with suitable examples the concept of Product Life Cycle.

*Q6)* Write a detailed note on core concepts of marketing.

*Q7)* Write short notes on any two:

- a) Online Marketing.
- b) Positioning.
- c) Marketing Myopia.

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**P712**

**[3875] - 21**

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

**201 : MARKETING MANAGEMENT**

**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *All questions carry equal marks.*
- 2) *Question 1 is Compulsory.*
- 3) *Write any four questions amongst the remaining questions.*

**Q1)** Iova Industries intend to launch their new range of soft drinks in Indian Market. As a marketing manager, which steps you would like to take to launch this novel product? Make necessary assumptions and justify your answer. Also elaborate your strategy on test marketing.

**Q2)** Define the term Marketing Mix. Explain the significance of appropriate Marketing Mix in the present competitive environment.

**Q3)** What is warehousing? What are its types? Explain its importance.

**Q4)** Discuss the pricing strategies for a FMCG product in a highly competitive market.

**Q5)** What is the significance of packaging and labeling in today's market. Also explain about the new trends in packaging.

**Q6)** Discuss the impact of advance technology and internet on promotion.

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

- a) E - marketing.
- b) Branding decisions.
- c) Extended Ps of marketing.
- d) Decline stage in product life cycle.

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**P713**

**[3875] - 22**

**M.B.A.**

**(202) : FINANCIAL MANAGEMENT**

**(2005 Pattern) (Sem. - II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** “Capital Budgeting decisions are extremely difficult and crucial for any business unit.” Explain in detail. What are the tools available for appraisal?

**Q2)** “Working Capital Management is a tradeoff between Risk and Return.” Do you agree? Explain.

**Q3)** Explain the concept of a Cash - flow statement what is the significance of a cash flow statement?

**Q4)** What are the major dividend policies.

**Q5)** ABC Company has the following selected assets and liabilities:

	Rs.
Cash	45,000/-
Retained Earnings	1,60,000/-
Equity share capital	1,50,000/-
Debtor's	60,000/-
Inventory	1,11,000/-
Debentures	1,00,000/-
Provision for taxation	57,000/-
Expenses outstanding	21,000/-
Land and building	3,00,000/-
Goodwill	50,000/-
Furniture	25,000/-
Creditors	39,000/-

You are required to determine (1) Gross working capital and (2) Net working capital.

**P.T.O.**

**Q6)** From the following information make out proprietors fund with as many details as possible:-

- a) Current ratio 2.5;
- b) Liquid ratio 1.5;
- c) Proprietary ratio (Fixed assets/ proprietors funds) 0.75
- d) Working capital Rs. 60,000;
- e) Reserve and surplus Rs. 40,000
- f) Bank overdraft Rs.10,000 and
- g) There is no long - term loan or fictitious asset.

**Q7)** A proforma cost sheet of a company provides the following data:

Costs (per unit)	Rs.
Raw material	52.0
Direct labour	19.5
Overheads	<u>39.0</u>
Total cost (per unit)	110.5
Profit	<u>19.5</u>
Selling price	<u>130.0</u>

The following is the additional information available:

Average raw material in stock: one month; average materials in process: half a month. Credit allowed by suppliers - one month; credit allowed to debtors - 2 months. Time lag in payment of wages - 1 ½ weeks; overheads - one month. One fourth of sales are on cash basis. Cash balance is expected to be Rs. 1,20, 000.

You are required to prepare a statement showing the working capital needed to finance a level of activity of 70,000 units of output. You may assume that production is carried on evenly throughout the year and wages and overheads accrue.

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**P714**

**[3875] - 23**

**M.B.A.**

**203 : HUMAN RESOURCE MANAGEMENT**

**(2005 Pattern) (Sem. - II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Discuss the importance of HRM and differentiate between personnel management and HRM.

- Q2)** a) Write about the different sources of recruitment.  
b) Explain the concept of manpower planning with its objectives.

**Q3)** Discuss the concept of performance appraisal management system. Explain any one method of appraisal widely used in organization.

**Q4)** Discuss how managerial effectiveness can be improved through time management & TQM.

**Q5)** Write a detailed note on the various separation schemes used by organizations.

**Q6)** What is IR? How collective Bargaining helps in improving Industrial Relations.

**Q7)** Write note on (Any two):

- a) Manpower Retention.
- b) Rating errors.
- c) Ethics of performance management.
- d) Suspension.

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**P715**

**[3875] - 24**

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

**204 : MANUFACTURING AND OPERATIONS MANAGEMENT  
(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Discuss the various phases in the evolution of manufacturing & operation management?

**Q2)** Why has manufacturing management assumed importance in today's organisations? Discuss.

**Q3)** Enlist various methods of manufacturing? Give the characteristics and suitable examples of each method.

**Q4)** Briefly explain the various factors to be taken in to consideration for location decision. What do you mean by facility layout?

**Q5)** Compare and contrast production planning with production control. Give the scope and objectives of production planning control.

**Q6)** Discuss the characteristics and applications of control charts? Give the stepwise procedure for drawing  $\bar{X}$  and R chart.

**P.T.O.**

**Q7)** A project has been defined to contain following list of activities along with their required time for completion:

Activity	Time in days	Immediate Predecessor
A	–	1
B	A	4
C	A	3
D	A	7
E	B	6
F	C	2
G	E,F	7
H	D	9
I	G,H	4

- Draw the network diagram.
- Show early start time and early finish time.
- Identify critical path .
- What would happen if duration of activity F is taken as four days instead of two?

**Q8)** Write short notes on (Any two) of the following:

- Lean production.
- Method study.
- Maintenance management.
- Operation characteristics curve.
- Standard time.

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**P716**

**[3875] - 25**

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

**205 : MATERIALS AND LOGISTICS MANAGEMENT**

**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

*Q1)* Bringout the interface of material function with other functions in a manufacturing organisations.

*Q2)* What do you mean by selective inventory control? Give the procedure for doing ABC analysis?

*Q3)* What is material Requirement planning? Discuss the role of Master Production schedule (MPS) in carrying out MRP.

- Q4)* a) Explore various elements of purchase cycle?  
b) Enlist the responsibilities of purchase Management department?

*Q5)* Describe the concept and process of value analysis.

*Q6)* What is codification? Discuss any one method of codification in details.

*Q7)* Write a note on elements of supply chain management.

*Q8)* Write a short note on (Any two) of the following:

- a) Central sale tax Act.
- b) Regression analysis.
- c) Principles of material handling.
- d) Logistics management.

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**P717**

**[3875] - 26**

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

**(206): MANAGEMENT INFORMATION SYSTEM**

**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

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

- a) Goods Received Note.
- b) Bill of Materials.
- c) Pay Sheet.

**Q2)** What is MIS? Explain different functions and characteristics of MIS. **[10]**

**Q3)** Explain Herbert - Simon model of decision making. **[10]**

**Q4)** Explain System Development life cycle in detail. **[10]**

**Q5)** What is data mining? What are the advantages & limitations of data mining. **[10]**

**Q6)** Define Expert system. Compare Expert system with conventional systems. **[10]**

**Q7)** Write short notes (Any 3): **[3 × 5 = 15]**

- a) Intellectual Property Right.
- b) Group Decision support system.
- c) Network Topologies.
- d) Attributes of good Information.

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**P1223**

**[3875] - 302**

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

**302: MANAGEMENT CONTROL SYSTEM**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Control is the central function in any organisation. Do you agree with this statement? Comment in the light of role and utility of control function. **[14]**

**Q2)** Explain the various types of responsibility centre in detail. **[14]**

**Q3)** “A sound Audit system strengthens management control” critically examine this statement in respect of cost Audit and management Audit. **[14]**

**Q4)** What is the utility of balance score card? How does it work on a control device? **[14]**

**Q5)** Why control systems are needed in profit organisation? How they help in improving managerial effectiveness? **[14]**

**Q6)** Write a short note on (any three). **[14]**

- a) Features of cybernetic paradigm.
- b) EVA.
- c) Du point Analysis.
- d) Zero Base Budgeting.

**P.T.O.**

**Q7)** M/s Suparna fixes the inter divisional transfer prices of its product on the basis of cost plus an estimated return on Investment in its divisions. The relevant portion of the budget for Division 'X' for the year 2009 - 10 is given below. **[14]**

Land & building	Rs. 3,00,000
Plant & machinery	Rs. 5,00,000
Stock	Rs. 2,00,000
Bills Receivable	Rs. 1,00,000
Debtors	Rs. 2,00,000
Annual fixed cost of the division	Rs. 8,00,000
Variable cost per unit	Rs. 10

Budgeted volume of production per year (units) 5,00,000

Desired return of investment - 27 % you are required to determine transfer price for the division.

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**P718**

**[3875] - 31**

**M.B.A.**

**301: BUSINESS POLICY AND STRATEGIC MANAGEMENT**

**(2005 Pattern) (Sem - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Attempt any Four questions from question 1 to 6. each question carries 13 marks.*
- 2) Question No. 7 is compulsory. It carries 18 marks.*

*Q1) Why is strategy evaluation and control important to organizations?*

*Q2) What are the key aspects of E - commerce business environment? How do they influence strategy formulation and implementation of E - Commerce based business?*

*Q3) What does corporate culture consist of? Discuss the impact of culture on corporate life with the help of examples.*

*Q4) A small scale industrialist engaged in production of food processed items, recently attended a seminar on Business Policy and strategic management. The industrialist is quite enthusiastic but does not understand exactly how to use the SWOT analysis for his company to enable him to decide whether his company is fit to diversify into the field of agro - based products. Act as a consultant and advise the company. State your assumptions clearly.*

*Q5) State the essential characteristics of a mission statement. In what different ways can a mission statement be formulated?*

*Q6) Write short notes on any two.*

- a) Gap analysis and bench marking.*
- b) Michel Porter's Five Forces model of competition in industry.*
- c) BCG Matrix.*

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

**Q7)** Solve the case (enclosed).

**Case study : Systematic analysis of the case and logical reasoning will have more weightage.**

**U. S, Pharmaceuticals, Inc. (A)**

U.S, Pharmaceuticals (USP) is a U.S. firm with about 30 percent of its sales outside the United States. USP concentrates on the ethical drug business but has diversified into animal health products, cosmetics and some patent medicines. These other lines account for about one - fourth of USP's \$800 million sales.

USP's international business is conducted in some 70 countries, mostly through distributors in those markets. In six countries, however, it has manufacturing or compounding operations. (Compounding refers to the local mixing, assembling, and packaging of critical ingredients shipped from the united states.) USP's only Latin American manufacturing/ compounding operations are in Latinia, a country with a population of about 30 million. Some products are shipped from Latinia to other Latin American, markets.

USP's latinian plant is operated by the pharmaceutical division. It is engaged in the production and especially the compounding of USP's ethical drug line. It does no work for other USP divisions (cosmetics, proprietary medicines and animal health). All the other divisions, which also sell in Latinia, exports their finished products from plants in the united States. The Latinian plants employs 330 people, of whom only two are North Americans - the genral manager, Tom Hawley, and the director of quality control, Frixos Massialas.

USP's cosmetics and toiletries business accounts for \$150 million in sales and is handled by a separate division - Cosmetics and Toiletries. The division sells in only 38 of USP's 70 foreign markets. One of the division's better foreign markets is Latinia, where it has sales of over \$8 million and an acceptable market position. Cosmetics and Toiletries has a marketing subsidiary in Latinia to handle its business there. Jim Richardson, an American, heads the subsidiary. The rest of staff are Latinias.

Jim Richardson was very disturbed by the latest news received from the Latinian Ministry of International Trade. Traffic were being increased on many "nonessential products" because of the balance - of - payments pressures the country had been undergoing for the past year and a half. For USP's Cosmetics and Toiletries, specifically, this meant a rise in the tariffs it pays from 20% to 50% ad valorem. The 20% duty had posed no particular problem for Cosmetics

and Toiletries because of the prestige of the imported product and the consumer franchise it had established, Richardson explained. He believed, however, that the 50% duty was probably an insurmountable barrier.

Cosmetics and Toiletries competition in Latinia was about evenly divided between local firms and other international companies from Europe and North America. Jim believed that local firms, which had about 40% of market, stood to benefit greatly from the tariff increase unless the international firms could find a satisfactory response. When Jim received the news of the traffic increase, which was to be imposed the first of October - one week away - he called a meeting to consider what Cosmetics and Toiletries could do. Deborah Neale, manager, Cosmetics Marketing, and Emilio Illness, manager, Toiletries Marketing, met with Jim to discuss the situation.

Several different courses of action were proposed at the hastily called meeting. Deborah suggested, "we could continue importing, pay the high duty, and change the positioning strategy to appeal to high-price, quality market". Another idea was to import the primary ingredients and assemble (compound) and package them in Latinia. (Duties on the imported ingredients ranged between 10% and 35% ad valorem) Emilio suggested asking Cosmetics and Toiletries in the United States for a lower price on the products shipped to Latinia so that the duty would have a lesser impact on the final price in the local market. Jim mentioned the alternative that none of them wanted to think about. "If we can't compete at those high prices, we may have to give up the market."

Questions.

- a) Evaluate the alternatives that were brought up at the meeting.
- b) Are there any other possible courses of action?
- c) Propose and defend a course of action.
- d) How would your response differ if, instead of a traffic increase, Latinia had imposed a quota cutting the imports of these products by 75%?

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**P719**

**[3875] - 32**

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

**302 : MANAGEMENT CONTROL SYSTEMS**

**(New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any 3 questions from Q. 1 to Q.5.*
- 2) *Q.6 is compulsory.*
- 3) *Figures to the right indicate marks.*

**Q1)** Explain with diagram the cybernetic paradigm of the control process as proposed by D.W Griessinger. Explain the difference between factual premises and value premises and how the gap between them can be reduced by manager's Behavioural Repertoire. **[18]**

**Q2)** What is a budget? Explain the importance of Budgetary control as a management control tool. **[18]**

**Q3)** Explain the principle and application of Activity based costing as a management control tool. How does it compare with conventional method of product costing? Give examples and diagram to illustrate your answer. **[18]**

**Q4)** What is transfer pricing? Explain different methods of transfer pricing. **[18]**

**Q5)** Write short notes on any Three. **[18]**

- a) Responsibility centers.
- b) Management Audit.
- c) Balanced Score Card.
- d) Just in Time.
- e) ROI vs. EVA.

**P.T.O.**

**Q6)** Ajax corporation has two divisions. The Mining Division makes toldine, which is then transferred to the Metals Division. The toldine is further processed by the Metals Division and is sold to customers at a price of \$150 per unit. The Mining Division is currently required by Ajax to transfer its total yearly output of 400,000 units of toldine to the Metals Division at 110% of full manufacturing cost. Unlimited quantities of toldine can be purchased and sold on the outside market at \$90 per unit. To sell the toldine it produces at \$90 per unit on the outside market, the Mining Division would have to incur variable marketing and distribution costs of \$5 per unit. Similarly, if the Metals Division purchased toldine from the outside market, it would have to incur variable purchasing costs of \$3 per unit.

The following table gives the manufacturing costs per unit in the Mining and Metals Divisions for the year 2006.

	Mining Division	Metals Division
Direct materials	\$12	\$6
Direct manufacturing labor costs	16	20
Manufacturing overhead costs	<u>32*</u>	<u>25<sup>+</sup></u>
Manufacturing costs per unit	<u>\$60</u>	<u>\$51</u>

\*Manufacturing overhead costs in the Mining Division are 25% fixed and 75% variable.

+Manufacturing overhead costs in the Metals Division are 60% fixed and 40% variable.

Required

- 1) Calculate the operating incomes for the Mining and Metals Divisions for the 400,000 units of toldine transferred under each of the following transfer - pricing methods:
  - a) Market price, and.
  - b) 110% of full manufacturing costs.
- 2) Suppose Ajax rewards each division manager with a bonus, calculated as 1% of division operating income (if positive). What is the amount of bonus that will be paid to each division manager under each of the transfer-pricing methods in requirement 1? Which transfer - pricing method will each division manager prefer to use?
- 3) What arguments would Brian Jones, manager of the Mining Division, make to support the transfer - pricing method that he prefers? **[16]**

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**P720****[3875] - 33****M.B.A.**

**303 (A) MARKETING RESEARCH  
(2005 Pattern) (Sem - III)**

*Time : 3 Hours]**[Max. Marks : 70**Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate the marks for that questions.*
- 3) *Use of electronic calculator is allowed.*

**Q1)** Marketing research is an integral part of any marketing organisation. Discuss. **[15]**

**Q2)** Elaborate different scaling techniques used to collect data for marketing research. **[15]**

OR

A sample of 400 students of under - graduate and 400 students of post graduate classes was taken to know their opinion about autonomous courses. The data is shown below.

Class	Number of Students		Total
	Favouring	Opposing	
U G	290	110	400
P G	310	90	400
Total	600	200	800

Is there any association between classes and the opinion regarding autonomous courses. [Given chi sq value at 5% level is 3.84 for 1d. f ]

**Q3)** Mr. Nirad a young enterprising businessman, is planning to open several coffee shops in your city. He wants to identify the locations for these shops. Further he is interested in understanding the consumer needs. He is planning to conduct market research. Design Marketing Research plan for Mr. Nirad to help him in his new venture. **[20]**

**P.T.O.**



**Q4)** Write short notes on (Any two):

**[2 × 10 = 20]**

- a) Errors in measurement.
- b) Qualities of a good questionnaire.
- c) Observation method for data collection.
- d) Web based surveys.

**\*\*\*\*\***

**P721**

**[3875] - 34**

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

**(303B): ADVANCED FINANCIAL MANAGEMENT**

**(2005 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 any two questions from Section II.*
- 3) Figures to the right side indicate full marks.*
- 4) Use of non programmable calculator allowed.*

**Q1)** Discuss the role of Finance Function in an organization and how the role has changed in recent years? **[10]**

**SECTION - I**

**Q2)** What are the importance and limitations of ratio analysis? **[15]**

**Q3)** Why is it important to evaluate capital budgeting projects on the basis of incremental after tax cash flows? Why not use accounting data instead of cash flow? **[15]**

**Q4)** Write short notes on (any three). **[15]**

- a) Net present value.
- b) Types of dividend.
- c) Public deposits.
- d) Bonus shares.
- e) Credit rating.

**Q5)** Write a note on legal and procedural aspects of dividend. **[15]**

**P.T.O.**

## SECTION - II

**Q6)** From the following statements of X Ltd., you are required to calculate the following ratios: **[15]**

- a) Current ratio.
- b) Quick ratio.
- c) Operating ratio.
- d) Stock turnover.
- e) Fixed assets turnover.
- f) Debtors turnover.
- g) Net profit to capital employed.

Balance sheet as at 31<sup>st</sup> March, 19—

	Rs.		Rs.
Share capital		Land and buildings	10,00,000
1,00,000 equity shares of Rs. 10 each	10,00,000	Plant and machinery	4,00,000
General reserve	8,00,000	Stock	3,00,000
Profit and loss account	3,00,000	Sundry debtors	5,00,000
Sundry creditors	4,00,000	Cash and bank balances	3,00,000
	<u>25,00,000</u>		<u>25,00,000</u>

Profit and loss account for the year ending 31<sup>st</sup> March

	Rs.		Rs.
To opening stock	5,00,000	By sales	36,00,000
To purchases	21,00,000	By closing stock	3,00,000
To Gross profit	13,00,000		
	<u>39,00,000</u>		<u>39,00,000</u>
To selling and distribution exp.	2,00,000	By gross profit	13,00,000
To administration expenses	4,60,000	By profit on sale of fixed assets	1,00,000
To finance expenses	40,000		
To net profit	7,00,000		
	<u>14,00,000</u>		<u>14,00,000</u>

**Q7)** From the following summarized Balance sheets prepare Fund Flow Statement, where Fund is defined as working capital. **[15]**

**BALANCE SHEET**

Liabilities	31-3-2009 Rs.	31-3-2010 Rs.	Assets	31-3-2009 Rs.	31-3-2010 Rs.
Equity share capital	5,00,000	6,00,000	Good will	20,000	15,000
General Reserve	50,000	55,000	Land	20,000	40,000
Profit & Loss A/c	40,000	80,000	Buildings less depreciation	1,20,000	1,24,000
Share premium	0	25,000	Machinery less depreciation	5,00,000	4,49,600
10% Debentures	3,00,000	2,50,000	Investments	1,00,000	70,000
Sundry creditors	91,000	12,000	Inventories	2,00,000	2,50,000
Provision for tax	50,000	50,000	Sundry debtors	42,000	60,000
Prop dividend	75,000	90,000	Cash & bank	50,000	80,000
			Loans & adv.	42,000	66,400
			Preliminary exp.	12,000	7,000
<b>TOTAL</b>	<b>11,06,000</b>	<b>11,62,000</b>	<b>TOTAL</b>	<b>11,06,000</b>	<b>11,62,000</b>

**Q8)** A firm is considering a two mutually exclusive projects Project P and Project Q the details are as follows: **[15]**

Year	Project P	Project Q
	Cash Flows Rs.	Cash Flows Rs.
0	(15,00,000)	(18,00,000)
1	1,00,000	6,00,000
2	2,50,000	6,00,000
3	3,50,000	6,00,000
4	5,50,000	5,75,000
5	7,50,000	5,25,000

Calculate 1. NPV @14%

2. Pay back period

3. Profitability Index

Give your opinion as to what project is to be selected.

**Q9)** A proforma cost sheet of a company provides the following data: **[15]**

Costs (per unit)	Rs.
Raw material	52.0
Direct labour	19.5
Overheads	<u>39.0</u>
Total cost (per unit)	110.5
Profit	<u>19.5</u>
Selling price	<u>130.0</u>

The following is the additional information available:

Average raw material in stock: one month; average materials in process: half a month. Credit allowed by suppliers - one month; credit allowed to debtors - 2 months. Time lag in payment of wages - 1 1/2 weeks; overheads - one month. One fourth of sales are on cash basis. Cash balance is expected to be Rs. 1,20,000.

You are required to prepare a statement showing the working capital needed to finance a level of activity of 70,000 units of output. You may assume that production is carried on evenly throughout the year and wages and overheads accrue.

\*\*\*\*\*

**P1018**

**[3875] - 56**

**M.B.A.**

**(404C) : COMPUTER SPECIALIZATION OOD CONCEPTS AND BASIC JAVA**

**(2005 Pattern) (Sem. - IV)**

**Time : 3 Hours]**

**[Max. Marks : 70**

**Instructions to the candidates:**

- 1) **Question - 1 is compulsory.**
- 2) **Solve any 5 out of remaining.**

**Q1)**

**[20]**

- a) What is the value of the expression in Java?

```
System.out.println (  $\frac{1}{2} + \frac{3}{2} + 0.1$  );
```

- b) Which of the following are not operators in Java?

i) %%

ii) <<<

iii) && =

iv) % =

v) < =

- c) What is the output of following code?

```
Public class Test
{
    Public void final test ( )
    {
        Final int i = 200;
        System.out.println (i);
    }
}
```

- d) If any class extends thread which of the following method (s) must be overridden

i) start ( );

ii) run ( );

iii) begin ( );

iv) resume ( );

- e) Differentiate between the following:

i) Applet and Application.

ii) Class and Interface.

**P.T.O.**

- Q2)** Create an applet which will accept co-ordinates of rectangle as html parameter and draw the rectangle accordingly. **[10]**
- Q3)** Write an application, which will generate following threads: **[10]**
- To display 200 to 1 numbers in reverse order.
  - To display 30 terms of Fibonacci series (0, 1, 1, 2, 3, 5, 8, 13 -----).
- Q4)** Create your own exception PrimeException, traverse through an array & throw it whenever a prime number is not found in the array. **[10]**
- Q5)** Write a program in Java which will read the text file character by character and convert into upper case and copy it into another file. **[10]**
- Q6)** What are the advantages of OOP over Conventional method of programming. **[10]**
- Q7)** Write a program in Java to accept 10 integer values and print only those elements which are divisible by 7. **[10]**
- Q8)** Write short notes (Any two): **[10]**
- a) JVM.
  - b) Polymorphism.
  - c) Thread Life Cycle.
  - d) Layout Manager.



**P1222**

**[3875]-12**

**M.B.A.**

**102 : MANAGEMENT ACCOUNTING**

**( 2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any five questions.*
- 2) *Figures to the right indicate full marks.*
- 3) *Use of simple calculators is allowed.*

**Q1)** What is Management Accounting ? Explain its use to finance manager. [14]

**Q2)** What is under absorption and over absorption? Explain the treatment for under absorption and over absorption. [14]

**Q3)** a) Explain the concepts and conventions of accounting. [7]

b) Explain how marginal costing is helpful in deciding the product mix.[7]

**Q4)** a) Following figures are made available to you. [7]

Year	Sales (Rs.)	profit(Rs.)
2004	4,00,000	25,000
2005	3,60,000	8,000

you are required to advice the management upon.

- i) What will be the P/V ratio.
  - ii) What will be sales at BEP.
  - iii) Calculate profit or loss when sales are Rs .2,00,000 and Rs .5,00,000.
- b) State essentials of a good wage System. [7]

**P.T.O.**



**Q5)** From the following Trial Balance, prepare trading and profit and loss account of Mr. Amar for the year ended 31/12/2008 and the balance sheet as on that date. **[14]**

Trial Balance as on 31/12/2008

Particulars	Amount ( Rs. )	Particulars	Amount ( Rs. )
Office Rent	650	Capital	15000
Insurance	200	Sundry Debtors	10000
Machinery	15000	Bank Over Draft	3000
Sundry Debtors	13000	Fixed Deposit with	
Interest on loan	3500	Customer	14000
Wages	14000	Sales	50200
Furniture	3500	Bills payable	6250
Salaries	2500		
Land & Building	20000		
Office Expenses	250		
Opening Stock	3500		
purchases	20000		
Cash	350		
Carriage Inward	1000		
Printing &	1000		
Stationery			
	<u>98450</u>		<u>98450</u>

Adjustments :

- i) Closing stock was valued at Rs. 10000.
- ii) Provide for outstanding wages at Rs. 400 and outstanding rent Rs. 200.
- iii) Prepaid insurance amounted to Rs. 50.
- iv) Provide 10% Depreciation on machinery and Furniture.

- Q6) a)** Following are monthly charges incurred for 2 machines of exactly same type: **[10]**

Particulars	Amount (Rs.)
Rent and Rates	48000
Depreciation of each machine	8000
Repairs and maintenance	5000
Power consumed @Rs 5 per unit	25000
Electric charges for shop	5000
4 Attendants in two shifts	36000
Supervision charges	24000
Sundry Supplies	6500
Other expenses	3000

The machine uses 20 units of power per hour. Calculate machine hour rate.

- b) Explain the considerations to be made during valuation of material cost. **[4]**

- Q7)** Write notes on any two: **[14]**

- a) Zero based budgeting.
- b) Classification of costs.
- c) Cost center.
- d) Trial Balance.

- Q8)** What is budget ? Explain with example how budgets are useful for the manager. **[14]**



**P1285**

**[3875] - 36**

**M.B.A.**

**PRODUCTION AND MATERIALS SPECIALISATION**

**303 (D): Supply Chain & Logistics Management**

**(2005 Pattern) (Sem.- III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Attempt any five questions.*
- 2) All questions carry equal marks.*
- 3) Answers should be specific and to-the-point.*

**Q1)** Identify and explain supply chain for any two of the following.

- a) Printed Books      b) Wrist watches
- c) Large milk dairy      d) An IPO

**Q2)** Explain as to how a supply chain make a company more competitive.

**Q3)** Discuss specific situations for which the best approach for efficient logistics operations would be:

- a) Employ internal logistics expertise.
- b) Employ logistics service provider.

**Q4)** Explain the factors to be considered in selecting transport mode and carrier.

**Q5)** Describe factors which influence decisions on location & capacity of a ware house for white goods.

**Q6)** Explain the role of protective and decorative packaging. Give examples.

**P.T.O.**

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

- a) Relation of service level with inventory level.
- b) Bullwhip effect.
- c) Containerisation.

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**P722**

**[3875] - 35**

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

**(303 C): COMPUTER SPECIALIZATION  
SOFTWARE ENGINEERING  
(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q.1 and Q.6 are compulsory. Solve any three from remaining.*
- 2) *Write your assumptions clearly wherever necessary.*

**Q1)** Municipal Corporation is developing a property tax bill system. A resident can possess either House, Residential Building, Commercial Building, Shop or open land. The rate for taxes depend on area where the property is situated and the age of the property. The bill is sent to resident three months in advance. The resident can pay the bill for cheque or cash. Before paying the bill the resident has to approach the nearby zonal office and get his bill verified by authorities. The authority verifies the bill from ledger for dues. After verifying the bill he can pay the bill. When the bill is paid a computerized receipt is generated and then the concerned property ledger is updated by the clerk. As a analyst design a system having.

- a) Draw Entity Relationship Diagram (ERD) **[5]**
- b) Draw First Level Data Flow Diagram **[10]**
- c) Draw format of Property Bill **[5]**

**Q2)** The new grace marks rules are to be approved by teachers in school. The rules suggested are

If the student is a sportsman and represented school in National Games Competition or played for a country on foreign land then he must be given 50 marks grace.

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

Any student will get maximum 30 marks grace but not more than 5 marks grace in each subject.

If student has opted for NCC or NSS he may be given 10 more marks as grace.

If student has reappeared for the same examination more than 2 times no grace marks are to be given.

Write structured English and pseudo code. [10]

**Q3)** Explain various approaches to Software Development. [10]

**Q4)** Ramu has opened shop for Electrical Goods. He is worried about how to organize items in a shop. He has decided to use coding for items. Suggest suitable coding scheme for him with proper example. [10]

**Q5)** Explain components of CASE TOOL and their functions. [10]

**Q6)** Write Short Notes (any four) [4 x 5 = 20]

- a) Class Diagram.
- b) Questionnaire.
- c) Real Time Processing.
- d) Menu Designing.
- e) Decision Tables.



**P723**

**[3875] - 37**

**M.B.A.**

**303 - E: Labour Laws  
(2005 Pattern) (Sem.- III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Question No.1 is compulsory.*
- 2) Attempt any three questions out of remaining questions.*
- 3) Marks are indicated against each question.*

**Q1) a) Write a note on set-on and set-off under payment of Bonus Act. [13]**

**b) Discuss following aspects under M.R.T.U. and P.U.L.P. Act. [12]**

- i) Act of Force.**
- ii) Malafide transfer.**

**Q2) Discuss provisions under payment of Gratuity Act for deciding eligibility of gratuity. [15]**

**Q3) Write in brief salient features of Employees Provident Fund Act. [15]**

**Q4) What are the objectives of Minimum Wages Act. Define minimum wages.[15]**

**Q5) Write under which circumstances Lay-off can be enforced under I.D. Act.[15]**

**Q6) Discuss the role of welfare officer under Factories Act. [15]**

**Q7) Write authorised deductions under payment of Wages Act. [15]**



**P724**

**[3875] - 38**

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

**304 : INTEGRATED MARKETING COMMUNICATION**

**(2005 Old Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Discuss the process of Advertising in detail. What is the role of advertising in promotional mix.

**Q2)** Elaborate on 'Working of an Advertising Agency'. Explain the working of any two famous advertising agencies in India.

**Q3)** Define 'sales promotion'. Suggest a suitable sales promotion scheme for launching a new DTH (Direct to Home) service.

**Q4)** Explain various media used for advertising Elaborate on advantages & disadvantages of various advertising media.

**Q5)** Design a print advertisement copy for

- a) Laptop
- b) Hand sanitiser

**Q6)** Discuss following methods of calculating the advertisement budget

- a) Percentage of sales method
- b) 'All you can afford' method

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

- a) PR
- b) Ethics in Advertising
- c) Publicity
- d) AIDA



**P725****[3875]-40****M.B.A. (Sem. - III)****COMPUTER SPECIALISATION****304 C : Relational Database Management Systems***Time : 3 Hours]**[Max. Marks : 70**Instructions to the candidates:*

- 1) *Question No. 1 is compulsory.*
- 2) *Solve any five from Q. No. 2 to Q. No. 7.*
- 3) *Figures to the right indicate full marks.*

**Q1)** Normalise the following upto 3NF.**[20]**

ABC India Ltd. Purchase Indent				
Indent No. : _____		Date : / / _____		
Department Code : _____		Department Name : _____		
Name of Intender : _____				
Sr. No.	Item Number	Item Name/Description	Quantity	Delivery Time
Department Head : _____				

**Q2)** a) Explain RDBMS architecture. **[5]**b) Explain mapping cardinalities/constraints. **[5]****Q3)** a) Explain Hierarchical Data Model in detail. **[5]**b) Explain view in detail. **[5]****P.T.O.**

- Q4)** a) List and explain five aggregate functions in SQL. [5]  
b) Explain Set Operation in SQL. [5]
- Q5)** Explain Object Data Model concepts in detail. [10]
- Q6)** Write short notes on : [10]  
a) Database administrator.  
b) Null values.
- Q7)** Solve following queries (any five) : [10]  
a) ProductMaster (PRd\_code, Prd\_name, prd\_rate, Prd\_OpBal, prd\_CIBal, Prd\_reorder).  
b) CustomerMaster (Cust\_code, Cust\_name, City).  
c) InvoiceMaster (Inv\_no, Inv\_date, Cust\_code).  
d) InvoiceDetail (Inv\_no, Prd\_code, Qty).

Query -

- 1) List all customers from 'Mumbai'.
- 2) List all products with balance less than reorder quantity.
- 3) Find out the customers who have purchased the products in the month of 'March, 2010'.
- 4) Find out the products purchased by customer with customer code 'A01'.
- 5) Find out product wise total quantities purchased by 'Anand Trading Co'.
- 6) Find out total sales of product 'P1245'.



**P726**

**[3875] - 41**

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

**304-D : QUALITY MANAGEMENT**

**(Production & Materials Specialization)**

**(2005 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 concept of Quality. Describe the components of costs associated with Quality.
- Q2)** Describe the major contributions made by Juran and Crosby in the field of Quality.
- Q3)** Explain the risks involved in sampling inspection. Describe how does use of OC curve helps in reducing these risks.
- Q4)** Explain P and C control charts and state their application.
- Q5)** Describe with example concept and application of Ishikawa Fishbone Diagram and Pareto Analysis.
- Q6)** Discuss how does leadership and organization culture influence quality in an organization.
- Q7)** a) State salient features of ISO - 14000 Quality system.  
b) Describe in brief prerequisites for effective implementation of ISO 9000 Quality systems.
- Q8)** Write notes on any two of the followings:  
a) Concept of reliability and maintainability.  
b) House of Quality.  
c) Acceptance Sampling.  
d) Poka Yoke.

**P727**

**[3875] - 42**

**M.B.A.**

**HR SPECIALISATION**

**(304 E) : Industrial Relations**

**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

*Q1)* Define Industrial Relation. Explain scope objectives and determinants of Industrial Relations.

*Q2)* Explain in detail about machineries to solve. Industrial Dispute under Industrial Dispute Act 1947.

*Q3)* Explain the functions and problem of trade union.

*Q4)* What is worker's participation in management? Explain the forms, levels and benefits of participation.

*Q5)* Define collective bargaining. Explain the characteristics, importance and process of collective bargaining.

*Q6)* Explain the role of Judiciary in Industrial Relation in detail.

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

- a) Impact of globalisation on Industrial Relations.
- b) Problems of forming union in unorganised sector.
- c) Inter union rivalaries.
- d) Adjudication.



**P728**

**[3875] - 43**

**M.B.A**

**305-A : MARKETING MANAGEMENT SPECIALIZATION**

**Distribution and Retail Management**

**(2005 Pattern) (Sem. - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Attempt any Two questions from section - I & any Three questions from section II.*
- 2) All questions carry equal marks.*

**SECTION-I**

- Q1)* Define “Marketing Channel”. Explain need, importance and Functions of Marketing channel.
- Q2)* Explain the concept, components and significance of supply chain management with reference to distribution efficiency.
- Q3)* Discuss in detail various components of retail communication mix.

**SECTION-II**

- Q4)* Discuss different factors affecting Retail location decision.
- Q5)* Explain different steps involved in merchandising planning.
- Q6)* Describe the Trends in wholesaling.
- Q7)* Explain different types of store layouts.
- Q8)* Write short notes on (any two)
- a) Bar coding & RFID
  - b) Channel conflict
  - c) Multichannel Marketing System.

**P729**

**[3875] - 44**

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

**(305B) : MERCHANT BANKING AND FINANCIAL SERVICES**

**(Finance Specialisation)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

*Q1)* Explain the concept of Merchant Banking. What services are rendered by merchant bankers?

*Q2)* What are the important operations in the capital market? Explain each in brief.

*Q3)* What are the issues involved in mergers and acquisitions?

*Q4)* What are the important instruments in the money market? Explain each in brief.

*Q5)* Explain the procedure and steps involved in credit rating.

*Q6)* Explain how the stock exchanges play an important role in the financial market.

*Q7)* Discuss the utility of mutual funds comment on their future in India.

*Q8)* Write short notes (any two)

- a) Factoring and forfeiting.
- b) Role of DFHI in money market.
- c) Buy back of shares.
- d) Scripless Trading.

**P730**

**[3875] - 45**

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

**305-C : VISUAL BASIC AND ORACLE**

**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) All questions are compulsory.*
- 2) Write your assumptions.*
- 3) For solving queries, use exact column names.*
- 4) Figures to the right indicate full marks.*

**Q1)** Consider the following tables to solve the following queries (any 5). **[10]**

Emp (Eno, ename, gender, dob, deptno, salary, city)

Dept (Deptno, Deptname)

- a) Insert one record in Emp table.
- b) Delete the records of employee whose name starts with 'A'.
- c) Display emp details along with dept name.
- d) Display emp details who works in 'Sales' dept.
- e) Display male employees from pune city.
- f) Display the maximum salary from emp table.

**Q2)** Write a PL/SQL program to accept a number and print the sum of its digits. **[10]**

**Q3)** Write short notes on the following (any 4) **[16]**

- a) String functions in SQL
- b) Cursors
- c) PL/SQL features
- d) Joins
- e) Views

- Q4)** Explain the properties (any 5) **[10]**
- a) Interval of Timer
  - b) Multi line property of Text box
  - c) Style property of combo box
  - d) Auto size property of label
  - e) Tool tip text of dir list box
  - f) Border style of label
- Q5)** Write a ADO code for doing the following operations in Student Table. (Sno, Sname, Course) Add, Edit, Delete, view, first, next, last, previous. **[12]**
- Q6)** Write short notes on following (any 3) **[12]**
- a) Date functions in VB.
  - b) Cursor types in VB.
  - c) Data Types in VB.
  - d) Dialog Boxes in VB.





**P731**

**[3875] - 46**

**M.B.A.**

**305-D : PRODUCTION PLANNING AND CONTROL**  
**(Production and Materials Specialisation)**  
**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define PPC in a manufacturing set-up. State the major sections in which PPC is bifurcated. How is each section interlinked with another section.

**Q2)** Explain the term scheduling and explain various methods of scheduling.

**Q3)** State various production systems and explain their characteristics.

**Q4)** a) State Johnson's rule for 3 machines.

- b) In a shop three operations are conducted on five jobs, in the following sequence (time in minutes).

	A	B	C	D	E
Shaping	20	35	25	40	35
Drilling	5	10	8	10	12
Grinding	7	12	14	15	11

Decide the sequence of jobs and idle time for each machine.

**Q5)** Explain the concept of aggregate planning. In what way does it help the management?

**Q6)** Discuss as to how computers can assist in efficient operation of PPC.

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

- a) SIM
- b) Group Technology
- c) Gantt Chart
- d) Robotics.



**P732**

**[3875] - 47**

**M.B.A.**

**HUMAN RESOURCE MANAGEMENT**

**305-E : Personnel Administration - Application & Procedure  
(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q.1 is compulsory.*
- 2) *Out of the remaining attempt any three.*
- 3) *Figures to the right indicate maximum marks for that question.*

**Q1) a)** A training program is to be conducted for 25 Assembly workers. Explain the logistics and all other arrangements for the program. **[15]**

b) What are non-statutory welfare measures? **[10]**

**Q2)** Define Personnel Administration. What are its objectives? **[15]**

**Q3)** Draft a dismissal order for an unskilled worker. **[15]**

**Q4)** Calculate Bonus payable to following 3 employees. **[15]**

Employee	Basic&DA Per month	Bonus%
A	3800	8.33%
B	7400	15%
C	9900	20%

**Q5)** Draft a letter to Trade union informing that workers are not giving production as agreed in the agreement. **[15]**

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

- a) Personal file
- b) Notice & circular
- c) Suspension
- d) TDS.



**P733**

**[3875] - 51**

**M.B.A.**

**401 : ENTREPRENEURSHIP DEVELOPMENT AND PROJECT  
MANAGEMENT**

**(2005 Pattern) (Sem. - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** a) Define entrepreneur & entrepreneurship. Explain the term entrepreneurial culture. **[15]**
- b) Elaborate the role played by IDBI. In promoting entrepreneurship development. **[10]**
- Q2)** What are the characteristics for becoming a successful entrepreneurs? Do you find any difference between the characteristics of male Vs female entrepreneur? Justify. **[15]**
- Q3)** Explain the concept of business plan? Elaborate the planning process, in detail. **[15]**
- Q4)** What are the various schemes offered by financial institutions to promote entrepreneurship development. **[15]**
- Q5)** Explain the problems faced by women entrepreneurs in today's scenario. **[15]**
- Q6)** Elaborate the role played by central government in promoting entrepreneurship development. **[15]**
- Q7)** Write short notes on (any three): **[15]**
- a) Environmental Analysis.
  - b) Intrapreneur.
  - c) DIC.
  - d) Pitfalls of Peter Drucker.
  - e) NIESBUD.

Total No. of Questions : 5 + case : 1]

[Total No. of Pages : 3

**P734**

**[3875]-52**

**M.B.A.**

**402 : International Business Management  
(2005 Pattern) (Sem. - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**SECTION - I**

**Q1)** Explain the porters diamond theory of National Competitive Advantage.

**Q2)** What are the different stages for the firm to globalise?

**Q3)** What do you mean by Multi National Enterprises? Explain all the advantages and disadvantages of MNEs from the point of view of MNEs as well as the host country.

**Q4)** Explain the different modes of international payments. Explain different forms of LIC's.

**Q5)** Write short notes on (any three) :

- a) Arguments for protections.
- b) Contractual mode of entry.
- c) WTO organisational structure.
- d) European Union.
- e) Exim Policy.

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

## SECTION - II

### REAL CASE

#### **Q6)** Investing in Russia.

Since the end of the Cold War in 1989, Russia has been making overtures towards a free market economy. During the early 1990s annual economic growth rates among developed countries such as the US, Germany, and Japan dropped from an average of 5 per cent down to 2 per cent. At the same time Eastern European and the Russian economies fell much more sharply, with annual growth rates tumbling from 4 per cent in 1988 to -10 in 1991! Clearly, the Russian economy was in big trouble.

Investment from the West was seen as a way to improve the economy. However, significant changes needed to take place to reduce political risk in Russia. Initially, five steps were recommended by outside experts : (1) change the relationship between the national government and the republics in order to set up a federal political system in which central powers are limited; (2) eliminate or slash most state subsidies, including defense spending, and create a uniform sales tax and personal and corporate income tax system; (3) establish a commercial banking system, boost interest rates, and create an independent bank that will halt current inflationary practices; (4) break up state monopolies and industrial cartels; and (5) free the price of most goods immediately and gradually add to this list those changes that must be phased in more slowly: energy, public transportation, housing and basic consumer goods such as milk, bread and meat.

By the mid-1990s things looked good; the republics had become more autonomous from the central government and new private banks had begun to emerge. Most importantly, by 1997, the private sector accounted for more than half of Russia's output. Some 18,000 industrial firms had been privatized and over 1 million new businesses were created. The old Russia, its ideology and institutions, had ceased to exist.

Yet the late 1990s proved to be a wake-up call to foreign investors in Russia. The Asian crisis left many feeling Russia could be next and it would have been had the IMF and the World Bank not been ready to bail the country out. The Russian government had pegged the ruble to the US dollar and used interest rates to defend the exchange rate. This led to skyrocketing interest rates that reached over 50 per cent in peak periods. When the government allowed the ruble to float, investors lost on the devaluation what they had earned on interest rates.

What brought this about? While Russia's steps towards liberalization have been significant, the country is only mid-way to becoming a truly democratic free market. The new private banks are not real banks. They offer no real credit system. They lack credibility, which makes Russians more likely to hold currency or send their savings to foreign banks than to deposit them in these new banks. A large bureaucratic web still exists and a small corrupt mafia is proving difficult to police.

Despite all setbacks, Russia is bound to turn itself around. In 2001, for the first time since the end of communism Russia had a balanced budget, a trade surplus, reserves, and a growing economy. In 2000 the economy grew by 8 per cent. This growth however, has done little to lure foreign investors who would rather flock to the Chinese market than face the volatility and corruption of the Russian Economy.

Questions :

1. What political risks do MNEs face in Russia? Identify and describe three of them.
2. What strengths would a consumer goods manufacturing firm bring to the country? What Russian needs would it help to meet?
3. How could this manufacturer employ integrative or protective/defensive techniques in the country? Identify and describe one approach that could be used for each.



**P735**

**[3875] - 53**

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

**403 : CURRENT TRENDS IN MANAGEMENT**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

*Q1)* Explain the concept and importance of corporate Governance for Indian corporates? Give suitable examples.

*Q2)* Define Mergers & Acquisitions. Illustrate by giving examples.

*Q3)* Explain the concept & models of E-business with suitable examples.

*Q4)* Outline knowledge management strategies.

*Q5)* Define six sigma & explain the infrastructure for six sigma.

*Q6)* Explain the concept, features & importance of Total Quality Management.

*Q7)* Write short notes on any two:

- a) Narayan Murthi Committee Report on corporate Governance.
- b) E-learning
- c) Knowledge management practices.



**P736**

**[3875] - 54**

**M.B.A.**

**(404-A): SERVICES MARKETING**

**(Marketing Specialization)**

**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Discuss the basics of SERVQUAL measurement instrument. What are criticisms levelled against this instrument?

**Q2)** Define services indicating the silent characteristics. Elaborate how services marketing mix differs from marketing mix of goods.

**Q3)** Explain the Role and Process of Relationship marketing in service industry.

**Q4)** How does the customer evaluate the quality of a service? How does this knowledge be useful to the service provider?

**Q5)** Explain the process of complaint handling. Can this process be used as a tool to improve the level of satisfaction of customers?

**Q6)** Explain how pricing strategy should support 'Positioning' strategy for success in service quality.

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

- a) Service life cycle.
- b) Types of Service Encounters.
- c) Bench marking.





**P737**

**[3875] - 55**

**M.B.A.**

**(404 B): INDIRECT TAXATION  
(2005 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 following terms under the central excise Act,1944:

- a) Manufacture
- b) Excisable goods
- c) Duty payment under protest
- d) Administrative structure of excise department.

**Q2)** What do you mean by job work. Explain in detail its procedure & taxability under the excise Act.

**Q3)** What do you mean by CENVAT credit? State & explain the various documents required for getting the CENVAT credit.

**Q4)** a) Explain in detail the concept of self removal procedure.

- b) Explain the levy of duty on ad-valorem basis & on the basis of compounded levy scheme.

**Q5)** Explain any four taxable services with the help of suitable illustrations.

**Q6)** Discuss the following under the service Tax Act:

- a) Small service provider.
- b) Registration under service Tax.
- c) Payment of service Tax.
- d) Filing of returns.

**Q7)** Discuss the provisions of tax audit under VAT on the basis of form 704.

**Q8)** Discuss the impact on set-off & tax liability under VAT in following cases:

- a) C-Form not received.
- b) E-Form not received.
- c) Works contract.
- d) Change in constitution of business communicated after go days.



**P738**

**[3875] - 57**

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

**INVENTORY MANAGEMENT**

**(404 D) : Production and Materials Specialization**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Discuss the nature and importance of inventory management for a manufacturing organisation.

**Q2)** Discuss the two opposing views:

- a) Why we want to hold the inventories? and
- b) Why we do not want to hold inventories?

**Q3)** Explain how do you estimate the ordering cost per order and carrying cost as a percentage of average inventory value.

**Q4)** What do you understand by:

- a) Minimum level.
- b) Maximum level.
- c) Reorder level.
- d) Average level, with respect to inventory. Explain with a sketch.

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

**Q5)** Discuss the relationship between service level, uncertainty, safety stock and order quantity. How can trade offs between these elements be made?

**Q6)** Discuss distribution inventory planning and control with respect to manufacturing organisation.

**Q7)** Discuss the role of computers in inventory management.

**Q8)** Write short notes on (any two):

- a) Q System.
- b) ABC Analysis.
- c) JIT.
- d) EOQ.



**P739**

**[3875] - 58**

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

**404 E: LABOUR WELFARE**

**(HRM Specialization)**

**(2005 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) Discuss in detail the scope and objectives of labour welfare. [15]  
b) Explain the duties and responsibilities of labour welfare officer. [10]
- Q2)** Explain the objectives of WPM and highlight the conditions essential for its success. [15]
- Q3)** Discuss the provisions of labour welfare under the plantation Act 1951. [15]
- Q4)** Examine the need for workers education and discuss the programs undertaken for workers education in India. [15]
- Q5)** Critically examine the role of trade unions in labour welfare. [15]
- Q6)** Explain in detail the various social security measures introduced in India. [15]
- Q7)** Write short notes on any three: [15]
- a) Role of ILO.
  - b) Industrailization and pollution.
  - c) Intra-mural welfare provisions.
  - d) Productivity and labour welfare.
  - e) Corporate social Responsibility.

**P740**

**[3875] - 59**

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

**407 A: Marketing Strategy and Relationship Marketing  
(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)* How external analysis is carried out in case of “segmentation” & “Customer motivation”? How customers unmet needs are fulfilled?
- Q2)* During “market analysis” how “Actual” and “Potential” market size is calculated? What are the measurement of finding out “marketing growth”?
- Q3)* Please explain in details “sales & profitability analysis” and “Business portfolio analysis”.
- Q4)* What strategies are adopted by businessman for “market pioneers”, “market leaders”, “market followers” and “market challengers”.
- Q5)* Explain in details, alongwith practice examples, key concepts related to marketing like, Promise, Trust, Commitment, Satisfaction, Quality, Internal marketing & communication.
- Q6)* Define “Customer life time value”. How customer are defected to other product? And how product Profit analysis is carried out?
- Q7)* What are the factors leads to emergence of concept ‘CRM’? What are the ethical issues while retaining “customer privacy”.



**P741**

**[3875]-60**

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

**(407 B) : INTERNATIONAL FINANCE**

**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 60*

*Instructions to the candidates:*

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

- Q1)** Compute the exchange rate in respect of the following transactions.
- a) Student approach to a Banker with a request to issue DD favouring "G.R.E."
  - b) Exporter has approached a Banker for negotiation of Export Bill with 30 days credit.  
You may take hypothetical illustration involving US \$ as a currency.  
Assume that US \$ is at "premium" in the forward market.
- Q2)** What do you mean by Trade Blocks? Explain the different types of Trade Blocks.
- Q3)** How does foreign exchange rate is determined in foreign exchange markets?
- Q4)** Explain the functions, management and organisation of EXIM Bank of India.
- Q5)** Explain the following with respect to the Export-Import finance :-
- a) Buyer's Credit.
  - b) Supplier's Credit.
- Q6)** Explain the different sources of raising capital for an MNC firm in International financial markets.

**Q7)** Short notes (any 3) :

- a) International Liquidity.
- b) Balance of Payment.
- c) ECGC.
- d) Country Risk Analysis.





Total No. of Questions : 6]

[Total No. of Pages : 1

**P742**

**[3875]-61**

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

**COMPUTER SPECIALIZATION**

**407 (C) : Project Management & IT Management  
(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q.1 is compulsory.*
- 2) *Solve any 3 questions from remaining.*

- Q1)** Explain various methods of estimation in brief. **[10]**
- Q2)** Explain various types of testing methods. Write Test case for validation of Student Data input form. **[20]**
- Q3)** Explain Quality concept and ISO, CMM Standards. **[20]**
- Q4)** Explain performance evaluation methods for Hardware, Software and Personnel. **[20]**
- Q5)** What is PERT/CPM? Explain their importance in Software Project Scheduling. **[20]**
- Q6)** Write short notes (any Four) : **[20]**
- a) Reileigh Curve.
  - b) Walkthrus.
  - c) IT operations.
  - d) Parallel Runs.
  - e) Adaptive Maintenance.



**P743**

**[3875]-62**

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

**(407 - D) MATERIAL REQUIREMENT PLANNING**

**(Production and Materials Specialization)**

**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** State the concept of MRP. Explain the role of MRP system in meeting manufacturing objectives.
- Q2)** Explain the outputs of MRP process and explain uses of MRP outputs.
- Q3)** Describe the prerequisites for effective implementation of MRP system.
- Q4)** “Master Production Schedule drives the MRP system”. Discuss.
- Q5)** Discuss the issues involved in developing valid inputs in MRP system.
- Q6)** Describe features of any three lot sizing techniques and state their advantages.
- Q7)** Explain the effect of following on MRP System :
- a) When frequent changes are made in MPS.
  - b) When changes in specification of a material are not communicated to vendor but bill of material file is updated.
  - c) When lot sizing rules are changed.
- Q8)** Write notes on any two of the following :
- a) Types of bill of material.
  - b) Netting.
  - c) Regeneration and net change in MRP.
  - d) Safety stock considerations in MRP.



**P744**

**[3875]-63**

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

**(407 E) : STRATEGIC HUMAN RESOURCE MANAGEMENT  
(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** Define Vision, Mission, Objectives and Strategic Management. What are different levels of strategy formulation?
- Q2)** Explain concept of strategic HRM. Explain HR strategies related to turn around.
- Q3)** Explain in detail skill based Pay and Profit sharing.
- Q4)** “Learning organisations is a roadway to organisational growth”. Discuss.
- Q5)** Explain concept, advantages and disadvantages of 360 degrees feedback.
- Q6)** Explain influence of leadership, power and politics on strategic HRM.
- Q7)** Write short notes on any two :
- a) HR Outsourcing.
  - b) Broad Banding.
  - c) Down Sizing.
  - d) Dual Career Couples.
  - e) Flexi Time and Telecommuting.



**P745**

**[3875]-64**

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

**408 A : PRODUCT AND BRAND MANAGEMENT**

**Marketing Specialization**

**(2005 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 brand building and describe the brand building process?

**Q2)** Discuss 'New product development process' with suitable examples.

**Q3)** What do you understand by "Brand Equity". Discuss various methods of measuring brand equity?

**Q4)** What is sale forecasting? Explain methods of sale forecasting.

**Q5)** Short notes (any two) :

- a) Brand image.
- b) Factors influencing product design.
- c) Brand Extension.
- d) Market focussed organisation.

**Q6)** People prefer to purchase brand than product, justify with suitable examples.



**P746**

**[3875]-65**

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

**(408 B) : STRATEGIC FINANCIAL MANAGEMENT**

**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any five questions from Section - I. Each question from Section - I carries 11 marks.*
- 2) *Attempt any one question from Section - II and it carries 15 marks.*
- 3) *Answers to both the sections are to be written on same answer sheet.*

**SECTION - I**

- Q1)** What are the prerequisites of strategic wage negotiation and how these prerequisites are useful in strategic wage negotiation? Discuss with the help of suitable examples.
- Q2)** Write a detailed note on Brand Valuation. Discuss various methods of brand valuation.
- Q3)** Explain the Factors Deciding Expectations of Shareholders.
- Q4)** Explain voluntary retirement scheme and discuss its financial implication on strategic wage management.
- Q5)** What are the strategic approaches to supply cost management.
- Q6)** Explain in detail the 'NINE REFERENCES' for strategic Financial Management.

**SECTION - II**

- Q7)** From the following particulars, ascertain the value of stock as on 31<sup>st</sup> March 20X2 and also the profit for the year. Stock as on 1.04.20X1 Rs. 1,42,500; Purchases Rs. 7,62,500; Manufacturing Expenses Rs. 1,50,000; Selling Expenses Rs. 60,500; Administrative Expenses Rs. 30,000; Financial charges Rs. 21,500; Sales Rs. 12,45,000. At the time of valuing stock as on 31<sup>st</sup> March 20X1 a sum of Rs. 17,500 was written off on a particular item, which was original purchased for Rs. 50,000 and was sold during the year for Rs. 45,000 except this transaction relating to this item, the gross profit earned during the year is 20 percent on sale.

**Q8)** M/s Red Star Pharma Ltd. is engaged in manufacturing of Pharma products. Financial data for the firm for the F.Y. 2009-10 is given as under –

	Amount Rs (in lacs)
Equity Capital	50,00,000
Reserves	100,00,000
Debentures @ 15%	30,00,000
Term loan @ 12%	50,00,000
Operating Profit	16,00,000
Cost of Equity	15% (shareholder's expectations)
Cost of Capital	20% (Assumed by Head Quarter for EVA computation)

Growth Rate of Economy is matching with the cost of equity and cost of capital Company pays tax @ 35%.

Company assumes increase in fixed assets by Rs. 11,00,000 on account of market price appreciation during the year.

Compute EVA & OVA (Owner's Value Added) for the company. Significance of EVA & OVA.

Make necessary assumptions.

**Q9)** Top class products Ltd. has several product lines with a sales manager in charge of each product line and he is paid a bonus based on the net income generated by his product line. In analyzing the performance of one product line, the general sales manager noted that the sales decline from Rs. 8 lakhs to Rs. 6 lakhs for the current year. However, the product line manager received a larger bonus than last year because net income increased from Rs. 90,000 last year to Rs. 1,20,000 for the current year.



**P747**

**[3875]-66**

**M.B.A. - IV**

**408 C : COMPUTER SPECIALIZATION - BUSINESS APPLICATIONS  
(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q.1 & Q.7 must be attempted.*
- 2) *Attempt any 4 (four) from remaining.*
- 3) *Draw neat diagrams. Neat diagrams carry marks.*
- 4) *State assumptions, if any, clearly.*

- Q1)** a) Draw 1<sup>st</sup> level DFD to describe customer order processing cycle, starting from customer order till the despatch of material to the customer. [10]  
b) Draw the layout of customer's delivery challan cum invoice document. [5]  
c) Explain the purpose of Sales analysis. [5]
- Q2)** State the factors, which cause the idleness of equipment in a factory. [10]
- Q3)** a) Write a note on employee's training in a factory. [5]  
b) Give the list of statutory deductions in an employee's monthly salary. [5]
- Q4)** Explain the process to print monthly trial balance, using suitable computerised database. [10]
- Q5)** a) Design normalised file layouts to enter fixed deposit details. [5]  
b) Write a note on internet banking. [5]
- Q6)** What is BOM? How to prepare BOM, using customer order details? [10]
- Q7)** Write short notes (any 2) : [10]  
a) FSN.  
b) Material rejection analysis.  
c) Ratio analysis.  
d) Sub-contracting.



**P748****[3875]-67****M.B.A. (Semester - IV)****(408 D) CASES IN PRODUCTION & MATERIALS MANAGEMENT****(Production & Materials Specialisation)****(New) (2005 Pattern)***Time : 3 Hours]**[Max. Marks : 70**Instructions to the candidates:*

- 1) *Answer any two cases.*
- 2) *Figures to the right indicate full marks.*
- 3) *Use of calculator is allowed.*

**Q1) Case : 1.****Computerization of Hospital.**

A work Sampling Study was performed on activity of the Nurses in a large hospital. The summary of the study is as under :

Sl No.	Activity	No. of observations
1.	Attending the patient	200
2.	Consulting with Doctors	50
3.	Working in the ward	90
4.	Doing paper work	170
5.	Reading Charts	40
6.	Talking to other Nurses	40
7.	Changing linen on beds	60
8.	Lunch/Tea/Rest	50
9.	TOTAL	700

- a) How the above data can be used to help increase in productivity of Nurses?
- b) The management of the Hospital plans to implement a software which would eliminate paperwork. By using software, Nurse's time would be better utilized. The software would cost Rs. 50,000 per month covering investment and operations expenses while nurse gets paid Rs. 3,000 a month. Value of her time utilized is put three times what their salary reflect. Should the Hospital go for the software. **[35]**



**Q2) Case : 2**

**Davy Phosphorous Ltd.**

Davy Phosphorous Ltd. (DPL) evaluates their suppliers on a weighted point plan DPL uses only three factors in its evaluation - Quality, service and price. Suppliers are evaluated every 6 months. The weightages of these three factors are 50, 25 and 25 respectively. In order to measure the supplier's performance in respect of each individual factor the criteria used for measurement is as under :

FACTOR	MEASUREMENT CRITERIA
Quality Performance	100% - % rejection
Service Performance	100% - 7% for each failure
Price Performance	<u>Lowest Price Offered</u> Price Actually Paid

The company has three suppliers of a material. Arul Chemicals, Bina Processes and Cushat Suppliers. Data on supply by three suppliers for past six months supply is as follows :

Arul Chemicals had three service failures, 4% rejection and had offered a price of 575 Rs./kg while lowest price offer was Rs. 500/kg.

Bina processes had 7% rejection, 2 service failures and had offered price of 550 Rs./kg.

Cushat Suppliers had 3% rejection in supplies, five service failures and had offered price of 600 Rs./kg.

- a) Compute the evaluation of performance of the suppliers.
- b) Compare and interpret the performance evaluation data of supplier.
- c) What are the limitations of the system for vendor performance appraisal system?
- d) Suggest modified/different vendor appraisal system. [35]

**Q3) Case : 3**

Mr. Chopra, is a Materials Manager with Arctic India Limited, a medium sized engineering firm engaged in the manufacture of domestic appliances. Over the last few years, Mr. Chopra has developed very intimate relations with his suppliers. On the day of marriage of his sister, one of his old suppliers presented to him a costly gift, a Plasma TV. The policy regarding the gifts in

the policy manual of the company reads, “Gifts beyond Rs. 1000 should not be accepted.” His plea with the supplier that he can’t accept the gift makes the supplier snub him “Is Preeti only your sister. She is my sister as well. And I am giving this gift to my sister.”

Mr. Chopra is confused. If he does not accept the gift, the supplier will create a scene. And if he accepts, there is of course going to be a problem.

Questions :

- a) Is the policy on accepting gifts properly framed?
- b) What course of action on the part of Mr. Chopra would have prevented this?
- c) Analyze the situation and suggest the best course of action for Mr. Chopra to follow?

**[35]**



**P749**

**[3875]-68**

**M.B.A.**

**(408 E) : LABOUR LAWS AND OTHER LAWS  
(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q.1 is compulsory.*
- 2) *Attempt any three questions from the rest.*
- 3) *Figures to the right indicate full marks for that question.*

- Q1)** a) Explain in detail the procedure for licensing under Contract Labour Act. **[15]**
- b) Enumerate the provisions for working hours for Restaurants under Shops Act. **[10]**
- Q2)** What are Model Standing Orders? What are its contents? **[15]**
- Q3)** Who is a consumer under Consumer Protection Act? **[15]**
- Q4)** Explain the procedure for conducting a domestic enquiry. **[15]**
- Q5)** Write short notes on any three : **[15]**
- a) TDS.
  - b) Contractor under Contract Labour Act.
  - c) Commercial Establishment under Shop Act.
  - d) Welfare provisions for contract workers.



**P750**

**[3875]-101**

**M.B.A.**

**ORGANISATIONAL BEHAVIOUR & PRINCIPLES AND  
PRACTICES OF MANAGEMENT**

**(Unit Course No. 101) (New) (2008 Pattern) (Sem. - I)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Answer any four questions from Q.1 to Q.5 and carries 14 marks each.*
- 2) Q.6 is compulsory and carries 14 marks.*

*Q1)* Define Management. How will you correlate the importance of F.W. Taylor's Scientific Management with current management scenario.

*Q2)* Discuss critically Fredrick-Herzbergs & Maslows need hierarchy theory of Motivation.

*Q3)* Define Stress. Discuss ill effects of stress on Humans. What steps, as a Manager, would you take to enable your colleagues to cope with stress.

*Q4)* Define Planning. Explain the nature, importance and scope of planning with respect to Modern Management.

*Q5)* Why do employees resist change? How can resistance be overcome? Illustrate your answer with a suitable example.

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

- a) Transactional Analysis.
- b) MBO.
- c) Decentralisation.



**P751**

**[3875]-102**

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

**(102) : MANAGEMENT ACCOUNTING**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any four questions from Section - I.*
- 2) *Attempt any two questions from Section - II.*
- 3) *Figures to the right indicate full marks.*
- 4) *Use of non programmable portable electronic calculator is allowed.*

**SECTION - I**

- Q1)** Define Management Accounting. Distinguish between Management and Cost Accounting? **[10]**
- Q2)** What are the concepts & conventions in Management Accounting? **[10]**
- Q3)** Explain the concept of overheads. State the causes of under & over absorption of factory overheads? **[10]**
- Q4)** Write short notes on (any two) : **[10]**
- a) Journal.
  - b) Labour Turnover.
  - c) Types of the Accounts & Rules.
- Q5)** Write a note on classification of costs. **[10]**
- Q6)** Define standard costing. Write the advantages and disadvantages of standard costing. **[10]**
- Q7)** What is budget? What are the different types of budget? **[10]**

**SECTION - II**

- Q8)** From the following Trial balance of M/s Sunita Traders prepare Trading & Profit & Loss A/c for the year ended on 31.03.2008 and a Balance Sheet as on that date after considering following adjustments. **[15]**

**P.T.O.**

Trial Balance as on 31<sup>st</sup> March 2008.

Particulars	Debit Rs.	Credit Rs.
Machinery	90,000	
Building	40,000	
Stock (01.04.07)	20,200	
Purchases	1,10,800	
Wages & Salaries	17,000	
Carriage Outward	3,000	
Sundry Debtors	35,000	
General Expenses	9,100	
Rent	1,700	
Bad Debts	650	
Income Tax	300	
Legal Charges	400	
Prepaid Rent	200	
Loan to Mukherjee	17,000	
Drawings	4,300	
Cash in hand	1,350	
Cash at bank	9,750	
Capital		1,15,200
Sundry Creditors		45,000
Bills Payables		4,000
Return Outwards		1,500
Interest & Commission		900
Outstanding Expenses		1,150
Sales		1,90,500
R.D.D.		2,500
Total :	3,60,750	3,60,750

The following adjustments should be taken into consideration.

- a) Stock on 31<sup>st</sup> March 2008 was valued at cost Rs. 20,900. Market price was Rs. 24,000.
- b) Depreciate Machinery at 10% and Building at 5%.
- c) The reserve for Bad & Doubtful Debts is to be maintained at Rs. 1,000.
- d) Provide for Reserve for discount on Sundry Creditors at 2%.

**Q9)** From the following figures extracted from the books of ABC Ltd. for the year ended on 31.03.2008. Prepare cost sheet showing : **[15]**

- a) Prime cost.
- b) Works cost.
- c) Cost of production.
- d) Cost of sales and
- e) Profit.

Particulars	Amount Rs.
Direct Materials	70,000
Indirect Wages	10,000
Factory Rent & Rates	50,000
Indirect Materials	500
Depreciation of Office Assets	100
General Factory Expenses	5,700
General Selling Expenses	1,000
Office Salaries	4,500
Advertisements	2,000
Direct Wages	75,000
Other Direct Expenses	15,000
Office Rent & Rates	500
Depreciation of Machines	1,500
Salary to Managing Directors	12,000
Travelling Expenses	1,100
General Office Expenses	1,000
Carriage Outward	1,000
Sales	2,50,000

**Q10)** A.B.C. company wishes to arrange Overdraft facilities with its bankers during the period of April to June 2004, when it will be manufacturing mostly for stock. Prepare cash budget for the above period from the following data indicating the extent of bank facilities the company will require at the end of each month. **[15]**

Month/Year	Sales	Purchases	Wages
Feb 2004	1,80,000	1,24,800	12,000
March 2004	1,92,000	1,44,000	14,000
April 2004	1,08,000	2,43,000	11,000
May 2004	1,74,000	2,46,000	10,000
June 2004	1,26,000	2,68,000	15,000

Additional Information :-

- a) 50% of Credit Sales are realised in the month following the sales & the remaining 50% in the second month following.
- b) Creditors are paid in the month following the month of purchases.
- c) Wages are paid in the month following the month of wages.
- d) Cash at bank on 01.04.2004 Rs. 25,000.

**Q11)** A company producing single article sales at Rs. 10 each. The Marginal Cost of Production is Rs. 6 & Fixed Cost is Rs. 400 p.a. calculate **[15]**

- a) P/V Ratio.
- b) Break Even Sales.
- c) The sales to earn profit of Rs. 500.
- d) Profit at sales of Rs. 3,000.





**P752**

**[3875]-103**

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

**(103) : MANAGERIAL ECONOMICS**

**(New) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

*Q1)* Which tools of Managerial Economics are helpful in decision making.

*Q2)* What is demand forecasting? Explain any two methods of it?

*Q3)* State and explain the 'Law of Variable Proportion'.

*Q4)* Compare the short run and long run equilibrium of a perfectly competitive firm by stating the conditions of equilibrium.

*Q5)* Explain any two pricing strategies.

*Q6)* a) What are the barriers to entry of a firm under imperfect markets?

b) What are the exceptions to the law of demand?

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

- a) Capital-budgeting.
- b) Opportunity cost.
- c) Income elasticity of demand.
- d) 'U' shape cost curve.



**P753****[3875]-104****M.B.A.**

**104 : Statistical and Quantitative Methods  
(2008 Pattern) (Semester - I)**

*Time : 3 Hours]**[Max. Marks : 70**Instructions to the candidates:*

- 1) *Handwriting should be neat and clear.*
- 2) *Question No.1 and question No.4 are compulsory.*
- 3) *Answer any one question from Question No.2 and 3 and answer any one question from Question No.5 and 6.*
- 4) *Use of electronic calculators and statistical tables are allowed.*
- 5) *Figures to the right indicate full marks.*

**Q1) a)** Find mode by calculation and by graphical method. **[5]**

C.I :	0-10	10-20	20-30	30-40	40-50
$f$ :	5	9	16	10	5

b) What do you mean by Dispersion? Write a note on relative & absolute dispersion? **[5]**

c) The contents of 3 urns 1, 2, 3 are as follows : **[5]**

- 1 White, 2 Black, 3 Red balls
- 2 White, 1 Black, 1 Red balls
- 4 White, 5 Black, 3 Red balls

One urn is selected at random and two balls drawn. They happen to be White and Red. What is the probability that they come from urn 2.

d) Two men were asked to rank 7 cricketers. They have given the ranking as below : **[5]**

Cricketers :	A	B	C	D	E	F	G
Person 1 :	2	1	4	3	5	7	6
Person 2 :	1	3	2	4	5	6	7

Find rank correlation coefficient.

**Q2) a)**

Marks in Economics	: 25	28	35	32	31	36	29	38	34	32
Marks in Statistics	: 43	46	49	41	36	32	31	30	33	39

Find [8]

- i) Two regression equations.
- ii) The coefficient of correlation between the marks in Economics and Statistics.

- b) In an examination at which 500 candidates appeared, boys outnumbered girls by 14% of all candidates, number of passed candidates exceeded number of failed candidates by 300. Boys failing in examination numbered 80. Calculate coefficient of association between boys and success in examination. [7]

- Q3)** a) Of a large group of men, 5 percent are under 60 inches in height and 40 percent are between 60 and 65 inches. Assume normal distribution find the mean height and standard deviation. [8]

- b) The distribution of wages in two factories A and B is as follows : [7]

Wages in (Rs.)	No. of workers A	No. of workers B
50-100	2	6
100-150	9	11
150-200	29	18
200-250	54	32
250-300	11	27
300-350	5	11

In which factory is the variation in wages greater?

- Q4)** a) A company manufacturing animal feed must produce 500 kgs of a mixture daily. The mixture consists of two ingredients  $F_1$  and  $F_2$ . Ingredient  $F_1$  costs Rs. 5 per kg. and ingredient  $F_2$  costs Rs. 8 per kg. Nutrient considerations dictate that the feed contains not more than 400 kgs of  $F_1$  and a minimum of 200 kgs of  $F_2$ . Formulate the LPP and find the quantity of each ingredient used to minimise cost. [8]

- b) The tool room company's quality control department is manned by a single clerk who takes an average of 5 minutes in checking parts of each of machine coming for inspection. The machine arrive once in every 8 minutes on the average. One hour of the machine is valued at Rs. 15 and a clerk's time is valued at Rs. 4 per hour. What are the average hourly queuing system costs associated with the quality control department. [7]

- c) The cost (Rs '000) of locating of machines to the places is estimated as follows :

Machines	Places				
	A	B	C	D	E
M <sub>1</sub>	19	21	25	20	21
M <sub>2</sub>	27	24	-	25	24
M <sub>3</sub>	-	24	27	24	20
M <sub>4</sub>	22	16	20	15	16

Find the optimal assignment schedule.

[5]

- Q5) a) Four hospitals have decided to send their patients needing linear accelerator therapy to three locations in their region. They have contract with an ambulance company which charges Rs. 2/km. Each location can handle only a certain number of outside patients per day. Find the optimal allocation of patients to locations of therapy given the following details.

Hospitals	Distance from locations (kms)			Patients
	A	B	C	
1	17	31	45	5
2	12	14	23	8
3	46	32	13	7
4	38	16	19	5
Place	5	11	5	

[8]

- b) A farmer wants to decide which of the 3 crops he should plant. The farmer has categorized the amount of rainfall is high medium & low. Estimated profit is given below.

[7]

Rainfall	Estimated Profit (in Rs.)		
	Crop A	Crop B	Crop C
High	8,000	3,500	5,000
Medium	4,500	4,500	4,900
Low	2,000	5,000	4,000

Farmer wishes to plant one crop, decide the best crop using :

- Hurwicz criteria (take degree 0.6).
- Laplace criteria.
- Minimax regret criteria.

- Q6)** a) It was found in the survey that the mobility of the population in a state to the village, town and city is in following percentage.

From	To		
	Village	Town	City
Village	50%	30%	20%
Town	10%	70%	20%
City	10%	40%	50%

What will be the proportion of population in village town & city after two years given that present population proportion is 0.7, 0.2 & 0.1 resp. **[8]**

- b) Solve the following game. **[7]**

	B					
A	1	2	3	4	5	6
1	0	0	0	0	0	0
2	4	2	0	2	1	1
3	4	3	1	2	2	2
4	4	3	7	-5	1	2
5	4	3	4	-1	2	2
6	4	3	3	-2	2	2



**P754**

**[3875]-105**

**M.B.A. - I**

**(105) : LEGAL ASPECTS OF BUSINESS**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question No.1 is compulsory.*
- 2) *Answer any three questions out of the remaining.*
- 3) *Figures to the right indicates marks.*

- Q1)** a) Define Contract. Explain the different ways by which a contract may be discharged. **[15]**  
b) Explain in detail rights of surety. **[10]**
- Q2)** Explain various provisions relating to transfer of ownership under Sale of Goods Act. **[15]**
- Q3)** Explain in detail, dishonour of a Negotiable Instruments under Negotiable Instrument Act. **[15]**
- Q4)** Define Patents and explain various types of patents. **[15]**
- Q5)** Define consumer. Explain the procedure of a complaint made under District Forum under consumer Protection Act. **[15]**
- Q6)** Explain provisions relating to Digital Signature and Electronic Governance. **[15]**
- Q7)** Write short notes on (any 3) : **[15]**  
a) Trademark.  
b) Unfair Trade Practice.  
c) Valid Consideration.  
d) Bill of Exchange.



**P755**

**[3875]-106**

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

**(106) : BASICS OF MARKETING**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** What do you understand by 'Marketing Environment'? Discuss in detail how the elements of Macro Environment influence marketing & overall business decisions.
- Q2)** Explain the significance of Marketing Mix model in the competitive environment. Discuss 7 P's of services marketing mix.
- Q3)** Critically evaluate the concept of "Segmentation, Targeting & Positioning".
- Q4)** Discuss the need of 'Consumer Behaviour' study in present business scenario. Explain the buying decision process.
- Q5)** "Socially Responsible Marketing Organizations are more preferred by the customers" – Comment. Also discuss how organizations can contribute in fulfilling social responsibility goals.
- Q6)** Explain the significance & process of Marketing Planning & Marketing Control.
- Q7)** Write short notes on (Any two) :
- a) Bases for segmentation of Industrial Goods.
  - b) Matrix Organisation.
  - c) Marketing Myopia.



**P756**

**[3875]-201**

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

**(201) : MARKETING MANAGEMENT**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Design marketing mix for following products.

- a) Yo Bike.
- b) Water purifier without electricity.

**Q2)** What is product life cycle? Explain various strategies to be adopted at each stage.

**Q3)** Define Packaging. Explain its importance, comment on the new trends in packaging by giving suitable examples.

**Q4)** “Physical Distribution’ is a network of blood vessels which is necessary for existence of an organization”. Critically analyse the statement.

**Q5)** Define ‘Sales Promotion’. Explain various techniques of sales promotion & its importance.

**Q6)** Discuss the different pricing strategies. Give factors affecting pricing decisions.

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

- a) Port folio analysis.
- b) Extended P’s of marketing.
- c) Direct marketing.
- d) Wholesellers.





Total No. of Questions : 8]

[Total No. of Pages : 3

**P757**

**[3875]-202**

**M.B.A.**

**(202) : FINANCIAL MANAGEMENT**

**(2008 Pattern) (Sem. - II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question 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.*

**SECTION - I**

**Q1)** What is working capital management? Explain the concept of Operating Cycle? **[10]**

**Q2)** What is overcapitalization? Why over capitalization arise? Explain the corrective remedies for overcapitalization. **[15]**

**Q3)** Differentiate between (any three) : **[15]**

- a) Financial leverage and operating leverage.
- b) Gross working capital and Net working capital.
- c) Fund Flow Statement and Cash Flow Statement.
- d) Debt Equity Ratio and Return on Investment.

**Q4)** Write short notes on any three : **[15]**

- a) Limitations of Ratio Analysis.
- b) Disclosure of Fixed Assets according to Schedule VI of the Companies Act.
- c) Cash Budget.
- d) Internal Rate of Return (IRR).
- e) Constant Dividend Policy.

**P.T.O.**

## SECTION - II

**Q5)** From the following details prepare statement of proprietary fund with as much detail as possible : **[15]**

- a) Stock velocity = 6
- b) Capital turnover ratio = 2
- c) Fixed assets turnover ratio = 3
- d) Gross profit turnover ratio = 20 percent
- e) Debtors velocity = 3 months
- f) Creditors velocity = 73 days

The gross profit was Rs.500,000; reserves and surplus Rs.200,000; closing stock was Rs.20,000 in excess of opening stock.

**Q6)** From the following summarized balance sheets prepare Fund Flow Statement., where fund is defined as working capital. **[15]**

### BALANCE SHEET

Liabilities	31-3-2009 Rs.	31-3-2010 Rs.	Assets	31-3-2009 Rs.	31-3-2010 Rs.
Equity share capital	5,00,000	6,00,000	Goodwill	20,000	15,000
General Reserve	50,000	55,000	Land	20,000	40,000
Profit & loss A/c	40,000	80,000	Buildings less depreciation	1,20,000	1,24,000
Share premium	0	25,000	Machinery less depr	5,00,000	4,49,600
10% debentures	3,00,000	2,50,000	Investments	1,00,000	70,000
Sundry Creditors	91,000	12,000	Inventories	2,00,000	2,50,000
Provision for tax	50,000	50,000	Sundry debtors	42,000	60,000
Prop dividend	75,000	90,000	Cash and bank	50,000	80,000
			Loans & adv.	42,000	66,400
			Preliminary exp.	12,000	7,000
<b>TOTAL</b>	<u>11,06,000</u>	<u>11,62,000</u>	<b>TOTAL</b>	<u>11,06,000</u>	<u>11,62,000</u>

**Q7)** A project costing Rs.5,60,000 is expected to produce annual net cash benefits of Rs.80,000 over a period of 15 years. Estimate the IRR. Also find the payback period and obtain the IRR from it. How do you compare this IRR with the one directly estimated? The present value of Annuity 1-15 years @ 11% rate of discount 7.191 and 6.811 (at 12% rate of discount). **[15]**

**Q8)** From the following information of XYZ Ltd. Calculate : **[15]**

- a) Net operating cycle period.
- b) Number of operating cycles in a year.

1.	Raw material inventory consumed during the year	Rs.12,00,000/-
2.	Average stock of raw material	1,00,000/-
3.	Work in progress inventory (cost of production)	10,00,000/-
4.	Average work in progress inventory	60,000/-
5.	Finished goods inventory (cost of goods sold)	16,00,000/-
6.	Average finished goods stock held	80,000/-
7.	Average collection period for debtors	45 days
8.	Average credit period availed from suppliers	30 days
9.	No. of days in a year	360 days



**P758**

**[3875]-203**

**M.B.A.**

**(203) : HUMAN RESOURCE MANAGEMENT**

**(2008 Pattern) (Sem. - II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** a) Explain the nature, objectives and scope of HRM.  
b) What is role and responsibilities of HR Manager? **[14]**
- Q2)** a) Define Human Resource Planning. Why is planning needed in the exercise of Human Resource Management?  
b) As CEO of a FMCG organization you have to select three executives to fill up three posts of Area-Manager, marketing”. In response to an advertisement 7 applications (external) have been short listed. There are 6 applicants from within the organization. Please specify the various criteria needed for selection and also describe the selection procedure that you will follow so that the selection is fair to the candidate and optimal for the organization. **[14]**
- Q3)** a) Verify the concept of training, development and education.  
b) How should one go about identifying training needs in an organization? **[14]**
- Q4)** a) How do new methods of performance appraisal differ from traditional methods.  
b) Explain any five methods of performance appraisal. **[14]**
- Q5)** a) What is industrial relations? Explain its objectives.  
b) Explain the concept of collective Bargaining and discuss the reasons of its success or failure. **[14]**

**P.T.O.**

- Q6)** a) Describe various kinds of separations.  
b) Explain the concept of Golden Handshake (VRS).

**[14]**

OR

Write short notes (any two) :

- a) Job specification.
- b) Retention of employees.
- c) Career planning.
- d) Kaizen.
- e) Job Evaluation.



**P759****[3875]-204****M.B.A.****204 : MANUFACTURING AND OPERATIONS MANAGEMENT  
(2008 Pattern) (Sem. - II)***Time : 3 Hours]**[Max. Marks : 70**Instructions to the candidates:*

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

**Q1)** The activities of a project and their time estimates in days are given below :

Activity	Estimated duration of Activities in days		
	Optimistic Time	Most Likely Time	Pessimistic Time
1-2	2	5	8
1-4	4	19	28
1-5	5	11	17
2-3	3	9	27
2-6	3	6	15
3-6	2	5	14
4-6	3	6	15
5-7	1	4	7
5-8	2	5	14
6-8	6	12	30
7-8	2	5	8

- a) Draw the network diagram and identify critical path.
- b) Calculate standard deviation of critical path.
- c) Calculate Early start and Early finish time for each activity.

- Q2)** Which factors accounts for the resurgences of interest in Operation Management?
- Q3)** Give the examples and characteristics of various methods of manufacturing.
- Q4)** Discuss the strategic issues involved in single location and multi location decision for a manufacturing industry.
- Q5)** Write a short notes on (any two) of the following :
- a) Production control.
  - b) Theory of constraints.
  - c) KANBAN.
- Q6)** “Maintenance and production are two sides of same coin”. Comment.
- Q7)** a) What are specification limits? Why do we need them in statistical process control?
- b) What do you mean by acceptance sampling?
- Q8)** Explain the concept of work study? Explain the process of method study with a illustration.



Total No. of Questions : 8]

[Total No. of Pages : 1

**P760**

**[3875]-205**

**M.B.A.**

**(205) : MATERIALS AND LOGISTICS MANAGEMENT**

**(2008 Pattern) (Sem. - II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Why material and logistics management is gaining importance in today's organisations? Discuss.

**Q2)** "Supply Chain Management (SCM) is a new buzzword for core competency, productivity and profitability". Comment.

**Q3)** a) Illustrate the various trade offs that occur in between various elements of logistics costs.

b) Give the inputs and outputs of MRP system.

**Q4)** Discuss the effect of quantity discount offer made by vendor, on the calculation of EOQ; what are the decision criteria to accept or reject the discount offer.

**Q5)** a) In what ways sourcing from Global suppliers differs from the indigeneous sources.

b) Enlist various responsibilities of purchase management department.

**Q6)** Write a note on operational mechanism of the stores and documentations in it.

**Q7)** Discuss the process of Value Engineering and Value Analysis giving suitable examples.

**Q8)** a) Discuss the safety issues in material handling system in a process manufacturing industry.

b) Explain principles of materials handling.





**P761**

**[3875] - 206**

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

**206 : MANAGEMENT INFORMATION SYSTEM**

**(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 from the remaining.*
- 3) *Figures to right indicates full marks.*

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

- a) Areawise productwise sales report.
- b) Deduction Report.
- c) Material Inspection Report.

**Q2)** Define MIS. Explain contemporary approaches to MIS. **[10]**

**Q3)** Explain Herbert Simon's Model. **[10]**

**Q4)** Define DSS. Explain group decision support systems. **[10]**

**Q5)** Explain prototyping model of system development. **[10]**

**Q6)** Define Network. Explain types and topologies of Networks. **[10]**

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

- a) Data warehousing.
- b) Artificial Intelligence.
- c) Information Security and Control.
- d) Types of Information.



**P762**

**[3875]-301**

**M.B.A.**

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

**(Revised Syllabus 2008 Pattern) (Sem. - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Section-I carries 42 marks and Section-II carries 28 marks.*
- 2) *Attempt any three questions from Section-I and both questions from Section-II.*
- 3) *Answers to both the sections should be written in the same answer book.*
- 4) *Your responses should be specific and to the point.*

**SECTION - I**

**Q1)** Define Strategy. Explain the process of Strategic Management. Strategic Management Systems exist in many different organizations. What role should Strategic Management play in

- a) A public Sector Undertaking and
- b) A medium-sized Private Sector Company? If the roles are different, why so? **[14]**

**Q2)** Name five potentially valuable indicators of a firm's social responsibility and describe how company performance in each could be measured. Do you think society's expectations for corporate social responsibility will change in the next decade? Explain. **[14]**

**Q3)** What do the three possible corporate strategic directions-growth, stability and renewal-mean to you in terms of Strategy? How would you apply these concepts to tomorrow's markets? **[14]**

**Q4)** Mission statements are often criticized for being lists of platitudes. What can strategic managers do to prevent their statement from appearing to be simple statements of obvious truths? List five potentially vulnerable areas of a firm without a stated company mission. **[14]**

**Q5)** Distinguish between the following pairs of grand strategies : **[14]**

- a) Horizontal and vertical integration.
- b) Conglomerate and concentric diversification.
- c) Product development and innovation.
- d) Joint venture and strategic alliance.

**P.T.O.**

## SECTION - II

**Q6) Case study : Systematic analysis of the case and logical reasoning will have more weightage.**

### **U.S, Pharmaceuticals, Inc. (A)**

U.S, Pharmaceuticals (USP) is a U.S. firm with about 30 percent of its sales outside the United States. USP concentrates on the ethical drug business but has diversified into animal health products, cosmetics and some patent medicines. These other lines account for about one-fourth of USP's \$800 million sales.

USP's international business is conducted in some 70 countries, mostly through distributors in those markets. In six countries, however, it has manufacturing or compounding operations. (compounding refers to the local mixing, assembling, and packaging of critical ingredients shipped from the United States). USP's only Latin American manufacturing/compounding operations are in Latinia, a country with a population of about 30 million. Some products are shipped from Latinia to other Latin American markets.

USP's Latinian plant is operated by the pharmaceutical division. It is engaged in the production and especially the compounding of USP's ethical drug line. It does no work for other USP divisions (cosmetics, proprietary medicines and animal health). All the other divisions, which also sell in Latinia, export their finished products from plants in the United States. The Latinian plant employs 330 people, of whom only two are North-Americans - the general manager, Tom Hawley, and the director of quality control, Frixos Massialas.

USP's cosmetics and toiletries business accounts for \$150 million in sales and is handled by a separate division - Cosmetics and Toiletries. The division sells in only 38 of USP's 70 foreign markets. One of the division's better foreign markets is Latinia, where it has sales of over \$8 million and an acceptable market position. Cosmetics and Toiletries has a marketing subsidiary in Latinia to handle its business there. Jim Richardson, an American, heads the subsidiary. The rest of staff are Latinians.

Jim Richardson was very disturbed by the latest news received from the Latinian Ministry of International Trade. Traffic were being increased on many "nonessential products" because of the balance-of-payments pressures the country had been undergoing for the past year and a half. For USP's Cosmetics and Toiletries, specifically, this meant a rise in the tariffs it pays from 20% to 50% ad valorem. The 20% duty had posed no particular problem for Cosmetics and Toiletries because of the prestige of the imported product and the consumer franchise it had established, Richardson explained. He believed, however, that the 50% duty was probably an insurmountable barrier.

Cosmetics and Toiletries competition in Latinia was about evenly divided between local firms and other international companies from Europe and North America. Jim believed that local firms, which had about 40% of market, stood to benefit greatly from the tariff increase unless the international firms could find a satisfactory response. When Jim received the news of the tariff increase, which was to be imposed the first of October - one week away - he called a meeting to consider what Cosmetics and Toiletries could do. Deborah Neale, manager, Cosmetics Marketing, and Emilio Illness, manager, Toiletries Marketing, met with Jim to discuss the situation.

Several different courses of action were proposed at the hastily called meeting. Deborah suggested, “we could continue importing, pay the high duty, and change the positioning strategy to appeal to high-price, quality market”. Another idea was to import the primary ingredients and assemble (compound) and package them in Latinia. (Duties on the imported ingredients ranged between 10% and 35% ad valorem) Emilio suggested asking Cosmetics and Toiletries in the United States for a lower price on the products shipped to Latinia so that the duty would have a lesser impact on the final price in the local market. Jim mentioned the alternative that none of them wanted to think about. “If we can’t compete at those high prices, we may have to give up the market”.

#### Questions

- a) Evaluate the alternatives that were brought up at the meeting.
- b) Are there any other possible courses of action?
- c) Propose and defend a course of action.
- d) How would your response differ if, instead of a tariff increase, Latinia had imposed a quota cutting the imports of these products by 75%?

[14]

#### **Q7) Case East India Hotels :**

After 58 years of peddling hospitality through its chain of luxury hotels, the famous Oberoi name is about to be transformed into a consumer products brand. East India Hotels has drawn up plans to become a multi-product, multi-divisional empire through a series of diversification moves.

The expansion will see the high profile hotel group venture into unfamiliar terrain-food processing, edible oils, tissue paper and health care. These will be in addition to the existing software division.

The management has been restructured over the past year. More professionals have been brought in to take charge of operational responsibilities. Certain directors were also relieved of their operational duties in order to permit them to pay full attention to diversification.

The first move will see the launch of a variety of processed foods covering every meal from breakfast to dinner as well as chocolates, spices and mineral water. But can a service name be used to sell food products? The plan is to target only the up market segment by feeding on as well as nourishing the brand's reputation. Edible oil, for instance, will be positioned as a product of speciality cooking. The Oberoi brand name is also to be extended to international quality tissue paper. The Oberois, after the experience of managing the catering division of a major hospital in Saudi Arabia, now plan to set up a 250 bed, Rs.40 Crore hospital in Delhi with US or Australian collaboration. The Oberoi software division has already started selling its hotel management packages in the domestic market and is planning to enter the international market using an international tie-up.

What links these projects together is the fact that each of them will have the expertise of a foreign collaboration with an equity stake in joint ventures.

Meanwhile, the hotel business is still part of the main blueprint and three-star hotels are coming up at 18 locations across the country with a joint venture through ACCER of France. The international presence is also being strengthened through hotels coming up at Budapest, Indonesia and Saudi Arabia.

Recently, Prithvi Raj Singh Oberoi, chairman of EIH Ltd - which runs India's second biggest hotel chain-and his family had sold 55.4 million shares, a 14.12% stake in the company, to an investment arm of Reliance Industries Ltd (RIL), for Rs.1,021 crore.

#### Discussion

- a) Has East India Hotels capitalized on its strengths in its growth plan? If so, how?
- b) What are the internal and external weaknesses the company has attempted to overcome in its growth plan, and how?
- c) How will the entry of reliance impact EIH? Do you believe that it is a wise move on the part of RIL to enter EIH? Why or why not? **[14]**



Total No. of Questions : 7]

[Total No. of Pages : 2

**P763**

**[3875]-303**

**M.B.A.**

**MARKETING MANAGEMENT SPECIALISATION**

**(303 A) : Marketing Research**

**(2008 Pattern) (Sem. - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *All questions carry equal marks.*
- 2) *Question No. 7 is compulsory.*
- 3) *Answer any four questions from 1 to 6.*
- 4) *Use of non programmable electronic calculator is allowed.*

**Q1)** What is “Marketing Research”? Elaborate various steps in conducting Marketing Research.

**Q2)** Explain importance of Scaling Technique in questionnaire designing. Discuss various types of scales.

**Q3)** Discuss various methods of primary data collection.

**Q4)** Define “Universe” and “Sample” in respect of Marketing Research. Explain with suitable examples various probability sampling methods.

**Q5)** The Association of Organised Retail Stores claims that the grocery section has become quite popular and that about 5% households buy groceries from organised retail stores. However, conventional kirana store owner’s Association claims that less than 5% of households buy groceries from the retail stores. A sample of 400 households is surveyed and it is found that only 18 households bought grocery from the organised retail stores. Test at 1% level of significance whether the claim of the association of organised retail stores is acceptable?

(Given that value of ‘Z’ at 1% level of significance is  $-2.575$ ).

**P.T.O.**

**Q6)** Write short notes (any two) :

- a) Co-relation and regression analysis.
- b) Retail Shop Audit.
- c) Readership Survey.

**Q7)** A company manufacturing television, washing machine and refrigerator was market leader around year 2000. At present the company has no significant presence in the market. The new management is planning to revive this situation. The company intends to find consumer expectations and their satisfaction. Assist the company's management is designing a questionnaire to collect the required data.



**P764****[3875]-304****M.B.A.****(303 B) : ADVANCED FINANCIAL MANAGEMENT****(Finance Specialization)****(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 what do you understood by the term 'DIVIDENT'? State various types of Dividends and various legal provisions associated with Dividend Payments.

**Q2)** Construct the balance sheet on the basis of following data.

Current Ratio 2.5, Acid Test Ratio 1.5, Bank overdraft Rs.10000/-, working capital Rs.60000/- Reserve and Surplus Rs.30000/-, Fixed Asset to Net Worth Ratio - 0.75. There is no long term loans and advances and no fictitious assets in balance sheet.

**Q3)** Using NPV and discounted pay back advice the xyz Ltd. Which project is worth acceptable. Intial investment Rs.26 Lac. Scrapat the end Rs.2/-.

Year	1	2	3	4	5
Proj - A	5.75	4.75	8.00	9.00	7.20
Proj - B	6.00	6.00	6.90	7.20	5.00
Discount @ 10%	0.91	0.83	0.75	0.68	0.63

Note : Above figures are profit after tax.

**Q4)** Explain following concept (any four) :

- a) Capital Rationing.
- b) Price earning Ratio.
- c) Stock Turnover Ratio.
- d) Enterprise value added.
- e) Working capital cycle.

**P.T.O.**



**Q5)** What are the various factors need to be consider -

- a) For assessment of working capital.
- b) For capital expenditure acceptance of various proposals.

**Q6)** Write short notes on (any two) :

- a) Bonus shares.
- b) Right issue of shares.
- c) Chore committee Recommendations.
- d) Tandon committee Recommendations.



**P765**

**[3875] - 305**

**M.B.A.**

**303 C : SOFTWARE ENGINEERING**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *Question No. 1 is compulsory.*
- 2) *Attempt any five from the remaining.*
- 3) *Numbers to the right indicates full marks.*

**Q1)** Pizza hut established in 1996, delivers various types of pizzas on order to the customers of pune. Home delivery of the pizzas is managed through the delivery boys. The procedure followed is \_\_\_\_\_

Customer places order by phone or in person. Reception clerk fills the order form in duplicate. One is given to the kitchen manager & other is retained as a office copy. Kitchen manager prepares KOT in triplicate sending two to kitchen & third to accounts department.

Kitchen prepares the pizza sends it to reception along with signed copy of KOT. Accounts department prepares the bill in duplicate, sending one to the reception & other is retained as office copy.

The delivery boy delivers the pizza & bill to the customers. Customers pay the bill after receiving the pizza. Delivery boy submits cash to accounts at the end of the day. Pizza Hut wants to generate MIS for pizza type wise sales, orders handleed by delivery boys, customer details etc.

- a) Draw ERD. **[6]**
- b) Draw context level and first level DFD. **[10]**
- c) Draw any four file layouts. **[4]**

**Q2)** Following are the three data structures available in computerize system of personnel inventory. Design data dictionary for the following data structures assuming important attributes. **[10]**

- a) Employee Master.
- b) Department Master.
- c) Language Master.

**P.T.O.**

**Q3)** Reliable marketing agency is responsible for conducting the marketing surveys in India. A television manufacturing co. has assigned a responsibility to the agency of conducting a survey of collecting a performance of different televisions in the market. It also wants to assess the present features & draw back of different television sets. The survey is to be conducted in all metro cities. As a systems analyst, you are required to design the questionnaire for survey & instructions for filling the questionnaire. **[10]**

**Q4)** Design a complete menu tree for the front office management system of a five star hotel. **[10]**

**Q5)** High Tech computer institute admits the students by following procedure given below. A student having more then or equal to 60% marks in graduation exam is accepted for special batches. Students having marks between 45% to 60% are accepted for regular batches & remaining students are rejected 20% additional fees are taken from students who opt for prime time batches 5% discount is given to students, if the fees are paid before 15<sup>th</sup> August.

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

**[10]**

**Q6)** a) Explain in detail object oriented approach of software development.  
b) Discuss various interface design considerations.

**[10]**

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

**[10]**

- a) Normalisation & controlled D-normalization.
- b) Reverse Engineering.
- c) Hardware and Software specifications.
- d) Functional decomposition diagram.
- e) Relevance of data flow diagrams in systems development.



Total No. of Questions : 8]

[Total No. of Pages : 1

**P766**

**[3875]-306**

**M.B.A.**

**(303 D) : INVENTORY MANAGEMENT AND MRP**

**Production and Materials Specialisation**

**(2008 Pattern) (Sem. - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)* Explain the role of MRP and its process for an automotive company.
- Q2)* “Vendor managed inventory is prerequisite for JIT purchasing” comment.
- Q3)* Discuss various issues influencing make or buy decision.
- Q4)* Discuss the EOQ model of inventory control with quantity discount.
- Q5)* Explain the concept of Inventory. Elaborate need and importance of Inventory management.
- Q6)* Elaborate the inventory control model with respect to strategy and customer satisfaction.
- Q7)* Give the criteria and methodology of evaluation for material function.
- Q8)* Write a short notes on any two :
- a) *WIP.*
  - b) *Bill of Materials.*
  - c) *Inventory model for uncertainty.*
  - d) *Inventory control for competitive advantage.*



Total No. of Questions : 6]

[Total No. of Pages : 1

**P767**

**[3875]-307**

**M.B.A.**

**(303 E) : LABOUR LAWS  
(2008 Pattern) (Sem. - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q.No. 1 is compulsory.*
- 2) *Attempt any three out of remaining questions.*
- 3) *Marks are indicated against each question.*

- Q1)** a) Write health and welfare measures under Factories Act. [13]  
b) Write the provisions regarding eligibility and disqualifications for bonus under payment of Bonus Act. [12]
- Q2)** Write all the authorised deductions under the payment of Wages Act. [15]
- Q3)** State which conditions make an employee to get gratuity and which causes decides disqualified for gratuity under payment of Gratuity Act. [15]
- Q4)** What is the procedure the Government has to follow for fixing and revising minimum wages under Minimum Wages Act. [15]
- Q5)** What is the procedure for getting an establishment registered under the Bombay shops and Establishments Act? State the provisions about the renewal of registration of establishments. [15]
- Q6)** Write short notes on any three : [15]
- a) Annual leave with wages under Factories Act.
  - b) Wages in kind under Minimum Wages Act.
  - c) Role of Factory Inspector under Factories Act.
  - d) Set-on and set-off of allocable surplus under payment of Bonus Act.
  - e) Disbursement of wages in a factory having more than 1000 workers/ employees.



Total No. of Questions : 6 + Case : 1]

[Total No. of Pages : 3

**P768**

**[3875]-308**

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

**(303 F) : INTERNATIONAL MARKETING**

**(IB Specialization)**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q.No. 7 is compulsory. (22 marks)*
- 2) *Attempt any 4 out of remaining questions. (12 marks each)*

**Q1)** What are the driving forces and restraining forces of international marketing? Discuss with relevant examples.

**Q2)** “Effective international marketing research is crucial to prevent marketing failures”. Justify the statement with suitable examples.

**Q3)** Discuss merits and demerits of different ‘foreign market entry strategies’ with help of examples.

**Q4)** “An international marketer has to find out a trade-off between ‘standardised’ and ‘customised’ product as it is difficult to develop a ‘global product’”. Do you agree? Justify your answer with suitable examples.

**Q5)** Explain steps to be taken to set up export trading business. What is the procedure for registration of exporters?

**Q6)** Write short notes (any two) :

- a) Country of origin.
- b) Balance of payment.
- c) Types of ‘Letter of credit’.
- d) SEZ (Special Economic Zone).

**P.T.O.**

**Case Study : Systematic analysis of the case and logical reasoning will have more weightage.**

**U.S. Pharmaceuticals, Inc. (A)**

U.S. Pharmaceuticals (USP) is a U.S. firm with about 30 percent of its sales outside the United States. USP concentrates on the ethical drug business but has diversified into animal health products, cosmetics and some patent medicines. These other lines account for about one-fourth of USP's \$800 million sales.

USP's international business is conducted in some 70 countries, mostly through distributors in those markets. In six countries, however, it has manufacturing or compounding operations. (Compounding refers to the local mixing, assembling, and packaging of critical ingredients shipped from the United States). USP's only Latin American manufacturing/compounding operations are in Latinia, a country with a population of about 30 million. Some products are shipped from Latinia to other Latin American markets.

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USP's cosmetics and toiletries business accounts for \$150 million in sales and is handled by a separate division - Cosmetics and Toiletries. The division sells in only 38 of USP's 70 foreign markets. One of the division's better foreign markets is Latinia, where it has sales of over \$8 million and an acceptable market position. Cosmetics and Toiletries has a marketing subsidiary in Latinia to handle its business there. Jim Richardson, an American, heads the subsidiary. The rest of staff are Latinians.

Jim Richardson was very disturbed by the latest news received from the Latinian Ministry of International Trade. Traffic was being increased on many "nonessential products" because of the balance-of-payments pressures the country had been undergoing for the past year and a half. For USP's Cosmetics and Toiletries, specifically, this meant a rise in the tariffs it pays from 20% to 50% ad valorem. The 20% duty had posed no particular problem for Cosmetics and Toiletries because of the prestige of the imported product and the consumer franchise it had established, Richardson explained. He believed, however, that the 50% duty was probably an insurmountable barrier.

Cosmetics and Toiletries competition in Latinia was about evenly divided between local firms and other international companies from Europe and North America. Jim believed that local firms, which had about 40% of market, stood to benefit greatly from the tariff increase unless the international firms could find a satisfactory response. When Jim received the news of the tariff increase, which was to be imposed the first of October - one week away - he called a meeting to consider what Cosmetics and Toiletries could do. Deborah Neale, Manager, Cosmetics Marketing, and Emilio Illness, Manager, Toiletries Marketing, met with Jim to discuss the situation.

Several different courses of action were proposed at the hastily called meeting. Deborah suggested, “we could continue importing, pay the high duty, and change the positioning strategy to appeal to high-price, quality market”. Another idea was to import the primary ingredients and assemble (compound) and package them in Latinia. (Duties on the imported ingredients ranged between 10% and 35% ad valorem) Emilio suggested asking Cosmetics and Toiletries in the United States for a lower price on the products shipped to Latinia so that the duty would have a lesser impact on the final price in the local market. Jim mentioned the alternative that none of them wanted to think about. “If we can’t compete at those high prices, we may have to give up the market”.

#### Questions

1. Evaluate the alternatives that were brought up at the meeting [8]
2. Are there any other possible courses of action? [4]
3. Propose and defend a course of action. [5]
4. How would your response differ if, instead of a tariff increase, Latinia had imposed a quota cutting the imports of these products by 75%? [5]





Total No. of Questions : 7]

[Total No. of Pages : 1

**P769**

**[3875]-309**

**M.B.A.**

**(304-A) : INTEGRATED MARKETING COMMUNICATION  
(2008 Pattern) (Sem. - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What do you mean by 'Marketing Communication'? Elaborate on process of 'Integrated Marketing Communication'.

**Q2)** Explain the selection process of an 'Advertising Agency'. Discuss the various services rendered by Advertising Agency.

**Q3)** Design a copy of print advertisement for

- a) Launching a new business magazine.
- b) Launching a hand sanitiser.

**Q4)** Define 'Sales Promotion'. Discuss various techniques of sales promotion for consumer products.

**Q5)** Discuss on 'Social Responsibility in IMC campaigns'.

**Q6)** Design a media plan for any one of the following :

- a) Touch screen mobile handset.
- b) Antiseptic cream.

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

- a) Event Management.
- b) Publicity.
- c) AIDA model.
- d) Media Jargons.



**P770**

**[3875]-310**

**M.B.A.**

**(304 B) : DIRECT TAXATION**

**(Finance Specialisation)**

**(2005/2008 Pattern) (Sem. - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks.*
- 3) *Applicable Assessment Year 2010-11.*

**Q1)** Define Income under the Income Tax act, 1961 and give any eight examples of income not forming part of total income.

**Q2)** What are various expenses deductible under the head income from other sources?

**Q3)** Mrs. V was assistant manager of M/s ABC metal Co.Ltd. During the financial year 2009-10. She got following emoluments from her employer :

Basic pay	
- Upto 31-08-2009	Rs.20000 p.m.
- From 01-09-2009	Rs.25000 p.m.
Transport allowance	Rs.2000 p.m.
Contribution to recognised provident fund	15% of basic salary
Children education allowance	Rs.500 p.m. for two children
City compensatory allowance	Rs.300 p.m.
Hostel expenses allowance	Rs.380 p.m. for two children
Tiffin allowance (actual expenses Rs.3700)	Rs.5000 p.a.
Tax paid on employment	Rs.2500

Compute taxable salary of Mrs. V for the financial year 2009-10

**Q4)** Discuss different types of assessment under the Income Tax Act, 1961.

**Q5)** Mr. G, a resident individual, provides following details of his income/losses for the year ended 31-03-2010.

- a) Salary received as partner from a partnership firm Rs.750000.
- b) Loss on sale of shares listed in BSE Rs.300000. Shares were held for 15 months and STT paid on sale.
- c) Long term capital gain on sale of land Rs.500000.
- d) Rs.51000 received in cash from friends in party.
- e) Rs.55000 received towards dividend on listed equity shares of domestic companies.
- f) Business loss of A.Y. 2007-08 brought forward Rs.800000.

Compute gross total income of Mr. G for the assessment year 2010-11 and ascertain the amount of loss that can be carried forward.

**Q6)** Discuss the provisions of Tax Deductible at Source (TDS) under the Income Tax Act, 1961.

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

- a) Permissible deductions from salary income.
- b) Appeal under the Income Tax Act, 1961.
- c) Resident company and Non-resident company.
- d) Treatment of depreciation u/s 32.



**P771****[3875]-311****M.B.A.****COMPUTER SPECIALISATION****304 C : Relational Database Management System  
(2008 Pattern)***Time : 3 Hours]**[Max. Marks : 70**Instructions to the candidates:*

- 1) *Question No. 1 is compulsory.*
- 2) *Solve any five from Q. No. 2 to Q. No. 7.*
- 3) *Figures to the right indicate full marks.*

**Q1) a)** Study the following purchase order details and normalize the data upto 3NF. **[15]**

Purchase Order		P.O. No.....		
		P.O. Date .....		
Supplier Name and Address		Supplier quotation no.		
		Supplier quotation date.		
Sr. No.	Item No. Descriptions	Qty	Rate	Amount
Terms & conditions :				
Prepared by :		Approved by :		

b) Discuss advantages of normalization. **[5]**

**Q2)** Write short note on (any two) : **[10]**

- a) Data base administrator.
- b) Views and indexes in SQL.
- c) ACID properties.

**P.T.O.**

- Q3)** What is deadlock? How deadlock is detected and prevented? [10]
- Q4)** Explain E-F. Codd's rules for RDBMS. [10]
- Q5)** Explain different types of joins with the help of SQL queries. [10]
- Q6)** Compare Network, Hierarchical and relational data model. [10]
- Q7)** Consider the following table structure and write SQL statements for the following (any five) : [10]
- WAREHOUSE (wh-id, Location, no-of, phone)  
CITIES (city, city-add, state)  
STORED (wh-id, item-no, qty-held)  
ITEMS (item-no, description, weight)  
ORDERS (ord-no, ord-date, cust-name)  
ITEMS-ORDERED (item-no, ord-no, qty-ordered)  
CUSTOMERS (cust-name, first-ord-date, lived-in-city)
- i) The warehouse located in Pune.
  - ii) The list of items whose weight is less than 10.
  - iii) Dates of all orders made by Mr.Shah.
  - iv) The ware house which hold all the items in order no.9.
  - v) The total quantity held by each warehouse.
  - vi) The location of warehouse holding electronic item.



P772

**[3875] - 312****M.B.A. (Sem. - III)**

**(304 D) : MODELING TECHNIQUES AND IT FOR  
OPERATIONS MANAGEMENT  
(Production & Materials Specialization)  
(2008 Pattern)**

*Time : 3 Hours]**[Max. Marks :70**Instructions to the candidates:*

- 1) *Answer any five questions.*
- 2) *Use of calculator is allowed.*
- 3) *Maximum marks are indicated against each questions.*

**Q1)** “Use of quantitative models help managers in making better decision”. Discuss the statement in context of operations management with examples. **[14]**

**Q2)** Find the optimum solution of the following Linear Programming problem using simplex method : **[14]**

Maximize  $Z = 4x + 3y$

Subject to the constraints :

$$2x + y \leq 1000$$

$$x + y \leq 800$$

$$y \leq 700$$

$$\text{and } x \geq 0; y \geq 0.$$

**Q3) a)** Explain the concept of goal programming. Describe formulation of goal programming problem with an example. **[8]**

b) State the concept and advantages of dual programming. Write dual for the following primal linear programming problem : **[6]**

$$\text{Minimize } Z = 3x_1 + 4x_2 + x_3 + 6x_4$$

Subject to : the constraints :

$$-x_1 + 3x_2 + 4x_3 - 2x_4 \geq 4$$

$$5x_1 - 2x_2 + 5x_3 - 3x_4 \geq 2$$

$$6x_1 + x_2 - 5x_3 - 3x_4 \geq 5$$

$$-x_1 + 4x_2 + 3x_3 + 7x_4 \geq 6$$

$$\text{and } x_1, x_2, x_3, x_4 \geq 0.$$

**P.T.O.**

- Q4)** a) Explain the steps involved in sequencing n jobs on two machines using Johnson's method. [6]
- b) Describe the meaning and application of priority sequencing rules. State five priority sequencing rules. Commonly used. [8]

**Q5)** A office equipment manufacturing company has not been able to meet delivery commitments due to increase in demand for their equipments. The management is considering three alternative courses of action : [14]

- a) Arrange for subcontracting.
- b) Begin overtime production and.
- c) Construct new facilities. The correct choice depends largely on future demand which may be low, medium or high. The management considers respective probabilities for demand as 0.10, 0.50 and 0.40. The effect on profit on different courses of action is given in the table below.

In Rs. Crores

DEMAND	PROBABILITY	COURSES OF ACTION		
		Subcontracting	Begin overtime	Construct facilities
LOW	0.10	1	-2	-15
MEDIUM	0.50	5	6	2
HIGH	0.40	5	10	20

- i) Draw decision tree diagram.
- ii) Compute Expected Monetary Values.
- iii) Suggest what the company should decide and why.

**Q6)** "Organization can create competitive advantage in use of IT". Discuss the statement with examples. [14]

**Q7)** Explain the generic process of implementation of ERP system in an organization. [14]

**Q8)** Describe salient features of any software on Quality Management or Logistics. [14]



**P773**

**[3875] - 313**  
**M.B.A. (Sem. - III)**  
**(304 E) : INDUSTRIAL RELATIONS**  
**(HR Specialisation)**  
**(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 Industrial Relation? Explain the objectives, scope and causes of Poor Industrial Relations.

**Q2)** Define Trade Union. Explain the functions and problems of Trade Union.

**Q3)** What is collective Bargaining? Explain the characteristics, importance and process of collective Bargaining.

**Q4)** Define Industrial Disput. Explain the machineries to solve Industrial Disputes under Industrial Dispute Act 1947.

**Q5)** What is Worker's Participation in Management? Explain the pre-requisites and levels of participation.

**Q6)** Explain in detail about impact Globalisation and Information Technology on Industrial Relations.

**Q7)** Write short note (any two) :

- a) Causes of Industrial Dispute.
- b) Types and structure of Trade Union.
- c) Role of HRD in Industrial Relations.
- d) Role of Judiciary in Industrial Relation.





**[3875] - 314**

**M.B.A.**

**(304 F) INTERNATIONAL LOGISTICS AND SUPPLY CHAIN  
MANAGEMENT (International Business Specialization)  
(2008 Pattern) (Sem. - III)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

- Q1)** “Supply chains compete, not companies”. Discuss the statement in context of global supply chain management.
- Q2)** Explain strategic importance of transport in global logistics. State salient features of air transportation.
- Q3)** a) Describe the meaning and role of 4 PL service providers in global logistics.  
b) State the determinants for outsourcing decisions.
- Q4)** State the risks involved in efficient supply chain management and discuss how they are managed in global trade environment.
- Q5)** Explain the content and purposes of any three documents used in global logistics.
- Q6)** Discuss factors influencing Network Design decisions.
- Q7)** Discuss approaches to inventory management in global supply chain management.
- Q8)** Write notes on any two of the following :
- a) Benchmarking supply chain.
  - b) Bull whip Effect.
  - c) Role of IT in supply chain management.
  - d) Service driven logistics systems.



**[3875] - 317**

**M.B.A.**

**(305 C) : VISUAL BASIC AND ORACLE**

**(2008 Pattern) (Sem. - III)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Write your assumptions.*
- 3) *For solving queries, use exact column names.*
- 4) *Figure to the right indicate full marks.*

**Q1)** Consider the following tables to solve the following queries (any 5) : **[10]**

Emp ( eno, ename, gender, dob, deptno, salary, city)

Dept (Deptno, dept-name)

- a) Create the emp table with constraints.
- b) Add "Email" column in emp table.
- c) Display emp details who is earning highest salary.
- d) Display emp details along with dept name.
- e) Display male employees from Pune city.
- f) Display emp details who born in the month of January.

**Q2)** Write a PL/SQL program to accept a string and print the alternate characters. **[10]**

**Q3)** Write short notes on the following (any 4) : **[16]**

- a) Joins.
- b) Set operators.
- c) Numeric functions in SQL.
- d) Data types in SQL.
- e) Cursors.

**P.T.O.**

**Q4)** Explain the properties (any 5) : **[10]**

- a) Interval of Timer.
- b) Multi line property of text box.
- c) Style property of combo box.
- d) Auto size property of text box.
- e) Border style of label.
- f) Tool tip text of command button.

**Q5)** Write a ADO code for student table with following fields : Sno, Sname, course to perform various operations : Add, Edit, delete, view, first, next, last, previous. **[12]**

**Q6)** Write short notes on the following (any 3) : **[12]**

- a) Date functions in VB.
- b) Cursor types in ADO.
- c) Data Types in VB.
- d) Dialog Boxes in VB.



**P776**

**[3875] - 316**

**M.B.A.**

**(305 B) : MERCHANT BANKING & FINANCIAL SERVICES**

**Advanced Financial Services**

**Finance Specialization**

**(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 concept of credit Rating? State its importance & procedure of obtaining credit Rating.

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

**Q3)** Write Descriptive note on 'Achievement of National Housing Banks in India'.

**Q4)** What do you mean by securitization of Debts. Explain its procedure & advantages.

**Q5)** In Respect of capital market explain (any 2) :

- a) On line Trading.
- b) Hedging Instruments.
- c) Depository & its Role.

**Q6)** Write short notes on (any 2) :

- a) Functions of stock exchanges.
- b) Secondary market.
- c) Types of mutual funds.



**P778**

**[3875] - 318**

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

**(305 D) : SUPPLY CHAIN & LOGISTICS MANAGEMENT**

**(Production & Materials Specialization)**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Consider the supply chain for a car manufacturing or a fruit processing company. For the company answer the followings :

- a) Draw the supply chain and identify components of supply chain.
- b) Identify different organizations involved in the supply chain.
- c) What are the sources of uncertainty in the supply chain. Make necessary assumptions and state them.

**Q2)** a) Explain the concept and objectives of logistics management and state its components.

- b) Describe in brief process of formulating logistical strategy.

**Q3)** Describe a generic framework for supply chain Information System.

**Q4)** a) Explain the meaning and benefits of intermodal and multimodal transportation with an example.

- b) State the factors influencing rate of transport.

**Q5)** Discuss in details role of packaging and containerization in material handling efficiency.

**P.T.O.**

**Q6)** Explain in brief meaning and significance of any three of the following supply chain processes :

- a) Customer relationship collaboration.
- b) Order fulfillment/service delivery.
- c) Manufacturing customization.
- d) Reverse logistics.

**Q7)** Describe warehousing operations and explain the role of ware houses in meeting logistics/supply chain objectives.

**Q8)** Explain advances in communication technology for logistical communication system.



**P779**

**[3875] - 319**

**M.B.A.**

**HUMAN RESOURCE MANAGEMENT**

**(305 E) : Personnel Administration - Application & Procedure  
(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *Q.1 is compulsory.*
- 2) *Out of remaining, attempt any three.*
- 3) *Figures to the right indicate max. marks for that question.*

- Q1)** a) Explain the process of Personnel Policy. **[15]**  
b) Communication is very important in the progress of any organisation comment. **[10]**
- Q2)** Outline the importance of personal file in Personnel Administration. **[15]**
- Q3)** Draft a show cause notice for riotous behaviour on the premises of establishment. **[15]**
- Q4)** Draft a promotion letter promoting a section supervisor to the post of shift engineer. **[15]**
- Q5)** Mention & explain the circumstances in which an employee is disqualified from receiving gratuity. **[15]**
- Q6)** Write short notes on (any three) : **[15]**
- a) Personnel Audit.
  - b) Notice & Circular.
  - c) PF returns.
  - d) Superannuation.

**P780**

**[3875] - 320**

**M.B.A.**

**305 F : ENVIRONMENT & GLOBAL COMPETITIVENESS**

**(2008 Pattern) (Sem. - III)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Explain the five competitive forces proposed by Michel Porter in detail. **[10]**

**Q2)** Explain the different forces of Global Dynamics in detail. **[15]**

**Q3)** Explain the Absolute cost advantage theory of International Trade given by Adam Smith. **[15]**

**Q4)** Explain the different environmental forces that influences international business. **[15]**

**Q5)** Explain the konichi Ohmae's Borderless world concept. **[15]**

**Q6)** Write short notes (any 3) : **[15]**

- a) Commercial Geography.
- b) Indicators of world competitiveness.
- c) G-8 and G-33.
- d) International Trade theory by Jagdish Bhagawati.





**P781**

**[3875] - 401**

**M.B.A.**

**401 : ENTREPRENEURSHIP DEVELOPMENT AND PROJECT  
MANAGEMENT**

**(2008 Pattern) (Sem. - IV)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *Q. No.1 is compulsory.*
- 2) *Solve any three out of the remaining.*
- 3) *Figures to the right indicate full marks.*

**Q1) a) Explain the concept of an 'entrepreneur' with its role & responsibilities.[15]**  
b) Explain the role of angel investor. **[10]**

**Q2) Elaborate the theory put forth by Schumpeter to promote entrepreneurship.[15]**

**Q3) Explain the role played by SISI in enhancing entrepreneurship development.[15]**

**Q4) Discuss, in detail the external factors that influences entrepreneurship development. [15]**

**Q5) What are the features and qualities to be considered while preparing the project feasibility report? [15]**

**Q6) Elaborate the achievements of 'Women Entrepreneurs' in Indian context. [15]**

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

- a) Market Analysis.
- b) SFC's.
- c) Entrepreneurial Traits.
- d) Challenges of sustaining competitiveness.
- e) NEDB.

**P782**

**[3875] - 402**

**M.B.A.**

**402 : INTERNATIONAL BUSINESS MANAGEMENT**

**(2008 Pattern) (Sem. - IV)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**SECTION - I**

**Q1)** Explain the factors which drive a firm to go abroad.

**Q2)** Explain the term globalisation. Explain different organisational models used in international business?

**Q3)** What are the causes of political risk that may impact a firm? What are the different means adopted by companies to deal with the political risks in international business?

**Q4)** Comments on India's competitive advantage in the field of IT/ITES, Gems & Jewellery. Enlist the reason for success in this sector.

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

- a) ADB
- b) Types of L/C's
- c) Non-Tariff barriers.
- d) Contractual mode of entry.
- e) Global sourcing its impact on Indian Industry.

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

## SECTION - II

Q6)

Case study

Balsara hygiene products Ltd

Balsara hygiene products ltd., which had some fairly successful household hygiene products introduced in 1978 a toothpaste, *Promise*, with clove oil (which has been traditionally regarded in India as an effective deterrent to tooth decay and tooth ache) as a unique selling proposition. By 1986 promise captured a market share of 16 per cent and became the second largest selling toothpaste brand in India. There was, however, an erosion of its market share later Because of the fighting back of the multinationals. Hindustan Lever's *close-up* gel appealed to the consumers, particularly to the teens and young, very well and toppled promise from the second position.

Supported by the Export Import Bank of India's export marketing finance (EMF) programme and development assistance, Balsara entered the Malaysian market with Promise and another brand of tooth paste, "*Miswak*".

The emphasis on the clove oil ingredient of the promise evoked good response in Malaysia Too. There was good response to Miswak also in the Muslim dominated Malaysia. It's promotion Highlighted the fact that Miswak (latin name: salvadora persica) was a plant that had been used for centuries as a tooth cleaning twig. It had references in koran. Quoting from *Faizal-E-Miswak*, it was pointed out that prophet Mohammed used "Miswak before sleeping at night and after awakening." The religious appeal in the promotion was reinforced by the findings of scientists all over the world, including Arabic ones, of the antibacterial property of clove and its ability to prevent tooth decay and gums.

Market intelligence revealed that there was a growing preference in the advanced countries for nature based products. Balsara tied up with Auromere Imports Inc. (AII), Losangeles. an agency established by American followers of Aurobindo, an Indian philosopher saint. Eight months of intensive R&D enabled Balsara to develop a tooth paste containing 24 herbal ingredients that would satisfy the required parameters. *Auromere* was voted as the no.1 toothpaste in north eastern USA in a US health magazine survey in 1991. The product line was extended by introducing several variants of Auromere , a saccharine free toothpaste was introduced. It was found that mint and menthol were taboo for users of homeopathic medicines, so a product free of such mints was developed. Auromere fresh mint for the young and Auromere cina mint containing a combination of cinnamon and peppermint were also introduced. When the company realized that, Auromere was not doing well in Germany Because of the foaming agent used in the product, it introduced a chemical free variant of the Product.

**Questions :**

1. Explain the environmental factors which Balsara used to its advantage.
2. What is the strength of AII to market ayurvedic toothpaste in USA?



**[3875] - 403**

**M.B.A.**

**CURRENT TRENDS IN MANAGEMENT**

**(2008 Pattern) (Sem. - IV) (Paper - 403)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Explain knowledge management system cycle with block diagram? Explain success and failure factors of knowledge management in an organisation (two each).

**Q2)** ‘Six sigma create problem solving organisation’. Discuss, explain six sigma infrastructure in detail.

**Q3)** Do you agree “Merger taking up road map of absorption and consolidation” state suitable example.

**Q4)** Which are the different E commerce business models and strategies?

**Q5)** What are the factors that contribute the world class status for manufacturing organisation.

**Q6)** “Good corporate governance is a question of ethics and moral values” Discuss.

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

- |                    |                                 |
|--------------------|---------------------------------|
| a) TQM             | b) Theory of constraints.       |
| c) SHG’s In India. | d) The sarbanes-oxley act 2002. |

**Q8)** ERP-SAP is minimizing the risk of inventory carrying cost in manufacturing organisation-discuss.



**P784**

**[3875] - 404**

**M.B.A.**

**(404 A) : SERVICES MARKETING**

**(Marketing Specialization)**

**(2008 Pattern) (Sem. - IV)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *Question No. 1 is compulsory.*
- 2) *Attempt any three (3) questions out of remaining questions.*

**Q1) a) Motivating Employees To Care For the Customer : The case of Hospitals [15]**

Hospital patients have enough problems with their illness not to confront poor service as well. Bernard J Lachner, president of Evanston (III), Hospital, underscored the problem.

Whether the physician, the house staff or the nurse, the waiter, x-ray or emergency room, the admitting clerk is rude; the maid who bumps the bed while cleaning: the parking-lot attendant who is less than helpful when the lot is full; the cafeteria that turns away visitors; the pharmacy that has limited hours for outpatients - all of this suggests that hospitals operate for their own convenience and not that of the patient, his family and friends.

Hospitals today are turning to guest-room programs to train and motivate physicians, nurses and other employees in hospitality. Radford (III). Community Hospital is among the latest of several hospitals to add a further wrinkle-a "guaranteed services" program. Radford set up a fund of \$10,000 out of which they pay patients who have a justified complaint ranging from cold food to overlong waits in the emergency room. The "hook" is that any money not paid out of the fund at the end of the year is divided among the hospital's employees. This plan has added a tremendous incentive for the staff to treat the patients well. If there are one hundred employees and no patients have to be paid by the end of the year, each employee gets a \$100 bonus. In the first six months, the hospital had to pay out only \$300 to patients,

Questions :

- 1) Explain the role of service Employees in achieving better customer satisfaction in Hospital Marketing.

**P.T.O.**

- 2) Discuss the concept of 'Service Profit Chain' with the help of above mentioned example.
- 3) Discuss some important issues related to Hospital/Healthcare Marketing.
- b) Write a detail note on "Customers role in service delivery & customer's as co-producers" (Quote suitable examples). **[10]**
- Q2)** a) "Services are intangible, but one can get fair idea about service quality through tangible cues which are part of servicescape" - Critically evaluate above statement. **[8]**
- b) Suggest the servicescape design for 'Children Special Hospital'. **[7]**
- Q3)** Discuss the basics of PZB (Gaps) Model of service quality in detail. Also suggest measures to close or reduce these gaps. **[15]**
- Q4)** a) Define services, indicating characteristic features of services. **[5]**
- b) What are the challenges in Services Marketing due to these unique features? **[10]**
- Q5)** "In promoting services more emphasis is given on Relationship Marketing as compared to that in product promotion" - Give your opinion. **[15]**
- Q6)** a) What is Service Blueprinting? What is the significance of Service Blueprint? **[7]**
- b) Design a service blueprint for Hotel (Overnight stay). **[8]**
- Q7)** Write short notes on (Any Two) : **[7.5 marks each]**
- a) Self Service Technologies.
- b) Waiting Time Management.
- c) Internal Marketing.
- d) Service Failure & Recovery.



**P785**

**[3875] - 405**

**M.B.A.**

**(404 B) : INDIRECT TAXATION**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** a) Explain the nature of indirect taxes with the help of suitable illustrations.  
b) Discuss the provisions regarding the tax audit of registered dealer under VAT Act.

**Q2)** Define & explain the following terms in detail :-

- a) Manufacture.
- b) Excisable goods.
- c) Payment of duty under protest.
- d) Resale under VAT Act.

**Q3)** a) Explain with examples any five taxable services under the service Tax Act.

b) Explain in detail the procedure of registration of dealer under VAT Act.

**Q4)** a) Explain the provisions under VAT Act regarding deduction of tax at source.

b) Discuss the provisions regarding the payment of service tax.

**Q5)** Explain the concept of normal price as the transaction value & its various components. Under Excise.

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

**Q6)** Write short notes on :-

- a) Show cause notice Under Excise.
- b) Self removal procedure.
- c) Returns under VAT Act.
- d) Exemption for small service provider under service tax.

**Q7)** a) Discuss the various concessions to SSI units under Excise.  
b) Explain the provisions relating to registration of service providers under the service Tax Act.





**P786**

**[3875] - 406**

**M.B.A.**

**COMPUTER MANAGEMENT**

**(404 C) : Emerging trends in Information Technology**

**(Computer Specialization)**

**(2008 Pattern) (Sem. - IV)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *Q. No. 1 and Q. No. 7 are compulsory.*
- 2) *Attempt any four questions from the remaining.*

**Q1)** A renowned IT company has decided to start up a call center in a vacant building in the premises. As a consultant prepare brief proposal comprising technology perspective, functioning, ethics and Disaster Recovery management. **[15]**

**Q2)** Explain various e-learning models. Suggest suitable model for B-school where students are not attending classes regularly. **[10]**

**Q3)** Explain KM architecture. How this architecture is useful in decision making?**[10]**

**Q4)** Explain various e-payment systems. How ECS works? **[10]**

**Q5)** Explain nature of Geographic data, spatial objects and data models in GIS.**[10]**

**Q6)** What is E-Governance? Explain different models of E-Governance. **[10]**

**Q7)** Write short notes (any three) : **[3 × 5 = 15]**

- a) Digital Signature.
- b) Intranet.
- c) KM Tools.
- d) BCP.
- e) E-security.



**P787**

**[3875] - 407**

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

**OPERATIONS STRATEGY**

**404-D : Production & Materials Specialisation**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

- Q1)** Define operations strategy. Explain the role of operations strategy in achieving corporate strategy.
- Q2)** Explain the terms “order winners” and “order qualifiers” and explain their relation to the conversion of internal operation capabilities to competitive advantage.
- Q3)** Define value. Explain the concept of value chain. How does operations strategy add value at various stages of the value chain?
- Q4)** Discuss responsiveness, cost leadership and differentiation with respect to operations strategy.
- Q5)** With respect to any product of your choice explain the investment decisions across product life cycle.
- Q6)** What are the various trade offs in operations strategy with respect to process choice.
- Q7)** Write short notes on any two.
- a) Quality as a strategic issue.
  - b) Lean manufacturing.
  - c) World of operations in 2020.



Total No. of Questions : 7]

[Total No. of Pages : 1

**P788**

**[3875] - 408**

**M.B.A.**

**404 E : LABOUR WELFARE**

**(HRM Specialization)**

**(2008 Pattern) (Sem. - IV)**

*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) Explain the scope and objective of Labour Welfare. **[10]**  
b) Labour Welfare officer is sandwiched between the management and trade unions. Examine the statement and list the difficulties faced by the Labour Welfare Officer. **[15]**
- Q2)** Explain the scope and objective of ILC. **[15]**
- Q3)** Critically examine the role of workers participation in Management in Labour Welfare. **[15]**
- Q4)** Examine the declining role of trade unions in Labour Welfare. **[15]**
- Q5)** Explain the relationship between Social & Industrial health. **[15]**
- Q6)** Describe the health and welfare provisions under the factories act 1948. **[15]**
- Q7)** Write short notes on any three: **[15]**
- a) Corporate Social Responsibility.
  - b) Social Security.
  - c) International Labour Organisation.
  - d) Concept of Worker's Education.
  - e) Local self government and Labour Welfare.



Total No. of Questions : 7]

[Total No. of Pages : 1

**P789**

**[3875] - 409**

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

**(404F) : INTERNATIONAL BUSINESS OPERATIONS**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *Attempt any 5 questions.*
- 2) *Figures to the right indicate full marks.*

**Q1)** How does productivity & quality play an important role at international level? Explain the world class manufacturing giving the example of Toyota Productivity System. **[14]**

**Q2)** Explain the various HR practices followed in international operations. **[14]**

**Q3)** 'Planning is one of the most critical issues in International Business Operations'-Justify. **[14]**

**Q4)** How does setting up factories in foreign countries plays a strategic role in the Global Production? **[14]**

**Q5)** Explain the impact and influence of international operations on the marketing activities of an enterprise. **[14]**

**Q6)** Using international technology, how the different products are managed at the global level? **[14]**

**Q7)** Write notes on (Any 2). **[14]**

- a) Benchmarking International Operations.
- b) International technology transfer.
- c) Joint ventures.



Total No. of Questions : 7]

[Total No. of Pages : 1

**P790**

**[3875] - 410**

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

**405(A) : MARKETING STRATEGY AND RELATIONSHIP MARKETING**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** A company wishes to launch a new toothpaste which can effectively prevent cavities and tooth decay. The toothpaste market is highly crowded with multiple brands. As a marketing consultant develop a marketing communication strategy for the launch of the new toothpaste.

**Q2)** Discuss the salient features and common trends in strategic marketing management with the help of examples.

**Q3)** What are hostile and declining markets? What strategies can be adopted by a firm in such market situations? Explain using any industrial sector of your choice.

**Q4)** What is a 'Product Life Cycle'? Explain what are the different stages of PLC and what specific marketing strategies be adopted in each stage of PLC?

**Q5)** What is 'Paradigm Shift' in marketing? What are its advantages? Discuss with suitable examples.

**Q6)** Explain the database marketing. What are its advantages? State its limitations in the Indian Environment.

**Q7)** Write short notes on ANY TWO.

- a) Customer loyalty programs.
- b) Analysing Customer defections.
- c) Relationship Marketing in Industrial Marketing.
- d) Communication tools for CRM.



Total No. of Questions : 7]

[Total No. of Pages : 1

**P791**

**[3875] - 411**

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

**(405B) : INTERNATIONAL FINANCE**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** State the objectives & role played by World Bank and International Monetary Fund (IMF).

**Q2)** State the objectives and important provisions of FEMA. Differentiate between FEMA 1999 & FERA 1973.

**Q3)** Discuss the role played by various participants in Foreign Exchange market.

**Q4)** How is GDR (Global Depository Receipt) different from ADR (American Depository Receipt)? State the features & advantages of GDRs.

**Q5)** What is Risk Management? Discuss the various types of risks involved in Foreign Exchange market.

**Q6)** What are the different methods of Trade Settlement in International Business?

**Q7)** Write a note on (any 2).

- a) Special Drawing Rights (SDRs).
- b) Purchasing Power Parity.
- c) IAS on Foreign Transactions.



Total No. of Questions : 5]

[Total No. of Pages : 1

**P792**

**[3875] - 412**

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

**(405C) : SOFTWARE PROJECT MANAGEMENT & INFORMATION  
TECHNOLOGY**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *Question No. 1 is compulsory.*
- 2) *Solve any 3 questions from remaining.*

**Q1)** How to generate a test case define with example? **[10]**

**Q2)** What is IT management? Explain roles & responsibility of an IT personnel. **[20]**

**Q3)** Discuss & highlight various factor or aspect specific to generic product development compared to user specific application development giving suitable example. **[20]**

**Q4)** Describe software testing process? What are different types of testing? **[20]**

**Q5)** Write short note on (any 4): **[20]**

- a) Risk Management.
- b) ISO
- c) Resource Allocation.
- d) Cocomo Model.
- e) Change Management.



Total No. of Questions : 8]

[Total No. of Pages : 1

**[3875] - 413**  
**P793**  
**MBA (Sem. - IV)**  
**405(D) : TECHNOLOGY MANAGEMENT**  
**(Production & Materials Specialization)**  
**(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 meaning of Technology Management. Discuss the effect of technology on the following:-
- a) Competition.
  - b) Speed to market.
  - c) Cost.
- Q2)** Discuss the issues involved in developing and marketing hightech products.
- Q3)** a) Explain the importance of Technology Forecasting in management of technology.
- b) State the meaning of technology strategy. Discuss the relationship between technology strategy and technology forecasting.
- Q4)** Describe concept and process of managing innovation in organization in context of technology management.
- Q5)** “The objective of the corporate function of R & D is to provide strategic Managerial inputs to Strengthen the process of technology development and innovation in an organization”. How is this achieved?
- Q6)** Outline technology transfer process and discuss key issues involved in technology transfer.
- Q7)** Explain how does effective management of IPR (Intellectual property rights) help organizations in warding off competition and increase in profits.
- Q8)** Write notes on any two of the following:
- a) Trends in R & D.
  - b) Technology life cycle.
  - c) Technology absorption.
  - d) Joint ventures.





Total No. of Questions : 7]

[Total No. of Pages : 1

**P794**

**[3875] - 414**

**M.B.A.**

**405-E : LABOUR LAWS - II**

**HRM Specialization**

**(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 in detail concept of “Industry” as per ID Act. Who is workman under ID Act. Explain provisions related to “Arbitration”.

**Q2)** Explain different types of benefits under ESI.

**Q3)** What are different types of Misconducts. Explain in detail any five misconducts.

**Q4)** Explain in detail provisions related to exemption under Employees Provident Fund Act 1952. Who is covered as an “Employee” Under P.F.?

**Q5)** Explain rights and obligations of a Trade Union under MRTU & PULP Act.

**Q6)** Explain salient features of Maternity Benefit Act, 1961.

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

- a) Employment Injury.
- b) Illegal Strikes and Lockouts.
- c) Unfair labour practices by Employer.
- d) Retrenchment and closure.
- e) Dependant Benefit.



Total No. of Questions : 7]

[Total No. of Pages : 1

**P795**

**[3875] - 415**

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

**(405F) FOREIGN EXCHANGE MANAGEMENT**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

*Q1)* Explain the objectives, functions & importance of World Bank / IBRD.

*Q2)* Explain the concept of Fixed Exchange Rate & Flexible Exchange Rate. Also explain the merits & demerits of flexible exchange rate.

*Q3)* Write a detail note on:-

- a) Buyer's credit & Suppliers credit.
- b) CIF & FOB contracts.

*Q4)* Explain the different types of Letter of credit.

*Q5)* Explain the various methods of Trade Settlement in International Business.

*Q6)* State & explain the various documents involved in International Trade.

*Q7)* What do you mean by convertibility of Indian Rupee? How did the financial crises of 1990's affected India's International Trade?



**P796**

**[3875] - 416**

**M.B.A.**

**406 - A : PRODUCT & BRAND MANAGEMENT**

**Marketing Specialization**

**(2008) (Sem. - IV)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Explain the concept of commodities Vs. Brands.

**Q2)** Discuss the factors that contribute to the success or failures of a brand in market place by picking one example each from consumer Electronics & FMCG brands.

**Q3)** “A brand is much more than a Product”. Explain.

**Q4)** The failure rate of new product rate is high. Do you agree? Give reasons.

**Q5)** Discuss the role of research & development department in developing a new product.

**Q6)** “A brand endorsed on a product is a guarantee of success” comment.

**Q7)** Write short notes on:

- a) New product development.
- b) Brand equity.
- c) Brand Asset Valuation.
- d) Market Focused Vs. Product Focused Organization.



**[3875] - 417**  
**P797**  
**M.B.A. (Sem. - IV)**  
**(406 B) : Strategic Financial Management**  
**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Explain STRATEGY and importance of the same in the present financial management. **[14]**

**Q2)** Discuss ethical aspects of strategic financial management in the light of present corporate scenario in India. **[14]**

**Q3)** What is the Brand valuation? What are the methods of Brand valuation in the modern financial scenario? **[14]**

**Q4)** What are the prerequisites of strategic wage negotiation and how these Pre requisites are useful in strategic wage negotiation? Discuss with the help of suitable examples. **[14]**

**Q5)** Following rate the particulars relating to 3 workers A, B and C:

Normal Rate = Re. 0.80 per Hour.  
Piece Rate = Re. 0.60 per Piece.  
Standard Output = 2 units per Hour.

In a 40 Hours week, the production of the worker is as follows:

A =50 Units B = 80 Units C = 120 Units

Calculate the earnings of the worker under:

- i) Taylor's Differential Piece Rate System.
- ii) Merrick's Multiple Piece Rate System.
- iii) Gantt's Task and Bonus Plan System.

**[14]**

**Q6)** CLEANERS Ltd a detergent manufacturing company and wanted to launch a new detergent called "Safedy" in the market.

The product was targeted towards middle income people.

There were two similar detergents of two different companies.

One of them Greater White was priced at Rs. 65 per kg whereas the other Very White was priced at Rs. 68 per kg. Greater White had almost 85% of the market share. What should be the pricing strategy of CLEANERS Ltd if it wants to capture the market?

**[14]**

**P.T.O.**

**Q7)** BEST Ltd was purchasing its raw material from only one supplier for the last 8 years who was supplying them at Rs. 350 per kg. Mr. Clever the purchase manager decided to search for other suppliers and prepare a list and then select the one who would offer them the raw material of the right quality, right quantity and reasonable price. Do you think he is right? **[14]**

**Q8)** Mr. Giridharilal is normally paid the following wages.

Basic pay -Rs. 5 per hour

Dearness Allowance -Re. 2 per hour

Overtime wage -Rs. 10 per hour

Productivity Bonus -Re. 2 per extra unit produced

Weekly Bonus -Rs. 10

He is entitled to one weekly holiday with payment (basic/D.A). 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 the normal productivity norm. In actual fact he worked for 56 hours and gave an output of 30 units during the last week. Prepare a statement of wages to be paid to Mr. Raj under overtime wage policy with the help of following four alternate wage combinations.

- a) Only normal wage payment (without any overtime wage or productivity bonus)
- b) Normal wage with overtime wage.
- c) Normal wage with Productivity bonus and
- d) Normal wage with overtime wage and productivity bonus wage.
- e) Suggest the most practical and pragmatic wage combination. **[14]**



**P798**

**[3875] - 418**

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

**(406C) : SPECIALIZATION COMPUTER - BUSINESS APPLICATIONS**

**(2008 Pattern)**

***Time : 3 Hours]***

***[Max. Marks : 70***

***Instructions to the candidates:***

- 1) Q.1 and Q.6 are compulsory.***
- 2) Attempt any 3 from the remaining.***
- 3) State your assumptions, if any.***
- 4) Draw neat diagrams wherever required.***

***Q1)*** Explain the detail process of Hospital Management System with the help of following: **[20]**

- a) First level Data flow Diagram.
- b) Table layouts.
- c) ER - Diagram.

***Q2)*** Explain the need of sales analysis? Draw various reports which helps in sales analysis. **[10]**

***Q3)*** Explain Employee leave accounting system with suitable database? **[10]**

***Q4)*** What is BOM? What is its significance in production planning? **[10]**

***Q5)*** Explain various Financial ratios with examples? Also explain Expenses analysis? **[10]**

***Q6)*** Write short notes on the following: (any 4) **[20]**

- a) Production Planning Cycle (PPC)
- b) Employee Appraisal.
- c) Subcontracting.
- d) LIFO and FIFO.
- e) Material Procurement.



**[3875] - 419**  
**P799**  
**M.B.A. (Sem. - IV)**  
**(406D) : QUALITY MANAGEMENT**  
**(Production and Materials Specialization)**  
**(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 salient features of Deming's approach to Quality and discuss in details its relevance.
- Q2)** State the meaning and explain the process of Quality Function Deployment.
- Q3)** a) Discuss the issues involved in measuring Service Quality.  
b) Draw a questionnaire for measuring Customer Satisfaction in a service business like air travel or health care.
- Q4)** Discuss whether inspection is necessary for all the purchased items from suppliers. A process equipment manufacturer buys raw material and components from over 300 vendors. Suggest how he should go about managing vendor's Supply Quality.
- Q5)** a) Explain the concept of reliability. How reliability is related to Quality? Explain.  
b) Describe methods of achieving higher reliability.
- Q6)** Explain the meaning of Quality policy and Quality objectives with examples. Describe how does Quality objectives help in improving quality.
- Q7)** Discuss how Quality can be a competitive advantage for an organization with example.
- Q8)** Write notes on any two of the followings:  
a) Concept of process variation.  
b) P chart.  
c) Flow chart.  
d) Quality and Price.



Total No. of Questions : 8]

[Total No. of Pages : 1

**P800**

**[3875] - 420**

**M.B.A.**

**406 E : Strategic Human Resource 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 importance of SHRM. And how to integrate it with business strategies?

**Q2)** Discuss in detail recruitment process, out sourcing & worklife Balance.

**Q3)** What is Competency Mapping? Explain in detail various techniques involved in Competency Mapping.

**Q4)** Explain importance of performance Management strategies for any organisation. Discuss key elements of Result based performance.

**Q5)** What are the different components of Executive Compensation?

**Q6)** Explain strategic importance of business ethics.

**Q7)** Explain the concept of Downsizing. What is its relationship with Voluntary Retirement Scheme?

**Q8)** Short Notes (Any Two).

- a) Behavioural issues in Strategy Implementation.
- b) Workforce Diversity.
- c) Autonomous Work Team.
- d) Learning Organisation.
- e) HR as a Value Added Function.





Total No. of Questions : 7]

[Total No. of Pages : 1

**P801**

**[3875] - 421**

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

**(406F) : INTERNATIONAL FINANCIAL MANAGEMENT**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain the concept of 'Hedging'. Discuss the various Internal techniques of Hedging in Foreign Exchange.

**Q2)** Differentiate between Spot Exchange market & Forward Exchange market. State the features of Forward Contract.

**Q3)** State & Explain the theory of Interest Parity principle of Foreign Exchange.

**Q4)** Explain the meaning and characteristic features of global Depository Reciepts. (gDRs).

**Q5)** Explain in detail, the role played, benefits and risk involved in International Finance.

**Q6)** Write a note on:- (Any 2)

- a) Euro Notes.
- b) Currency Swaps.
- c) Gold & Dollar standards.

**Q7)** What do you mean by Foreign Direct Investment (FDI)? Explain the Adjusted Present Value techniques of Capital Budgeting for FDI.

