

**P643**

**[4075]-21**

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

**201: MARKETING 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)** Important role played by 4Ps in competitive environment. Discuss.

**Q2)** Discuss the steps in new product development.

**Q3)** Explain how marketing mix should be changed during various stages of the PLC.

**Q4)** Discuss the role played by physical distribution in support of channels of marketing.

**Q5)** Explain the various methods of determining prices.

**Q6)** Define sales promotion. Explain the methods of sales promotion with suitable examples.

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

- a) Branding.
- b) New Trends in Packaging.
- c) Internal Marketing.
- d) Online Marketing.



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**[4075]-22**

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

**202 : FINANCIAL MANAGEMENT  
(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any 5 questions.*
- 2) *All questions carry equal marks.*
- 3) *Use of simple calculator is allowed.*

**Q1)** Describe the various forms and implications of various forms of business organizations. **[14]**

**Q2)** What is financial system? Discuss the players in the financial system and their role. **[14]**

**Q3)** What is leverage? State various types and significances of leverages. **[14]**

**Q4)** Describe the various medium term and long term sources of finance. **[14]**

**Q5)** Write short notes on any two : **[14]**

- a) Factors affecting working capital requirement of a company.
- b) Bonus shares.
- c) Funds flow statement.
- d) Venture capital.

**Q6)** From the following information, prepare the Balance Sheet of a company as on 31-03-2010 with as many details as possible. **[14]**

Current ratio	2.5 : 1
Liquid ratio	1.5 : 1
Working capital	₹1,20,000
Reserves & Surplus	₹40,000
Bank overdraft	₹20,000
Fixed assets to proprietor's funds	•75

There are no long term liabilities or fictitious assets.

**Q7)** A company has the following capital structure.

	<b>₹</b>
Equity share capital (20000 shares)	4,00,000
6% Preference shares	1,00,000
8% Debentures	<u>3,00,000</u>
Total	<u>8,00,000</u> (eight lacs)

The market price of equity share is ₹20. It is expected that the company will pay a current dividend of ₹2 per share which will grow @ 7% forever. Rate of tax is 40%. Calculate the weighted average cost of capital. **[14]**

**Q8)** A company wants to arrange overdraft facilities with its banks from January to March 2009. Given following information prepare cash budget for the said period.

	Sales ₹	Purchase ₹	Wages ₹
Nov 08	36,000	24,960	2,400
Dec 08	38,400	28,800	2,800
Jan 09	21,600	48,600	2,200
Feb 09	34,800	49,200	2,000
Mar 09	25,200	83,600	3,000

50% of credit sales realised in the month following the sales and balance 50% in second month following. Creditors are paid with one month delay. Opening cash balance ₹5,000. **[14]**

**Q9)** Discuss the disclosure requirements of the following items in Schedule VI format – (i) Reserves & Surplus (ii) Fixed assets. **[14]**



Total No. of Questions : 7]

[Total No. of Pages : 1

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**[4075]-23**

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

**203: 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)** Explain duties and responsibilities of HR manpower.

**Q2)** Explain in detail steps in manpower planning.

**Q3)** Explain various methods of training.

**Q4)** Explain in detail Rating Errors.

**Q5)** Explain concept and pre-requisites of collective bargaining.

**Q6)** Explain different types of separation.

**Q7)** Write Short Notes on any two :

- a) Job Evaluation.
- b) Simulation and Role Play.
- c) Discharge and Dismissals.
- d) Welfare function of HR Manager.



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**[4075]-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)** Explain the nature and scope of manufacturing management from economics point of view.
- Q2)** Explain the essentials of good layout and factors which are needed to be considered while adopting a particular type of layout.
- Q3)** Explain the various statistical techniques used to control quality of products in mass production.
- Q4)** Define work study. State its objectives and describe various techniques employed.
- Q5)** Explain the importance of Preventive maintenance and basis of maintenance planning.
- Q6)** Explain the characteristics of process production giving examples.
- Q7)** The activities of a project and estimated time in days for each activity are given below :

Activity	Duration (in days)
1-2	3
2-3	4
2-4	4
2-5	5
3-7	4

4-5	2
4-7	2
5-6	3
6-7	2

- a) Draw network diagram.
- b) Calculate project duration & determine critical path.

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

- a) Spare parts for maintenance.
- b) Work measurement.
- c) Process flow charts.
- d) PPC.



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**[4075]-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)** Explain the interface of materials management with other functions.
- Q2)** What is ABC analysis? Explain the steps for making ABC analysis giving example.
- Q3)** Explain “Purchase Cycle” giving areas where cost reduction can be done.
- Q4)** What are the inputs to a MRP system? Explain Bill of materials giving example.
- Q5)** Explain various logistics function and their importance to cost reduction and customer satisfaction.
- Q6)** Explain effect of high inventory on the following :
- a) Cost of production.
  - b) Profitability.
  - c) Delivery date.
- Q7)** Discuss principles of material handling. How selection of proper material handling equipment can help in reduction of cost?
- Q8)** Write short notes on (any two) :
- a) Logistics management.
  - b) Bill of material.
  - c) Methods of forecasting.
  - d) Value analysis.



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**[4075]-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 report layout for following & elaborate the use of these reports in the process of decision making. **[15]**
- a) Pay sheet.
  - b) Trial balance.
  - c) Customer outstanding report.
- Q2)** What is information technology? Explain various components of it. **[10]**
- Q3)** Define MIS. Also explain impact of MIS in organization. **[10]**
- Q4)** Explain information required at different levels of management. **[10]**
- Q5)** Explain prototyping. **[10]**
- Q6)** Explain & compare conventional & artificial intelligence system. **[10]**
- Q7)** Write short note on any three : **[15]**
- a) Bus topology.
  - b) Herbert Simon's Model.
  - c) Data warehouse.
  - d) CASE Tools.





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**[4075]-31**

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

**(301) : BUSINESS POLICY AND STRATEGIC MANAGEMENT  
(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question 7 is compulsory and it carries 18 marks.*
- 2) *Attempt any four questions from question 1 to 6. Each question carries 13 marks.*

**Q1)** Why strategic control is necessary? Discuss the basic types of strategic controls with the help of examples.

**Q2)** Define strategy and explain concept of strategic management. Do you believe that the concept of strategic management is relevant in the current business environment?

**Q3)** What are the concerns of operations plans and policies? Why are these plans and policies significant for strategy implementation?

**Q4)** An established company engaged in production and marketing of automobile parts and special instrument/units required by small automobile cars manufacturing company is now experiencing a tough competition due to a large number of entrants in the field, some of them are from foreign countries. The company has a strong R and D unit which looks after development of new parts/units required by automobile industry particularly by the small car manufacturers. The company's financial position sound and has good market reputation.

Develop a BPSM plan to enable the company to achieve sustainable competitive advantage.

**Q5)** Discuss the principles underlying e-Commerce strategies.

**Q6)** Write short notes on ANY TWO :

- a) Porter's Five Forces Model of competition.

OR

Personal values and Business Ethics.

b) McKinsey's 7S Frame

OR

GE 9 cell model.

**Q7) CASE STUDY (compulsory question)**

### **C A S E**

#### **HELPAGE INDIA**

The developments in medical sciences—the lowering of mortality rates and the increase in life expectancy—have ironically led to a situation where there are increasingly, a larger number of aged people in the society. The situation in most countries of the world is that the number of ageing people is increasing. India too, like other developing countries, experiences a rapid ageing of the population, with an estimated 80 million aged people. Almost eight out of ten of these aged people live in rural areas.

The challenges that the elderly people in society face are many. For instance, a report in the Indian context indicates the following challenges :

- 90% of senior citizens receive no social security or medical care.
- 73% of senior citizens are illiterate and can only earn a livelihood through physical labour, which is possible only if they are healthy in their old age.
- 80% of senior citizens live in rural areas with inadequate or inaccessible medical facilities; many are unable to access the medical facilities because of reduced mobility in the old age.
- 55% of women over the age of 60 are widows with no means of support.

The elderly people, or senior citizens are the fastest growing segment of the Indian society. By 2025, the population of the elderly is expected to reach 177 million.

Unlike many developed countries, India does not have an effective security net for the elderly people. There have been sporadic attempts by governments at the central and state levels to pay oldage pensions, but like most government schemes, there is a lot of leakage of funds and inefficiency. There is also a lack of post-retirement avenues for re-employment.

Socio-economic developments such as urbanisation, modernisation, and globalisation have impacted the economic structure and led to an erosion of societal values and the weakening of social institutions such as the joint family. The changing mores of society have created a chasm between

generations. The intergenerational differences have created a situation where the younger people are involved in education, career building and establishing themselves in life, ending up ignoring the needs of the elderly among them. The older generation is caught between a society which cares little for them and the absence of social security, leading them to a situation where they are left to fend for themselves. It is in this context that institutions such as HelpAge India play a positive role in society.

HelpAge India, established in 1978, is a secular, not-for-profit, non-governmental organisation, registered under the Societies Registration Act of 1860. Its mission is stated as: 'to work for the cause and care of the disadvantaged older persons and to improve their quality of life'. The three core values that guide HelpAge India's work are rights, relief and resources. HelpAge India is one of the founder-members of HelpAge international, a body of 51 nations representing the cause of the elderly at the United Nations. It is also a member of the international Federation on Ageing.

The organisation of HelpAge India consists of a head office at New Delhi, with four regional and thirty-three area offices situated all over India. The governing body of the organisation consists of ten distinguished people from different walks of life. Besides the governing body, there are three committees: the operations committee, the business development committee, and the audit committee. The CEO, Mr Mathew Cherian oversees the planning and implementation of policies and programmes, with the support of five directors. The regional directors are responsible for their own regions. The program division at the head office chooses the partner agencies to provide the services to the elderly people.

HelpAge India raises resources to perform three types of functions :

- Advocacy about policies for the elderly persons with the national and local governments.
- Creating awareness in society about the concerns of the aged and promote better understanding of ageing issues.
- Help the elderly persons become aware of their own rights so that they get their due and are able to play an active role in society.

The major programmes undertaken by HelpAge India include mobile medicare units, ophthalmic care for performing cataract surgeries, Adopt-a-Gran, support to old-age homes, day care centres, income generation and disaster relief.

The business model of HelpAge India is based on revenue generation through grants and donations from international and national sources. Nearly half of the donations come from international donors. About a fifth of the donors are individuals. The sources of contributions come from fundraising activities that include direct mail, school fundraising, corporate fundraising, sale of greeting cards, acting as corporate agent for insurance, organising events and establishing a shop-for-a-cause that sells gifts made by disadvantaged people.

A review report on the activities of HelpAge India enumerates its strong points as below :

- *Wide Reach and Impact* HelpAge India has been able to impact the lives of a large number of elderly people and their families by adopting a holistic approach that provides immediate relief as well as long-term sustainable improvement.
- *Effective Partnerships in Development* HelpAge India has evolved as a development support agency through creating partner agencies, that is funded to implement the projects.
- *High Degree of Charitable Commitment* Typically non-profit organisations spend a lot on overhead and administrative costs. But HelpAge India is able to put nearly eighty-five per cent of the funds towards actual project implementation.
- *Focus on Efficiency and Transparency* The partner agencies are chosen carefully and monitored thoroughly. This results in increased efficiency and low overheads. Project implementation through partnerships increases efficiency and cuts down on overhead costs.
- *Quality of Management* The management quality of HelpAge India is good and there are a lot of committed people. New employees are also trained to be sensitive to the mission of the organisation.

With a wide spread of activities and being a non-governmental organisation having limited funding. HelpAge India has adopted modern means of information technology and networking. Most of the HelpAge executives work in the field and have no direct access to the office network. They have to use e-mail in order to maintain contact with their regional or area offices. They use cyber-cafes or handheld devices for sending and receiving e-mails. HelpAge has installed a secure connection at an initial cost of Rs. 4 lakh and annual upgradation cost of Rs. 75,000 to access e-mail from anywhere, with a high level of security and protection of data and contents.

The nature of non-profit organisations demands certain requirements. Among these, transparency of operations and funds management is a major one. There are many NGOs that are accused or suspected of misappropriating funds for personal benefit. HelpAge India is conscious of this fact and gives high priority to information disclosure. The audited financial statements and the annual report are available on its website. The financial statements give a detailed account of the expenditure on individual projects. The expenses on travel and salaries of its employees and CEO are also mentioned. The individual donors are provided information regarding the use of the funds donated by them.

The functional approach at HelpAge India consists of developing projects based on the assessment of the needs of its target community rather than on implementing them directly. The implementation takes place through the partner agencies. Rather than outright grants, it supports income generation projects for the elderly people. The success of implementation critically depends on the identification and appointment of partner agencies. The officers of HelpAge India physically inspect the proposed agencies and check on their management to ensure that they are not family-run set-ups established for personal gains. HelpAge India works presently, with nearly 400 partner agencies. These include, for instance about 150 charitable eye hospitals that act as partner agencies for the ophthalmic care programme.

HelpAge India with its slogan of fighting isolation, poverty and neglect moves on its mission of providing 'equal rights, dignity for elders'. It foresees its future activities in the area of rights based advocacy for a better life for the elderly people by bringing them into the mainstream of society rather than being marginalised to the fringes.<sup>23</sup>

### **Questions**

1. In your opinion, what is the distinctive competence of HelpAge India?
2. Prepare a strategic advantage profile for HelpAge India.



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**[4075]-32**

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

**302 : MANAGEMENT CONTROL SYSTEMS  
(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** Explain the Management Control Process in detail. Elaborate the scope of Management Control Systems.
- Q2)** Define 'Strategic Planning'. Discuss in detail the importance of strategic planning for a firm.
- Q3)** What do you understand by 'Transfer Pricing'? State and discuss different methods of transfer pricing.
- Q4)** "Budgetary Control is one of the important tools for Management Control Systems". Discuss.
- Q5)** How does MCS in Service Organisation differ from that in Manufacturing Organisation? Elaborate your answer with examples from Insurance Industry.
- Q6)** Write Short notes on (Any THREE) :
- a) Types of responsibility Centers.
  - b) Long Range Planning.
  - c) Financial Audit Vs Management Audit.
  - d) Total Cost Management.
  - e) Balanced Scorecard.

**Q7)** A division of XYZ Ltd. has assets of Rs. 30,00,000, invested capital of Rs. 22,00,000 and net operating income of Rs. 8,00,000.

Ignoring taxes :

- a) What is the division's ROI?
- b) If the weighted Average cost of capital is 18%, what is the EVA?
- c) If management uses ROI as a performance measure, what effects on management behaviour do you expect?
- d) If management uses EVA as a performance measure, what effects on management behaviour do you expect?



**P651**

**[4075]-33**

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

**MARKETING MANAGEMENT SPECIALISATION**

**303(A) : Marketing Research**

**(2005 Pattern) (Elective - I)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Answer any two questions from Q.1 to Q.4.
- 2) Q.5 and Q.6 are compulsory.
- 3) Marks are indicated to the right of the paper.

- Q1)** Discuss some of the major official sources of secondary data in India that may be relevant for marketing research. **[15]**
- Q2)** Discuss the format of a Research Report in detail. **[15]**
- Q3)** “The internet is a potential source for collecting secondary data”. Discuss this statement in the light of the advantages and disadvantages of web based marketing research. **[15]**
- Q4)** a) Define Sampling. Discuss various Sampling methods. **[15]**  
b) Discuss Probability Sampling Techniques in detail.
- Q5)** Write Short Notes (any 4) : **[20]**
- a) Unstructured Interview.
  - b) Uses of Test Marketing.
  - c) Characteristics of a Good Sample Design.
  - d) Need for Advertising Research.
  - e) Methods of Observation.
  - f) Cluster Analysis.

**Q6)** **[20]**

Case Study

The hotel glut has produced a tremendous windfall for business travellers. Service is up, but prices are not. Because of overbuilding, hotel chains are engaging in an all out service war to pamper the business traveller. Business persons spend about \$34 billion a year at hotels and motels and account for nearly all the occupancy except at resorts.

**P.T.O.**



The number of available rooms increased 40% during the 1980's resulting in an average occupancy rate in 1989 of 63.8 percent. The break even point for the industry is 65 percent. Thus, about 60 percent of America's hotels lost money in 1990. To make matters worst for profit margin, corporate discounts have become increasingly popular and the size of the discount is going up. From 1985 to 1990 the average corporate discount rose from 18 percent off regular rates to 25 percent.

Yet despite this difficult environment, economy hotels are thriving. When corporations began tightening expense account for lower level employees, demand surged for rooms priced at \$40 per night and under.

The low-end segment of the market was once characterised by seedy independents offering run down facilities on roads along by passed inter state high-ways. The big chains like Marriott, with lower growth in their traditional markets, moved into the economy market segment and began upgrading its image.

Marriott's entry into the economy market is fairfield funs for \$35 per night. The business traveller receives a king size or two double-size beds, a large work area, free cable TV, and a bathroom with a separate vanity area so the traveller will not fog up the mirror with steam from the shower. When guests check out a fairfield Inns, they can rate their stay on two computers at either end of the reception desk. Four questions popped up on the screen dealing with cleanliness service, value for the price, and overall rating; the guest punches a key to indicate excellent poor or average.

Employee bonuses are pegged in the rating.

- a) Would you say that the data gathered at the two computers at the reception desk was marketing research? Why?
- b) What kind of market research information do you think Marriott gathered before it developed the Fairfield Inns concept? Would it be applied or basic research? Why?
- c) Now that fairfield Inns are viable, ongoing operation, do you see the need for other marketing information? If yes, give some examples.



Total No. of Questions : 8]

[Total No. of Pages : 3

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**[4075]-34**

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

**FINANCE SPECIALIZATION**

**303B: Advanced Financial Management**

**(2005 Pattern) (Elective - I)**

*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 allowed.*

**Q1)** Discuss the Recommendations of Tandon Committee. **[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) **[3 × 5 = 15]**

- a) Profitability Index.
- b) Types of dividend.
- c) Commercial paper.
- d) Right issue of shares.
- e) Credit rating.

**Q5)** Explain the important factors to be considered while deciding Dividend payout. **[15]**

**P.T.O.**

## SECTION - II

**Q6)** ABC Company has the following selected assets and liabilities.

	Rs.
Cash	45,000
Retained Earnings	1,60,000
Equity share capital	1,50,000
Debtors	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

- a) Gross working capital and
- b) Net working capital.

**[15]**

**Q7)** A firm is considering a two mutually exclusive projects Project P and Project Q the details are as follows :

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 :

- a) NPV @ 14%
- b) Pay back period
- c) Profitability Index

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

**[15]**

**Q8)** A proforma cost sheet of a company provides the following data :

Costs (per unit)	Rs.
Raw material	80.0
Direct labour	30.0
Overheads	<u>60.0</u>
Total cost (per unit)	170.0
Profit	<u>30</u>
Selling price	<u>200</u>

The following is the additional information available :

Average raw material in stock: one month; average materials in process: half a month. Finished goods in stock, on average one month.

Credit allowed by suppliers – one month; credit allowed to debtors – 2 months. Time lag in payment of wages – 1½ weeks; overheads – one month. One fourth of sales are on cash basis. Cash balance is expected to be Rs. 3,65,000.

You are required to prepare a statement showing the working capital needed to finance a level of activity of 1,04,000 units of output. You may assume that production is carried on evenly throughout the year and wages and overheads accrue. **[15]**

\* \* \*

**P653****[4075]-35****M.B.A. (Sem. - III)****COMPUTER SPECIALIZATION****(303C) : Software Engineering****(2005 Pattern) (Elective - I)***Time : 3 Hours]**[Max. Marks : 70**Instructions to the candidates:*

- 1) *Q.1 & Q.7 are compulsory.*
- 2) *Solve any 4 from remaining.*

**Q1) a)** Consider the following case and draw 1<sup>st</sup> Level DFD. **[10]**

Ram Motors Ltd. processes the material against the requisition received from stores. Purchase department prepares PO & sends a copy of it to stores for ready reference. Stores Department receives the material from vendor and prepares GRN. Inspection department maintains the records accepted and rejected quantity of an item in the same. Store clerk updates the stocks of items for the accepted quantity mentioned in GRN.

b) Jaywant College of Commerce has decided to computerised its admission programme for F.Y., S.Y. and T.Y. B.Com classes. Draw E-R for the same. **[5]**

**Q2)** Define System. Explain various characteristics of a system. **[10]**

**Q3)** Design a questionnaire to get feedback of users for computerised accounting system. **[10]**

**Q4)** Draw the Decision Tree and Decision Table for the following : **[10]**

Invoice Amount	Sales Tax	Discount
< 10,000	Nil	Nil
10,001 – 20,000	2%	4%
20,001 – 40,000	3%	5%
40,001 & above	4%	6%

- Q5)** a) Explain Structured System Analysis Tools. [5]  
b) Explain the types of Data Processing. [5]
- Q6)** Explain in detail the steps of SDLC. [10]
- Q7)** Write the short notes (Any 3) : [15]
- a) Spiral Model.
  - b) Open Vs Closed System.
  - c) CASE Tools.
  - d) Feasibility Study.
  - e) Object Oriented Modeling.



Total No. of Questions : 7]

[Total No. of Pages : 1

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**[4075]-37**

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

**HUMAN RESOURCE MANAGEMENT SPECIALIZATION**

**(303E): Labour Laws - I**

**(2005 Pattern) (Elective - I)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** Explain the machineries to solve Industrial Disputes under Industrial Dispute Act 1947.
- Q2)** Define Factory. Explain the provisions for welfare under Factories Act 1948.
- Q3)** Explain unfair labour practices by union under MRTU and PULP Act.
- Q4)** Explain the eligibility and benefits under employee's state Insurance Act.
- Q5)** Explain the procedure for fixing and revising minimum wage under Minimum Wage Act.
- Q6)** Explain salient features of the payment of Bonus Act 1965.
- Q7)** Write Short Notes (Any two) :
- a) Strikes and Retrenchment.
  - b) Eligibility for Gratuity.
  - c) Union Recognition under MRTU & PULP Act.
  - d) Minimum Wage.



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**[4075]-38**

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

**MARKETING MANAGEMENT SPECIALISATION**

**(304-A) : Integrated Marketing Communication**

**(2005 Pattern) (Elective - II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any 3 questions from Q.1 to Q.4*
- 2) *Q.5 is compulsory.*
- 3) *Q.1 to Q.4 carries 20 marks each and Q.5 carries 10 marks.*
- 4) *Figures to the right indicate marks.*

**Q1)** Explain Advertising. Discuss the crucial role played by advertising in competitive environment. **[20]**

**Q2)** Define Public relations. Discuss various tools of it. **[20]**

**Q3)** Explain the selection process of an Advertising Agency. Discuss the various services rendered by Advertising Agency. **[20]**

**Q4)** Explain in short media planning process. Illustrate with example. **[20]**

**Q5)** Write short note (any 2) : **[10]**

- a) Sales Contest.
- b) AIDA Model.
- c) Publicity.





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**[4075]-39**

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

**FINANCE SPECIALIZATION**

**(304B) : Direct Taxation**

**(2005 Pattern) (Elective - II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q.1 is compulsory. Attempt any four questions from the remaining.*
- 2) *Use of electronic pocket calculator is allowed.*
- 3) *Figures to right indicate full marks.*

**Q1)** Write short notes on any TWO : **[10]**

- a) Agricultural income.
- b) Minimum Alternate Tax.
- c) Taxability of Gratuity.
- d) Carry forward & setoff of losses.

**Q2)** Discuss the tax treatment of following items which have been debited to Profit & Loss account of M/s ABC Ltd. for the year ending 31-3-2011 :

**[5 × 3 = 15]**

- a) Expenditure on advertisement Rs. 26,000 paid in cash,
- b) Litigation expenses for registration of shares Rs. 6,100,
- c) Fees paid for increased authorized capital Rs. 4,700,
- d) Penalty for infringement of law Rs. 6,600,
- e) Contribution to approved research association Rs. 20,000 for scientific research.

**Q3)** Enumerate with reference to section 10 of Income Tax Act 1961 any ten types of income which are exempt from tax. **[15]**

**Q4)** a) Write a note on depreciation allowance under section 32 of Income Tax Act 1961. **[10]**

- b) Define the “Person & Assessee” with reference to Income Tax Act. **[5]**

**Q5) a) Write a note on income from other sources. [8]**

b) An individual sells his residential house at Mumbai on 10<sup>th</sup> June, 2010 for 20 lacs. He had purchased it for Rs. 2,00,000 on 25-8-1985. [7]

He had spent Rs. 10,000 on routine repairs on 25-2-07.

Calculate capital gain.

[Cost inflation index    1985-86 - 133  
                                  2006-07 - 519  
                                  2010-11 - 711]

**Q6) a) Write note on tax deduction at source. [7]**

b) Mr. 'X' stays in Mumbai & receives the following for 2010-11 : [8]

Basic pay                      3,00,000  
Dearness Allowance        50,000  
House Rent Allowance    39,000

Rent paid by Mr. X during 2010-11 was Rs. 48,000. Calculate how much of the HRA is exempt from tax.

**Q7) a) What is tax planning? How it differs from tax evasion? [6]**

b) Compute the income from house property for the financial year 2010-11 for Mr. Ajay on the basis of following information. [9]

Municipal valuation                      Rs. 1,00,000  
Fair rent                                      Rs. 1,40,000  
Standard rent                                Rs. 1,30,000  
Rent received                                Rs. 1,35,000  
Municipal tax paid                         Rs. 30,000  
Interest on borrowed capital            Rs. 35,000



**P657****[4075]-40****M.B.A. (Sem. - III)****COMPUTER SPECIALISATION****(304C) : Relational Database Management Systems****(Elective - II) (2005 Pattern)***Time : 3 Hours]**[Max. Marks : 70**Instructions to the candidates:*

- 1) *Q.1 and Q.7 are compulsory.*
- 2) *Solve any 4 questions from remaining.*

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

Ista Hotel			
Customer No.		Bill Date	
Customer Name		Bill No.	
Check in Date		Check out Date	
Room No.	Room Type	Room Rent	No. of Days
			Amount
Laundry Details		Qty.	Rate
			Amount
Room Service Details			Amount
		Total Service Tax Net Amount	

- Q2) Explain advantages and disadvantages of RDBMS. [10]**
- Q3) Explain Network, Hierarchy and relational models. [10]**
- Q4) Explain with example DDL commands. [10]**
- Q5) What is object oriented concept. Explain it with example. [10]**

- Q6)** Solve the following (Any 2) : **[10]**
- a) Key in RDBMS.
  - b) JOIN.
  - c) Aggregate Functions.

- Q7)** Explain the following terms with example (Any 5) **[10]**
- a) Union.
  - b) Group by
  - c) Update
  - d) Alter
  - e) Revoke
  - f) Drop



**P658**

**[4075]-41**

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

**PRODUCTION AND MATERIALS MANAGEMENT**

**SPECIALIZATION**

**304D: Quality Management**

**(2005 Pattern) (Elective - II)**

*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 Quality. Describe the components of costs associated with Quality.
- Q2)* Describe the major contributions made by Juran and cross by in the field of Quality.
- Q3)* State the meaning of acceptance sampling. Discuss in details elements of operating characteristics (OC) curve.
- Q4)* Give outline, Prerequisites and application of ISO - 9000 Quality system.
- Q5)* Discuss how does leadership and organization culture influence quality in an organization.
- Q6)* Explain the concepts and components of reliability. What are the different methods of achieving higher reliability?
- Q7)* Write short note on any two of the following :
- a) Quality audit.
  - b) Element of TQM.
  - c) Acceptance sampling.
  - d) Poka Yoke.



**P659**

**[4075]-42**

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

**HUMAN RESOURCE MANAGEMENT SPECIALIZATION**

**(304-E): Industrial Relations**

**(2005 Pattern) (Elective - II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** What do you mean by Industrial Relations? Explain scope and objectives of industrial relations. **[14]**
- Q2)** Elaborate the role of judiciary & its impact on industrial relations. **[14]**
- Q3)** Define collective bargaining. Explain the conditions for successful collective bargaining. **[14]**
- Q4)** Explain the forms & levels of worker's participation in management. **[14]**
- Q5)** Define Industrial Dispute. Explain various machineries to solve industrial dispute under Industrial Disputes Act, 1947. **[14]**
- Q6)** Elaborate the functions of Trade Union. **[14]**
- Q7)** Write short notes on (Any 2): **[14]**
- a) Impact of globalisation on I.R.S.
  - b) Problems of Trade Union.
  - c) Intra & Inter Union Rivalry.
  - d) Problems of unorganised sector.



**P660**

**[4075]-43**

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

**MARKETING MANAGEMENT SPECIALISATION**

**(305A): Distribution and Retail Management**

**(2005 Pattern) (Elective - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**SECTION - I**

- Q1)** Explain the importance of Material handling, Transportation and Warehousing as Operational dimension of physical distribution.
- Q2)** The Key to success is “location, location and location only” said the CEO of leading retail business in India. Does the statement undervalue other elements of market mix.
- Q3)** Discuss the relationship between Franchisor and Franchisee. Explains the advantage of franchising in retail.
- Q4)** Write short notes on (any two) :
- a) Channel efficiency measurement.
  - b) Mechanism for resolving channel conflicts.
  - c) Functions of marketing channel.

**SECTION - II**

- Q5)** Define Marketing channel? Describe the different types of marketing intermediary involved in marketing channel and explain their functions?
- Q6)** What are the different elements of store design? Which aspect of store's exterior are uncontrollable by a retailer and which are controllable?

**Q7)** Discuss various sales promotion strategies adopted by retailers with examples of stores like shopper's stop, food world, West side etc?

**Q8)** Discuss the challenges in the growth of "Online retailing" in India.

**Q9)** Write short notes on (Any two) :

- a) Steps in Merchandising Planning.
- b) Information systems and channels of communication.
- c) Non-Store Retailing.
- d) Use of Bar code and RFID.





**P661**

**[4075]-44**

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

**FINANCE SPECIALIZATION**

**305B: Merchant Banking & Financial Services**

**(2005 Pattern) (Elective - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What are the important instruments in Capital Market? Explain each in brief.

**Q2)** Discuss the utility of mutual funds. Comment on their future in India.

**Q3)** Explain how the Stock Exchanges play an important role in financial market.

**Q4)** What is a Bill of Exchange? Explain the different types of Bill of Exchange in India.

**Q5)** What are rentwise capitalists and the services rendered by them?

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

- a) Scripless trading.
- b) Share lending scheme.
- c) Factoring and forfeiting.
- d) Derivatives.

**Q7)** Explain the concept of Merchant Banking. What are the services rendered by them.

**Q8)** How “Hundi” is useful for financing the movement of agricultural product?



**P662**

**[4075]-45**

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

**COMPUTER SPECIALIZATION**

**(305C) : Visual Basic and Oracle**

**(2005 Pattern) (Elective - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *State your assumptions wherever necessary.*
- 3) *Figures to right indicate marks.*

**Q1)** Write short notes on the following (Any 3) : **[15]**

- a) DML.
- b) PL/SQL Functions.
- c) Locks in Oracle.
- d) Joins.
- e) SQL String functions.

**Q2)** a) What is a View? Explain with example updatable view. **[5]**

- b) Create a View to display employee number, name in lower case, department number, department name and location where salary of employee is more than 10000. **[5]**

**Q3)** Solve the following queries based on given table structure (Any 5) : **[10]**

- a) Student (PRN No., FName, MName, LName, Course, AcaYear)
- b) HallTicket (TicketNo, TicketDate, PRNNo, SeatNo, CenterNo, SubCode)
- c) Subject (SubCode, SubName, IntMarks, ExtMarks, Type (E/I))
- d) Center (CenterNo, CenterName, CenterAddr, CenterDistrict, CenterCity, Capacity)
  - i) Display center wise number of students allotted.
  - ii) Display number of internal and external subjects.
  - iii) Display course wise center allotment.
  - iv) Display district wise center details.

- v) Display the details of students who have been allotted a center of Pune District.
- vi) Display all the students whose hall ticket is prepared in the month of April 2011 with subject details.
- vii) Display all the students in ascending order of 'course'.

**Q4)** Write a ADO code to add, modify and delete record for ISSUE/RETURN transaction of Library. **[15]**

**Q5)** What is IDE of Visual Basic? **[10]**

OR

Write a detail note on MDI and Menu Editor.

**Q6)** a) Explain any five of the following properties in VB. **[5]**

- i) Autosize property of label
- ii) ToolTipText of command button.
- iii) Value of Checkbox.
- iv) BorderStyle of a Form.
- v) Style of a ComboBox.
- vi) TabStop of a TextBox.

b) Explain any five string functions in VB. **[5]**



**P663**

**[4075]-46**

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

**(305D): PRODUCTION & MATERIALS SPECIALISATION**

**Production Planning & Control**

**(2005 Pattern) (Elective - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** Define the objectives of production planning & control. What is the role of PPC in batch manufacturing methods to meet market Demands?
- Q2)** What is aggregate planning? Explain with suitable examples.
- Q3)** Explain the different functions of PPC. What are the different documents to be prepared at different stages?
- Q4)** Explain Flexible Manufacturing System. Give its advantages & disadvantages.
- Q5)** “Time & cost can be reduced by using CAD & CAM” - Explain.
- Q6)** Explain the concept of Group technology with two suitable examples.
- Q7)** Explain how ‘Scheduling’ results in order fulfillment & capacity utilisation.
- Q8)** Write short notes (any two) :
- a) Gantt Chart.
  - b) Capacity Planning.
  - c) Coordination of PPC with other departments.
  - d) Computer integrated manufacturing.



**P664**

**[4075]-47**

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

**HRM SPECIALISATION**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any five questions.*
- 2) *Each question carries 14 marks.*

- Q1)** Differentiate between Personnel Administration & Personnel Management.
- Q2)** Draft any 5 statutory & 2 non-statutory welfare facilities as per Factories Act.
- Q3)** Calculate the amount to be paid as a gratuity to the employee whose DA + Basic is Rs. 12500 & he has worked for 16 years and 8 months.
- Q4)** Draft a show cause notice to a worker found in-subordinating his supervisor.
- Q5)** Explain the roles of Security Officer & Welfare Officer.
- Q6)** “Supervisory skills development program” is to be arranged. Explain logistics & other arrangements for the program.
- Q7)** Write notes on “any two” of the following :
- a) TDS.
  - b) Personnel Audit.
  - c) Suspension.
  - d) Functions of Time Office.



**P665**

**[4075]-51**

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

**401 : ENTREPRENEURSHIP DEVELOPMENT AND PROJECT  
MANAGEMENT  
(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** Explain how entrepreneurship has influenced economic development and productivity in recent years? **[14]**
- Q2)** Discuss the need for institutional support to small scale industries? **[14]**
- Q3)** Elaborate the role played by central government in promoting entrepreneurship development? **[14]**
- Q4)** What are the various schemes offered by financial institutions to promote Entrepreneurship development? **[14]**
- Q5)** Explain the concept of business plan? Elaborate the planning process? **[14]**
- Q6)** Explain the theory of Profit by Knight. **[14]**
- Q7)** Write short notes on (Any Three) : **[14]**
- a) Reasons for low women entrepreneurs.
  - b) SFC's
  - c) Entrepreneurial Culture.
  - d) Environmental Analysis.



**P666**

**[4075]-52**

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

**(402) : INTERNATIONAL BUSINESS MANAGEMENT**

**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**SECTION - I**

- Q1)** Explain Adam Smith's theory of absolute cost advantage and compare it with Ricardo's theory of comparative cost advantage.
- Q2)** Explain the Hoisteade's model of cross-cultural dimensions.
- Q3)** Explain the meaning of country risk analysis. What are the socio-economic & political risks.
- Q4)** What is a 'Multinational enterprise'? Do any features differentiate it from a non MNE? If so, what are the features & what are the implications.
- Q5)** Write short notes on (any 3) :
- a) Counter trade.
  - b) IMF.
  - c) NAFTA.
  - d) Balance of Payment.
  - e) Exim policy.

## SECTION - II

### Q6) C A S E

#### Tiles and Ceramics Ltd. (TCL)

#### BACKGROUND AND SWOT ANALYSIS

Tiles and Ceramics Ltd. (TCL), a fairly young firm in Iznik, Turkey faces rapidly changing markets and increasing competition. Iznik is famous for its hand-painted tiles, mostly in different shades of blue. The region's special clay has enabled to produce long-lasting quality tiles over the centuries.

Modern methods of production are new to the industry in Iznik. TCL is regarded as the largest and most modern domestic producer. However, as a manufacturer for the international market, it is considered to be in its infancy and in need of technical and management know-how.

Current production comprises ceramic tiles for walls, flooring and decorative purposes. The company is considering entry into the export trade and diversifying into sanitaryware and tableware. Its managing director is an experienced retailer of tiles and sanitaryware.

Tableware, a product line unrelated to the construction industry, will require separate construction channels.

TCL holds 30 per cent of the domestic market for the ceramic tiles and is facing significant challenges from its closest competitors, BCD and EGF, which have a combined share of 65 per cent. Considering that both these companies were established many years earlier. TCL has been exceptionally successful. The remaining 5 per cent of the market is supplied by imports, mainly from Italy and Germany.

Demand for high-quality, high-priced imports carrying prestigious brand names is increasing as income is rising significantly in certain sections of the population.

TCL's production costs are rising with the costs of imported raw materials, a situation exacerbated by the imposition of an import duty of 40–120 per cent on such items as dyes, moulds and chemicals.

The company's profit margins are shrinking and the impending entry of another domestic supplier is regarded as a threat.

**Strengths** TCL's Managing director is strongly committed to the idea of exporting and has chosen the Middle East as an initial target market. He has based his choice on informal and experience-related market research he has carried out himself. He has noted that TCL's two largest competitors in the domestic market are exporting significant quantities to the Middle East,



particularly to the Islamic-Republic of Iran and Iraq, where a significant upswing in construction activities (and therefore in demand for tiles and ceramics) is expected.

As a result of a managing director's experience as a retailer in the ceramics industry, he is knowledgeable about general market requirements and the competition. His back-ground as a retailer of sanitaryware will be useful if the company does diverse into this product line.

The entry of other suppliers is expected to erode TCL's domestic market share and therefore to liberate production capacity which it can devote to export operations. Although its profit margins are contracting, the company is still sufficiently profitable domestically to have a solid base for exporting.

TCL's tiles and ceramics are perceived as high-quality but moderately priced products. However, these are available only in a limited variety of designs and colours owing to production constraints.

**Weaknesses** TCL is a young firm and it is small in international terms. This need not necessarily be a fatal weakness, but it should be taken into account if the company decides to compete with large foreign companies.

The forthcoming implementation of new regulations will exempt TCL from paying duties on imports used for export production.

However, its likely competitors in the export market, particularly foreign firms located where materials such as moulds, dyes, other chemicals and spares are produced, will have definite cost advantage. TCL has no experience of any kind in regard to tableware. The lack of familiarity with distribution aspects may be a disadvantage even in the domestic market. The company's current distribution systems are in the construction industry.

The escalating costs of fuel and natural gas are pushing production costs up. As a result, TCL's products are priced higher than some alternative materials. The prices of its ceramic floor tiles, for example, are 50 per cent higher than those of mosaic flooring.

The control exercised by the national authorities on the tiling industry significantly restricts the expansion of production facilities.

TCL's limit is 500,000 square metres of tiles annually.

**Opportunities** Exporting could provide TCL a base for shifting to production abroad. In the meanwhile, until the time such a shift can be made, exporting will give it a relief from the costs of holding excess capacity, rising production expenses and duties on imported raw materials.

The shift in domestic consumer preference to foreign products suggests a need for new product ideas. If it manufactures innovative goods. TCL may be able to compete with foreign suppliers in the domestic market.

**Threats** TCL's two leading competitors and the new company about to start operations are its largest threats on the domestic market. The new company is likely to have more modern production facilities and therefore to have some cost advantage over TCL.

Misjudging the potential of target markets and over or under-estimating the company's resources for meeting this potential could harm TCL. Market research would reduce this danger.

### **STRATEGIC OPTIONS**

The strategic options open to TCL are as follows :

- Delay entry into the export trade and concentrate all resources on domestic expansion. TCL could seek to obtain its raw materials from a cheap supplier (or acquire ownership of a supply source-backward integration), implement other cost cutting measures, position itself as a low-cost domestic producer and thus try to establish an advantage over its competitors, both old and new. As its two established competitors serve the high-quality, high-price end of the market, price cutting could be a profitable strategy.
- Move its production facilities from Turkey to its targeted export market (e.g., the Islamic Republic of Iran and Iraq). TCL could tap the low-cost investment capital available in these countries and build a modern factory with a large capacity. Production on a big scale will lead to products with lower unit costs which it can then market where its new facilities are located; in other Middle Eastern markets and even in Turkey.
- Diversity into either tableware or sanitaryware and export these products along with ceramic tiles. Target markets would include Europe and the Middle Eastern countries that have already been identified.
- Export: ceramic tiles to the markets identified in the Middle East.
- Under all these strategies, TCL will exert efforts together with the rest of the ceramic industry to obtain from the government authorities a reduction or elimination of import duties on raw materials used for producing goods for domestic consumption. By contrast, a rise in import duties on foreign tiles will be sought.

### **QUESTIONS :**

1. Evaluate each of the strategic options suggested above. Do you have any other better alternative to suggest?
2. Suggest suitable international marketing mix strategy for the TCL.



**P667**

**[4075]-53**

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

**403 : CURRENT TRENDS IN 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)** What is knowledge management? How is it beneficial for an organisation?
- Q2)** Six sigma is highest landmark for quality. Is it achievable by Indian organisations?
- Q3)** E-Commerce and e-business will be unavoidable of Indian industry. Explain.
- Q4)** How are Mergers and acquisitions classified? Write a detailed procedure of Mergers and acquisitions.
- Q5)** Explain the terms TPM & TQM. How can productivity be increased by adopting modern techniques?
- Q6)** Explain the concept of corporate social responsibility. How can organisations contribute in nation building?
- Q7)** Write short notes on (Any Two) :
- a) E-learning.
  - b) JIT.
  - c) Principles of 5S.



**P668**

**[4075]-54**

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

**MARKETING MANAGEMENT SPECIALIZATION**

**404 A : Services Marketing**

**(2005 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** Differentiate between goods & services. Explain the distinctive characteristics of services & challenges in marketing of services due to these characteristics.
- Q2)** Discuss the five gaps of the Gaps model of service quality developed by Parsuraman-Zeithamal-Bitner ie. PZB.
- Q3)** Discuss the various strategies for evaluating the quality of services. Give relevant examples.
- Q4)** Discuss how globalization has triggered the growth of the service industry in India.
- Q5)** Explain in detail the Marketing Mix for services with relevant examples.
- Q6)** Explain the role played by 'service employees' in customer satisfaction. Discuss the various measures adopted by service firms to motivate their service employees.
- Q7)** Write short notes on (Any Two) :
- a) Service Blueprint.
  - b) Pricing Strategies in Services Marketing.
  - c) Types of Service Encounters.
  - d) Service Profit Chain.



Total No. of Questions : 7]

[Total No. of Pages : 1

**P669**

**[4075]-55**  
**M.B.A. (Sem. - IV)**  
**FINANCE SPECIALIZATION**  
**404 B : Indirect Taxation**  
**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** Write short notes (Any two) : **[10]**
- a) Excisable Goods.
  - b) Taxable Service.
  - c) Invoice.
  - d) Manufacturer.
  - e) Cascading effect.
- Q2)** Explain with reference to the provisions of Central Excise Act 1944, Dutiability of scrap and waste. **[15]**
- Q3)** Explain movable, marketable and manufacture with reference to Central Excise Act. **[15]**
- Q4)** Explain the registration procedure under Service Tax Act. **[15]**
- Q5)** Explain the procedure for payment of Service Tax. **[15]**
- Q6)** Explain Value added Tax. **[15]**
- Q7)** Explain any two taxable services. **[15]**



**P670**

**[4075]-57**

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

**PRODUCTION & MATERIALS SPECIALIZATION**

**404 - D: Inventory Management**

**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** What are the objectives of inventory control? Which departments put pressure on inventory managers, what are their objectives?
- Q2)** Suppose that an organization uses normal inventory control methods to plan for its dependent demand items. What will be its impact on materials planning? Under what conditions will the planning result in satisfactory results?
- Q3)** What is meant by Bill of Material (BOM)? Why do organizations need BOM? Is BOM and product structure one and the same? Explain with an example.
- Q4)** What is MRP? What are the inputs to MRP and outputs from MRP? Explain the core logic of MRP using these inputs and outputs.
- Q5)** Discuss the ways in which the JIT approach to inventory is different from the traditional approach to inventory management. Do you believe that JIT simply passes the burden of holding stock on to the supplier?
- Q6)** The ABC Fun novelty company buys 80,000 shipping containers per year. Price of each container is Rs. 0.40. Cost of purchase Rs. 80 per order, cost of holding one container per year is Rs. 0.10. Bank rate of interest 15% including a charge for taxes and insurances. Find : the EOQ and time between orders based on 200 working days per year, the minimum variable cost per year. If the company had been following a policy of quarterly ordering, what would have been the increase in the variable cost?

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

- a) Fixed Order Versus Fixed Interval systems.
- b) Inventory Management Objectives and their effect on service level and ROI.
- c) Distribution Resource Planning and managing inventories in multiple locations.



**P671**

**[4075]-58**

**M.B.A. (Sem. - IV)**  
**HRM SPECIALIZATION**  
**404 - E: Labour Welfare**  
**(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.*
- 3) *Figures to the right indicate full marks.*

- Q1)** a) Define Labour Welfare and explain the principles of the Labour Welfare. **[15]**  
b) The role of Labour Welfare Officer is crucial as per the Maharashtra Welfare Officers rule 1966 - Explain. **[10]**
- Q2)** Discuss the impact of industrialization on physical and mental health of the employees. **[15]**
- Q3)** “Labour Welfare is an investment”. Examine and explain this statement with examples. **[15]**
- Q4)** Explain in detail the workers participation in Management. **[15]**
- Q5)** The ILO has an objective to standardise the Labour Welfare. **[15]**
- Q6)** Evaluate the provisions of Welfare as per the Factories Act 1948. **[15]**
- Q7)** Write Short Note on any three : **[15]**  
a) Role of Employer in Labour Welfare.  
b) Social Security.  
c) Workers Education Scheme.  
d) Labour Productivity.  
e) Role of NGOs in Labour Welfare.





**P672**

**[4075]-59**

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

**MARKETING MANAGEMENT SPECIALIZATION**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**SECTION - I**

**Q1)** Write short notes on (Any two) :

- a) Competitor analysis.
- b) Customer service level: A differentiator.
- c) Fragmented markets for product.

**Q2)** Define Product Positioning? What are possible alternatives for effective product positioning?

**Q3)** Discuss the Marketing Strategy formulation with suitable examples across the PLC stages?

**Q4)** Discuss the salient features and common trends in strategic marketing management, quoting appropriate examples?

**Q5)** Explain in detail how would you convert the planned innovation in to new product development and its successful commercialization at the market place speedily?

**SECTION - II**

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

- a) Transactional Marketing to Relationship Marketing.
- b) e-CRM.
- c) Customer satisfaction & customer delight.

- Q7)** How does Relationship approach contribute to distribution function of marketing? Explain with suitable examples.
- Q8)** Explain the concept of data base, data warehousing and data mining. Is customer database marketing really profitable to a small scale firm engaged in marketing consumer products?
- Q9)** Discuss the steps involved in developing a customer relationship plan with suitable examples.



**P688**

**[4075]-202**  
**M.B.A. (Sem. - II)**  
**202 : FINANCIAL MANAGEMENT**  
**(New) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Answer any five questions.*
- 2) *All questions carry equal marks.*
- 3) *Use of simple calculator is allowed.*

**Q1)** Primary goal of financial management is said to be maximization of shareholder's wealth. Whether this objective is realistic in a world where corporate ownership and control are often separate. Discuss. **[14]**

**Q2)** Explain any three methods of evaluating capital expenditure proposals. **[14]**

**Q3)** How do you calculate cost of capital in respect of **[14]**

- a) Debenture.
- b) Equity shares.
- c) Preference shares.

**Q4)** Write short notes (any two). **[14]**

- a) Factoring.
- b) Undercapitalization
- c) Cash budget
- d) Factors affecting dividend policy.
- e) Proforma of fund flow statement

**Q5)** From the following information, prepare summarised Balance sheet as at 31<sup>st</sup> March 2009. **[14]**

Stock turnover 6 times

Fixed assets turnover ratio 4 times (cost of sales)

Capital turnover ratio 2 times.

Gross profit 20%

Debt collection period 2 months

Creditors collection period 73 days.

The Gross profit was ₹60,000

Closing stock was ₹5000 in excess of opening stock

All workings should form part of your answer.

Assume 365 days a year.

**P.T.O.**

**Q6)** A proforma cost sheet of a company provides the following particulars.

Elements of cost	Amount per unit
Materials	50%
Direct Labour	10%
Overheads	10%

The following further particulars are available : **[14]**

- a) It is proposed to maintain a level of activity of 1,00,000 units.
- b) Selling price is ₹10 per unit.
- c) Raw materials are expected to be in the stores for an average of 2 months.
- d) Materials will be in process, on average one month.
- e) Finished goods are required to be in stock for an average of 2 months.
- f) Credit allowed to debtors is 3 months.
- g) Credit allowed by supplier is two months.

**Q7)** ABC Ltd has an average selling price of ₹150 per unit. Its variable unit cost is ₹105 and fixed cost amount to ₹75 lakhs. It finances all its assets by equity funds. It pays 35% tax on its income. XYZ Ltd is identical to ABC Ltd, except in respect of the pattern of financing. The latter finances its assets 50% by equity and 50% by debt, the interest on which amount to ₹3,00,000/- Determine the degree of operating financial and combined leverage at ₹1,05,00,000 sales for both the firms. **[14]**

- Q8)** a) Calculate the present value of ₹25,00,000, ₹30,00,000 and ₹40,00,000 receivable at the end of 1<sup>st</sup> year, 2<sup>nd</sup> year and 3<sup>rd</sup> year respectively at an effective rate of interest of 12% p.a. **[6]**
- b) Give a summarized form of horizontal form of a company's balance sheet as per schedule VI part I of the companies Act 1956. **[8]**

\*\*\*

Total No. of Questions : 7]

[Total No. of Pages : 2

**P703**

**[4075]-313**

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

**PRODUCTION AND MATERIALS MANAGEMENT SPECIALISATION**

**304 D : Modelling Techniques & IT for Operations Management**

**(New) (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 concept of simulation. Discuss various application of simulation in Operation Management?

**Q2)** What is decision Trees? Explain various application of decision trees in Operation Management?

**Q3)** Explain the concept of ERP. Describe the prerequisites for effective implementation of ERP system in manufacturing organisation.

**Q4)** State the steps involved in modeling process for managerial decision rules.

**Q5)** Explain the role and importance of IT in Operation Management?

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

- a) Dynamic Programming.
- b) Sensitivity Analysis.
- c) Trans shipment Model.

**P.T.O.**

**Q7)** Find the optimum solution for the following Linear Programming Problem.

$$\text{Maximise } Z = 4x_1 + 2x_2$$

Subject to

$$2x_1 + 3x_2 \geq 30$$

$$x_1 + x_2 \leq 14$$

$$x_1 + 2x_2 \leq 18$$

and  $x_1, x_2 \geq 0$ .



Total No. of Questions : 7]

[Total No. of Pages : 1

**P704**

**[4075]-314**

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

**HRM SPECIALISATION**

**304 E : Industrial Relations**

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

**Q2)** Define Trade Union. Elaborate types and structure of Trade Unions.

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

**Q4)** What is Collective Bargaining? Explain the characteristics, importance and process of collective bargaining.

**Q5)** Explain the role of functional managers in developing Industrial Relations.

**Q6)** Explain the objectives of Worker's Participation in Management and suggest ways for making it successful.

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

- a) Approaches of Industrial Relations.
- b) Problems of Trade Unions India.
- c) Impact of Globalisation on Industrial Relations.
- d) Causes of Industrial Disputes.



**P705**

**[4075]-315**

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

**INTERNATIONAL BUSINESS MANAGEMENT SPLZ.**

**304 F : International Logistics and Supply Chain Management**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain the role and importance of International logistics and supply chain management in global economy.

**Q2)** What is 3PL and 4PL? In which situations 3PL and 4PL will give best performance to save cost.

**Q3)** What are the symptoms of poor inventory management in global supply chain.

**Q4)** What are the effects of lack of co-ordination in global supply chain? Which strategies should be used for proper co-ordination in global supply chain.

**Q5)** What are the different steps to build strategic partnership and trust in global supply chain management.

**Q6)** Explain the Inventory Models and forecasting models in global supply chain.

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

- a) Role of IT in supply chain management.
- b) International Ocean Transportation.
- c) Documentation in global supply chain management.
- d) Network design in global supply chain.





Total No. of Questions : 8]

[Total No. of Pages : 2

**P706**

**[4075]-316**

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

**MARKETING MANAGEMENT SPECIALIZATION**

**305 - A : Distribution & Retail Management**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Attempt any 2 questions from Section - I and any 3 questions from Section - II.*
- 2) All questions carry equal marks.*
- 3) State clearly the assumptions made.*

**SECTION - I**

- Q1)* What are the different distribution strategies? Design a channel for selective distribution for a branded shirt company.
- Q2)* What factors would you consider while selecting channel partners? Explain the same with reference to a FMCG company.
- Q3)* Explain how wholesaling has evolved in last 5 decades. What significant differences do you find in wholesaling activities before and after the advent of E-Commerce?

**SECTION - II**

- Q4)* Define retailing. Explain in detail different types of retailing with suitable examples.
- Q5)* In present times, manufactures prefer “Franchiser-Franchisee-Consumer” Model than “Manufacturer - Dealer - Consumer” Model. Do you agree? Justify your opinion.

*P.T.O.*

**Q6)** What factors do companies consider before selecting site for a retail outlet?  
Explain with reference to a chain of 'Wada Pav' outlets.

**Q7)** Explain the concept of store layout with reference to any supermarket of your choice.

**Q8)** Short Notes (Any 2):

- a) Benefits of technology in Distribution.
- b) Merchandizing Planning.
- c) Retail Communication Mix.
- d) Store Facade.



Total No. of Questions : 7]

[Total No. of Pages : 1

**P707**

**[4075]-317**

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

**FINANCIAL MANAGEMENT SPECIALIZATION  
MERCHANT BANKING & FINANCIAL SERVICES**

**305 B : Advanced Financial Services  
(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)** “The focus of banks in India since the early nineties has shifted from statutory compliances to internal financial management”. Comment.

**Q2)** What are the capital market intermediaries and the role played by them?

**Q3)** Write short notes on (Any Three):

- a) E-Trading.
- b) Stock Holding Corporation of India.
- c) Derivatives.
- d) National Stock Exchanges.

**Q4)** What are the motives and benefits of Mergers?

**Q5)** How ‘hundi’ is useful for financing the movement of agricultural product?

**Q6)** What are the problems and prospects associated with the expansion of mutual funds industry in India?

**Q7)** How was the Board constituted under the Securities and Exchange Board of India Act, 1992? What are the functions of the Board?



**P708**

**[4075]-318**

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

**COMPUTER MANAGEMENT SPECIALIZATION**

**305 C : Visual Basic and Oracle**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Write your assumptions.*
- 3) *Figures to the right indicate full marks.*

**Q1)** Consider the following tables to solve the queries. (Any Five): **[10]**

Emp (empno, ename, job, sal, hiredate, mgr, deptno)

Dept (deptno, dname, loc)

- a) Create emp table with appropriate constraints.
- b) Find the total number of clerks in organisation.
- c) Display employee name and the location at which they are working.
- d) Display the records of employee earning salary between 1500 and 5000.
- e) Display job titles offered by organisation.
- f) Display all the department details.

**Q2)** Write a function that will take a number as a parameter and returns the factorial of that number. **[10]**

OR

Write a PL / SQL to accept a string and print it in reverse.

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

- a) Views.
- b) Data types in Oracle.
- c) Date function in SQL.
- d) TCL statements.
- e) Report writing commands in SQL.

**P.T.O.**

**Q4) Explain the properties (Any Five):** **[10]**

- a) Auto size of label.
- b) Max of vertical scroll bar.
- c) Tool tip of Dir List Box.
- d) Style of Combo Box.
- e) Forecolor of Form.
- f) Multi line of Text Box.

**Q5) Write an ADO code for performing the following operations on Emp table (refer Q.1 for structure of table)** **[12]**

- a) Add a record.
- b) Populate data grid to show all records.
- c) Delete a record.
- d) Edit a record.

**Q6) Write Short Notes (Any Three):** **[12]**

- a) Data types in Visual Basic.
- b) Mathematical functions in Visual Basic.
- c) Directory list box and File list box.
- d) Error handling.
- e) IF and IFF statement.



Total No. of Questions : 7]

[Total No. of Pages : 1

**P709**

**[4075]-319**

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

**PRODUCTION AND MATERIALS MANAGEMENT SPECIALISATION**

**305 D : Supply Chain & Logistics 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)** Compare and contrast modern day global supply chains with traditional distribution channels.

**Q2)** How does the quest for Quality affect logistical operations? Does the concept of total quality have relevance when applied to logistics? Why or why not?

**Q3)** How could a company use the four stage process of cost - effectiveness, market access, market extension, and market creation to gain competitive superiority?

**Q4)** Discuss the applications, benefits, and challenges related to the use of RFID to enhance supply chain performance.

**Q5)** Discuss and illustrate the economic justification for establishing a warehouse. What is the role of a warehouse in reverse logistics?

**Q6)** In your opinion, what is the locational impact of inventory? How does it differ from transit inventory and safety stock?

**Q7)** What constitutes power in the context of supply chain collaborative arrangements? Do you believe that power is shifting forward or closer to customers? What could be the impact of such a shift?



**P710**

**[4075]-320**

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

**HUMAN RESOURCE MANAGEMENT SPECIALIZATION**

**305 E : Personnel Administration - Application and Procedure**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q.No. 1 is compulsory.*
- 2) *Attempt any 3 from the remaining.*

**Q1) a)** Calculate the bonus to be paid to following employees for the year 2009

- i) Mr.A whose Basic + DA is Rs. 2500/-
- ii) Mrs.B whose Basic + DA is Rs. 3700/-
- iii) Mr. C whose Basic + DA is Rs. 6700/-
- iv) Mrs.D whose Basic + DA is Rs. 11,500/-

at the rate of 8.33% and 20%. **[15]**

b) Draft a show cause notice to an employee who is absent without intimation for 15 days. **[10]**

**Q2)** Calculate gratuity in case of following employees. **[15]**

- a) Mr. Sameer - Total Service 20yrs 2 months –  
last drawn salary (DA + Basic) Rs. 9,600/-
- b) Mrs. Mehetre - Total Service 11 yrs 10 months–  
last drawn salary (DA + Basic) Rs. 15,500/-
- c) Mr. Ramesh - Total Service 6 yrs 5 months  
last drawn salary (DA + Basic) Rs. 24,000/-

**Q3)** Explain the norms of Provident Fund deduction. Draft the format for PF return. **[15]**

**Q4)** What is the importance of personnel audit? Explain alongwith the concept. **[15]**

**Q5)** Draft an Appointment Letter for an Executive - Direct Sales. Mention terms and conditions of employment. **[15]**

**Q6)** Write notes on (Any Two): **[15]**

- a) Superannuation.
- b) Personal file.
- c) E.S.I.
- d) Absenteeism.





Total No. of Questions : 7]

[Total No. of Pages : 1

**P711**

**[4075]-321**

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

**INTERNATIONAL BUSINESS SPECIALISATION**

**305 F : Environment and Global Competitiveness**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain the impact of geographical aspects on International Business and its Strategies.

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

- a) OECD.
- b) WEF.
- c) G-33.

**Q3)** What is Boderless Concept? Explain in detail how that concept is illaborated by Koniehi Ohmae?

**Q4)** What do you understand by competitiveness? Explain its nature and scope in detail.

**Q5)** Explain critically the Internal Trade Theory proposed by Justice Bhagawati.

**Q6)** What is competitive advantage? Explain Michel Porter's Competitive advantage Theory.

**Q7)** Evaluating diverse environmental forces helps in creating database to do International Business - Justify the statement.



**P712**

**[4075]-401**

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

**401 : ENTREPRENEURSHIP DEVELOPMENT AND  
PROJECT MANAGEMENT**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q. No. 1 is compulsory, Solve any three from the remaining.*
- 2) *Figures to the right indicate full marks.*

- Q1)** a) Define Entrepreneur and discuss the essential attributes of an Entrepreneur. **[15]**
- b) Distinguish between Entrepreneur and Manager. **[10]**
- Q2)** Entrepreneurs are made not Born. Explain. **[15]**
- Q3)** Explain in brief the elements of a Business Plan. **[15]**
- Q4)** Explain how opportunity analysis helps the entrepreneur in promotion of a venture. **[15]**
- Q5)** Explain the role of DIC to promote entrepreneurship development. **[15]**
- Q6)** Explain Technical Feasability with reference to Project Management. **[15]**
- Q7)** Write short notes on (any two): **[15]**
- a) Women Entrepreneurship.
  - b) SIDBI.
  - c) Sustaining Business Competitiveness.



Total No. of Questions : 5 + Case Study]

[Total No. of Pages : 4

**P713**

**[4075]-402**

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

**402 : INTERNATIONAL BUSINESS MANAGEMENT**

**(2008 Pattern) (New)**

*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 term globalisation. Explain different organisational models used in international business.

**Q2)** What are the different modes of international payment? Explain different forms of L/C.

**Q3)** Describe the dynamics of political stability & its relationship with political risk. Explain procedure for political risk analysis.

**Q4)** Comment on Indias competitive advantages in the field of Gems and Jewelry. Enlist reasons for success in this sector.

**Q5)** Write short notes on (any 3):

- a) IMF.
- b) Balance of Payment.
- c) NAFTA.
- d) Spot transaction.
- e) Exim Policy.

**P.T.O.**

## **SECTION - II** **CASE STUDY**

### **Indian Leather Goods Exports**

Leather and leather goods are one of the largest export categories of India. Although there has been a significant increase in the export of this product group, India's performance has been poor in comparison with late comers like China and South Korea. India's share of world exports of leather and leather goods fell from about 9 per cent in the early 1970s to about 3 per cent in the early 1990s.

The Indian leather industry is considered as one with large export potential. Large raw material base, processing facilities and availability of cheap and skilled labour were India's strengths. According to a study by the Indo-German Export Promotion Project (IGEP), India has the basic strength of material and human resources which it must harness to forge ahead.

The Indian leather industry which employs about 15 lakh people is dominated by small family units, many of which have been in this business for generations. The reservation of leather manufacturing for the small scale sector and the licensing policy discouraged the entry of large units in the industry. Leather industry continued under licensing, untouched by the economic liberalization of 1991.

However, of late the market witnessed the entry of big players like Liberty, Phoenix, Lakhani and Aero. Large houses like Hindustan Lever, L & T and Tata have also been in the leather business. Most Indian manufacturers import finished leather from abroad to execute export orders. In fact, many of them merely execute contracts using the buyer's leather in the buyer's colours as per the buyer's designs with the buyer's trimmings.

An interesting development has been that a number of Indian firms who were primarily in the export business have recently turned to the domestic market due to various reasons. In case of Aero it was the collapse of the Soviet Union and the resultant substantial excess capacity with its export oriented unit that provoked it to turn to the booming domestic market and to new markets in Europe. The development of the Indian market, as evinced by the total market expansion and emergence of considerable demand for premium and fashionable products and fierce competition in the international market from China, Malaysia, Thailand and South Korea which combined high labour productivity with low cost inputs have promoted many firms to pay due attention to the domestic market. The list of such firms includes Liberty, Wasan Shoes, Mideast India (which markets the Mescos brand) Hidesign, and

R.Y. Gaitonde and Co. Another interesting development is that several foreign firms have manufacturing marketing tie-ups with Indian firms. Some Indian firms have such tie-ups with more than one foreign firm. Phoenix which has its own brands in the market manufactures for Reebok.

Reebok has manufacturing contracts with Lotus Bawa and Lakhani which also manufactures shoes for Adidas, which is an arch rival of Reebok.

In fact, due to high production costs in the developed countries, firms in those countries have been moving to low cost production bases. Their earlier choices were Korea and Taiwan. Recently they have moved to countries like Vietnam, China and India.

One of the major hurdles in increasing India's exports is the shortage of raw materials. To get a 10 per cent share in the world market, India will need 4.8 million sq. feet of raw leather against the availability of 3.5 million sq. feet. One of the immediate problems to be addressed is to reduce the wastage of hides and skin, the loss on account of which is estimated to be about Rs. 660 crore annually.

The leather technology mission, launched in 1995, had an uphill task in this respect. Over 1500 tanneries had to be modernized.

Government decided to establish a Leather Industry Development Fund (LIDF) through a development fee to be raised in lieu of the export duty abolished in the 1994-1996 Union Budget.

Pollution is a serious problem of the leather industry. Use of certain chemicals/dyes which are not acceptable in foreign markets will have to be stopped. The LIDF should help ensure compliance with international demand for eco-label for leather and leather products.

A new trend in leather manufacture in the developed countries is the use of computers for the simplification of existing machinery in the leather manufacture. Already microelectronics is being applied to certain process of leather goods manufacture. The scale of operation and resources of the Indian units again pose a problem in respect of such modernizations. Further, if and when these electronic and computer controlled machinery are introduced in the Third World countries, the cost differential will be less because operations will be less labour intensive.

Germany emerged as the biggest importer of leather goods in the EC, with over one third of its sales of footwear being accounted for by goods of Indian origin. Other major markets are UK, France, USA, Italy, Japan and the CIS. Demand in Asia is growing. One of the important problems which Indian exporters encounter is the unfavourable.

Consumer attitude towards Indian products.

According to a former President of the Council for Leather Exports, leather goods exports from India face a highly biased international market. At a Paris fair he had himself exhibited goods that could not be bid for more than \$85. But, changing the site of exhibition to a German stall, he could market the same for \$125. Similarly, a jacket that could not be sold for 125 French Francs was accepted for 900 Francs, just because it was carrying a different brand name.

Italian goods enjoy a good reputation in the Western markets. Italian leather goods manufacturers enjoy the benefit of easy availability at low price of the chemicals needed for manufacture of leather goods. Compared to the situation in Italy, though Indian labour is cheap, Indian machinery and chemicals are not up to the mark.

An interesting fact is that, Italy, which is an important supplier of leather goods in the Western market, is one of the most important importers of leather items from India. Indian leather goods imported to Italy are stamped by Italian firms and re-exported to other countries without any further finish or packing. The re-exported goods fetch a better price.

What is worse is that foreign markets buy inferior grade leather from India and finish these for high priced items. Indian manufactures are still unable to utilize such leather to their advantage. This is exactly the opposite in Holland or Italy where inferior grade leather is used in a big way.

QUESTIONS:

1. Discuss the strengths and weaknesses of the Indian leather industry vis-a-vis the international Market for leather goods.
2. Discuss the role of the Government, Council for Leather Exports (CLE) and the industry in the healthy development of the Indian leather industry.
3. Discuss the marketing, including branding, pricing, distribution and promotion, strategies appropriate for Indian leather goods in the international market.
4. What can the CLE do to improve the image of the Indian leather goods?
5. How will the expansion of the domestic market help the Indian leather goods exporters?
6. What are the possible benefits to the Indian firms from the tie-up with the foreign firms?



Total No. of Questions : 8]

[Total No. of Pages : 1

**P714**

**[4075]-403**

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

**403 : CURRENT TRENDS IN MANAGEMENT**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** “Knowledge Management is the classification, dissemination and categorization of information and people through out an organization”. Elucidate.

**Q2)** Define Six Sigma. State the methodology and philosophy of Six Sigma.

**Q3)** Explain the concepts of Mergers and Acquisition. Also eulogise the motives and advantages of Mergers and Acquisitions.

**Q4)** What is Business Process Outsourcing (BPO)? Enumerate its elements and importance.

**Q5)** What is ‘Theory of Constraint’? What are the Key steps in implementing an effective TOC approach thinking tools?

**Q6)** “Corporate governance is a system of directing and controlling the affairs of a corporation”. Explain.

**Q7)** Explain the recommendations of Birla Committee on Corporate Governance.

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

- a) E - Commerce.
- b) Just - in - time Purchasing.
- c) Types of KPO Services.



Total No. of Questions : 7]

[Total No. of Pages : 1

**P715**

**[4075]-404**

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

**MARKETING MANAGEMENT SPECIALISATION**

**404 A : Services Marketing**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Discuss the various Characteristics of Services. Explain the various types of services.

**Q2)** Explain the 7 P's of Services. Marketing with special references to physical fitness services.

**Q3)** a) Explain the factors involved in Pricing of Services.  
b) Discuss the challenges in distribution of services.

**Q4)** Describe the process, role and importance of Relationship Marketing in Service Marketing as compared to goods marketing.

**Q5)** Discuss the problem areas in segmentation, targetting positioning and differentiation of services.

**Q6)** Discuss the different promotional techniques used in newly introduced Airline Services.

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

- a) Role of It in services marketing.
- b) SERVQUAC model.
- c) Service blue printing.





Total No. of Questions : 7]

[Total No. of Pages : 1

**P716**

**[4075]-405**

**M.B.A.**

**FINANCIAL MANAGEMENT SPECIALIZATION**

**404 B : Indirect Taxation**

**(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)** State various provisions in respect of furnishing of Service Tax Return.

**Q2)** Define the term service. State procedure involve for registration under Service Tax.

**Q3)** In respect of VAT define the following:

- a) Dealer.
- b) Goods.
- c) Place of Business.
- d) Agriculture.

**Q4)** Explain various steps involve in Surrender or Cancellation of Registration in respect of Value Added Tax.

**Q5)** Explain Movable, Marketable and Manufacture with reference to Central Excise Act.

**Q6)** State how the Goods & Services are classified for payment of VAT.

**Q7)** Explain any 2 Taxable Service for Charging Tax under Service Tax Act.



Total No. of Questions : 6]

[Total No. of Pages : 1

**P717**

**[4075]-406**

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

**COMPUTER MANAGEMENT SPECIALISATION**

**404 - C : Emerging Trends in IT**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What is knowledge management? What are its components? Explain KM cycle. **[15]**

**Q2)** What is synchronous and asynchronous e-learning? Elaborate LMS and LCM S in detail. **[15]**

**Q3)** What is GIS? Explain its applications. **[15]**

**Q4)** Explain E-banking. What are the services provided by e-banking? **[15]**

**Q5)** Explain E-governance. What are its objectives? Elaborate the scenario of e-governance in India. **[15]**

**Q6)** Write short note on (any two): **[10]**

- a) E-security.
- b) Intranet.
- c) BPO.
- d) Payment Gateway.



Total No. of Questions : 7]

[Total No. of Pages : 1

**P718**

**[4075]-408**

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

**HRM SPECIALIZATION**

**404 E : Labour Welfare**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** a) Explain the Labour Health as per the factories Act 1948. **[10]**  
b) Explain the role of Non-Statutory Welfare Agencies - Trade Union and NGO in Labour Welfare. **[15]**
- Q2)** Explain in detail Social Security. Explain the concept and components of Social Security. **[15]**
- Q3)** Discuss the impact of industrialization on Physical and mental Health of Employees. **[15]**
- Q4)** “Corporate Social Responsibility is essential in promoting Industrial development in India.” Discuss. **[15]**
- Q5)** Discuss the objectives of ILO. Explain in detail the functions and structure of ILO. **[15]**
- Q6)** Explain the role of Labour Welfare officer. Explain the importance of Labour Welfare officer in the present scenario in the industries. **[15]**
- Q7)** Write Short Notes on any three: **[15]**
- a) ILC.
  - b) Workers Education.
  - c) Workers Participation in Management.
  - d) Local Self Government.
  - e) Productivity and Labour Welfare.



Total No. of Questions : 7]

[Total No. of Pages : 1

**P719**

**[4075]-409**

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

**INTERNATIONAL BUSINESS MANAGEMENT SPECIALIZATION**

**404 F : International Business Operations**

**(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)** a) Why “Toyota Production System” is most adoptable amongst international companies.  
b) Describe any two main features of Toyota Production System.

**Q2)** Explain how dispersal of technology takes place in international business.

**Q3)** Explain inventory control model for manufacturing industries functioning in many countries.

**Q4)** a) Explain the criteria for out sourcing in international market.  
b) Give the role of Benchmarking in international operations.

**Q5)** What are the challenges in International Logistics with reference to infrastructure and Government regulations.

**Q6)** Enlist the advantages and disadvantages of Globalisations. Explain any three with examples.

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

- a) Centralisation of R & D activity by international organisation.
- b) E - Commerce.
- c) Difference between Joint Ventures and strategic alliance.
- d) International HR practice.



Total No. of Questions : 9]

[Total No. of Pages : 2

**P720**

**[4075]-410**

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

**MARKETING MANAGEMENT SPECIALISATION**

**405 A : Marketing Strategy and Relationship Marketing**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**SECTION - I**

**Q1)** Why marketing mix ( $4P_s + 3P_s$ ) need to vary as per different stages of product Life Cycle? How?

**Q2)** Explain in detail different types of offensive and defensive strategies a company need to design in different circumstances.

**Q3)** Discuss the common trends in strategic marketing management, quoting appropriate examples.

**Q4)** What do you mean by competition and competitor? What is the procedure adopted for understanding competitors strength and weaknesses and strategic portfolio?

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

- a) Constraint in Marketing Strategy implementation.
- b) Three 'S' of customer services.
- c) Principles of competitive positioning.

**P.T.O.**

## SECTION - II

**Q6)** “Relationship marketing is a key in managing key accounts in Industrial Marketing”. Comment giving suitable examples.

**Q7)** “Information Technology has been highly instrumental in making CRM effective”. Discuss with examples.

**Q8)** Elaborate customer equity - Recency - Frequency Monetary value model (RFM).

**Q9)** Write short notes on (Any Two):

- a) CRM and customer loyalty.
- b) Competitive advantage through Relationship Marketing.
- c) The Six Market framework.



**P721****[4075]-411****M.B.A. (Sem. - IV)****FINANCIAL MANAGEMENT SPECIALIZATION****405 B : International Finance****(2008 Pattern) (New)***Time : 3 Hours]**[Max. Marks : 70**Instructions to the candidates:*

- 1) *Question No. 1 and Question No. 2 are compulsory.*
- 2) *Attempt Any Three Questions from remaining.*
- 3) *Figures to the right indicate full marks.*

**Q1) a)** Find INR / JPY 2 months outright **[5]**

USD / INR Spot : 48.75 / 80, 2 months Swap : 12/20

USD / JPY Spot : 125.50 / 126.10, 2 months Swap : 20 / 15

- b) A Delhi bank gives the following quotes. Identify whether quote is direct or indirect. Also calculate direct quote for indirect quote and vice versa

	<b>Currency</b>	<b>Rate</b>	<b>Quote</b>
i)	SEK	5.7500	Rs. per Kroner
ii)	Euro	0.0191	€per Re
iii)	SGD	0.0388	SGD per Re
iv)	AED	12.1500	Re per UAE Dirham

**[5]**

- c) A New York bank quotes: GBP/USD Spot : 1.6540 / 50

A London bank quotes: USD / GBP Spot : 0.6030 / 35

Is there an arbitrage opportunity? How it would be implemented. **[5]**

**Q2) a)** Differentiate between European term and American term. **[5]**

- b) In London, a dealer quotes: **[5]**

GBP / CHF Spot : 3.5250 / 55

GBP / JPY Spot : 180.80 / 181.30

What will be the CHF / JPY rate in Geneva?

**P.T.O.**

**Q3)** Differentiate between Spot market and Forward market. Explain the characteristics of Forward market. [15]

**Q4)** Write a detailed note on the following: [15]

- a) Export Oriented Units (EOU).
- b) Special Economic Zones (SEZ).

**Q5)** What is Foreign Exchange Risk? How the foreign exchange risk is measured? [15]

**Q6)** Discuss the nature, scope and significance of International Finance. [15]

**Q7)** Write Short Notes on (Any Three): [15]

- a) Convertibility of Indian Rupee.
- b) Loan Syndication.
- c) IAS on Foreign Transactions.
- d) Management of FEMA 1999.
- e) European Central Bank.





Total No. of Questions : 7]

[Total No. of Pages : 1

**P722**

**[4075]-412**

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

**COMPUTER MANAGEMENT SPECIALIZATION**

**405 (C) : Software Project Management & IT Mgmt.**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain various methods of cost & time estimation of project. **[15]**

**Q2)** Explain various performance evaluation techniques used in human resource management. **[10]**

**Q3)** Explain need of testing. Also explain various methods of testing. **[10]**

**Q4)** What is software quality? Explain various techniques of Quality Assurance. **[10]**

**Q5)** Explain Risk Management process in detail. **[10]**

**Q6)** Explain various team structures used in Software Project Management. **[10]**

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

- a) Benchmarking.
- b) Parallel run.
- c) MS - Project.
- d) Release Management.



Total No. of Questions : 7]

[Total No. of Pages : 1

**P723**

**[4075]-413**

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

**PRODUCTION AND MATERIALS MANAGEMENT SPECIALIZATION**

**405 D : Technology 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 issues involved and decisions made in managing technology in an organization.

**Q2)** Discuss with examples, why organizations should be concerned about effective management of technology in present business scenario.

**Q3)** Discuss the elements of effective management of IPR (intellectual property rights) in context of Technology Management.

**Q4)** Enumerate technology forecasting techniques; and Discuss the process of applying any two of the technology forecasting techniques.

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

**Q6)** Explain features of any two technology forecasting techniques.

**Q7)** Write notes on any two of the following:

- a) Outsourcing strategic issues.
- b) Role of Government in Technology Development.
- c) Innovation Cost.
- d) Environmental Impact Analysis.



Total No. of Questions : 6]

[Total No. of Pages : 1

**P724**

**[4075]-414**

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

**HUMAN RESOURCE MANAGEMENT SPECIALIZATION**

**405 E : Labour Law - II**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question 1 is compulsory.*
- 2) *From the remaining questions answer any three.*
- 3) *Figures to the right indicate maximum marks for that question.*

**Q1) a) Define Retrenchment, Layoff and strike under I.D. Act. [15]**

**b) Rights of Recognised union under M.R.T.U. and P.U.L.P. Act. [10]**

**Q2) Explain the concept of Natural Justice with appropriate examples. [15]**

**Q3) Explain the concept of Family Pension under Employees Provident Fund and Miscellaneous Provisions Act. [15]**

**Q4) Explain various benefits under employees state Insurance Act 1948 [15]**

**Q5) Explain the concept of Arising out of and In Course of Employment under Employees Compensation Act. [15]**

**Q6) Write short notes on (Any Three): [15]**

- a) Eligibility for getting Maternity Benefit.
- b) Unfair Labour Practices on part of Employees.
- c) Sec 10 A of Employees Standing Orders Act.
- d) Definition of family under E.S.I. Act.
- e) Role of conciliation officer under I.D. Act.



**P725**

**[4075]-415**

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

**INTERNATIONAL BUSINESS SPECIALIZATION**

**405 F : Foreign Exchange Management**

**(2008 New Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question No. 1 is compulsory.*
- 2) *Attempt Any Four questions from remaining.*
- 3) *Figures to the right indicate full marks.*

**Q1) a)** Following quotes are given by the bank: **[6]**

i)  $\text{INR / USD} : 47.9710 / 48.0101$

ii)  $\text{EUR / USD} : 1.1210 / 1.1280$

Find out  $\text{INR / EUR}$ .

**b)** A New York bank is quoting the following quotes: **[4]**

$\text{GBP / USD} : 1.7540 / 45$  and  $\text{USD / CHF} : 1.5700 / 05$

The  $\text{GBP / CHF}$  quote given by London bank is  $2.7385 / 90$

Is there any arbitrage opportunity? How?

**c)** Explain the concept Bid Bond **[4]**

**Q2)** Discuss in detail, the role played by different players in foreign exchange market. **[14]**

**Q3)** Explain the objectives, functions and management of International Monetary Fund (IMF). **[14]**

**Q4)** Explain the scope, significance and management of ECGC of India. **[14]**

**P.T.O.**

**Q5)** Explain the various types of Letters of Credit. **[14]**

**Q6)** Differentiate Flexible Exchange rate from Fixed Exchange rate. Explain the characteristics of Flexible Exchange rate. **[14]**

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

- a) Pre shipment Finance.
- b) Asian Development Bank.
- c) Buyer's and Supplier's Credit.



Total No. of Questions : 7]

[Total No. of Pages : 1

**P726**

**[4075]-416**

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

**MARKETING MANAGEMENT SPECIALIZATION**

**406 A : Product & Brand Management**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What are Similarities and differences between product focused organisation and market focused organisation.

**Q2)** What is New Product Development? Discuss various steps of New Product Development Process.

**Q3)** “People have more faith in Brands rather than products”. Critically analyse the statement with role and importance of branding.

**Q4)** What do you understand by Brand Equity? Discuss its significance in today's highly competitive environment.

**Q5)** What do you understand by Brand Extension? Discuss various advantages and disadvantages of Brand Extension.

**Q6)** Elaborate on ‘Brand Equity’ and discuss various methods measuring Brand Equity in detail.

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

- a) Brand Image.
- b) Co-branding.
- c) Sales Forecasting.
- d) Celebrity endorsement.



Total No. of Questions : 7]

[Total No. of Pages : 2

**P727**

**[4075]-417**

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

**FINANCIAL MANAGEMENT SPECIALIZATION**

**406 B : Strategic Financial 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)** What is Strategic Financial Management? Describe in detail '9' S' model.

**Q2)** Discuss ethical aspects of strategic financial management in the light of current Corporate Scenario.

**Q3)** Describe strategic wage negotiation. What are the prerequisites of strategic wage negotiation.

**Q4)** Why it is essential to do corporate ration? Explain any one approach of corporate ration.

**Q5)** What is 'Financial Engineering'? Explain 'Economic Value Added (EVA) Approach, with suitable example.

**Q6)** Write short note on the following (Any 2):

- a) Brand valuation.
- b) Design and implementation of V.R.S.
- c) Need of strategic vendor management.

**P.T.O.**

**Q7)** Shiv Shankar Co. Ltd. produces and sells three products. A,B and C. Product A is for high income group. B is for middle income group and C is for lower income group. Company needs to adopt different pricing strategy for these products. The company would like to maintain the ratio of their per unit sale prices as 5:3:2 and expects their volumes to be 2000 units, 10000 units, and 5000 units respectively. The ratio of variable cost per unit to sale price is expected to 50% for A, 60% for B and 65% for C. Following are the details about the company's balance - sheet of last year:-

Investment	Rs. in Lakh.
Fixed assets	200
+ Working Capital	100
	<u>300</u>
Funded by –	
Share Capital	60
Reserves	120
8% Borrowings	120
	<u>300</u>

The company projects the other targets as follows

- a) Tax liability at 30%.
  - b) Dividend to be provided at 20%.
  - c) Annual fixed cost would be Rs. 40 Lacs (including depreciation).
  - d) Reserves of the last day of the previous year should increase by 20% during the coming year.
- I) Calculate the selling price per unit for product A, B, and C.
  - II) Calculate return on Investment [ROI] for company.





Total No. of Questions : 7]

[Total No. of Pages : 1

**P1168**

**[4075]-36**

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

**PRODUCTION & MATERIALS SPECIALIZATION**

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

**(2005 Pattern) (Elective - I)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** Compare and contrast modern day global supply chains with traditional distribution channels.
- Q2)** Managing logistics in the supply chain requires an interface between logistics, procurement and manufacturing strategies. Discuss.
- Q3)** Discuss the role of internet as an enabler in the evolution of world class supply chains.
- Q4)** Compare and contrast Railway, Road, Air, Waterways, Pipe Lines as different modes.
- Q5)** Discuss and illustrate the economic justification for establishing a warehouse. What is the role of a warehouse in reverse logistics?
- Q6)** Compare and contrast the transport principles of economy of scale and economy of distance. Illustrate how they combine to create efficient transportation.
- Q7)** Write short notes on (any two):
- a) Packaging Principles.
  - b) Intra and Inter Organization Supply Chain.
  - c) Customer Service policies and Integrated Logistics Management.



**P1169**

**[4075]-56**

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

**COMPUTER SPECIALIZATION**

**404 - C : OOD Concepts and Basic Java Programming**

**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1) a)** Select correct answer from the options.

**[10]**

i) What is the return type of the read( ) method of Inputstream class in java.io package?

- 1) Int
- 2) String
- 3) StringBuffer
- 4) Byte

ii) Public class myprog{

Public static void main (String argv[]) {

System.out.println (argv [2]) ; } }

What will be the output if we execute the program with the command given in the next line:

java myprog Good Morning.

- 1) Myprog
- 2) Good
- 3) Morning
- 4) Exception is given : java.lang.ArrayIndexOutOfBoundsException.

**P.T.O.**

- iii) Which of the following is platform dependent?
- 1) Java virtual machine
  - 2) Java runtime compiler
  - 3) Java compiler
  - 4) All.
- iv) What is the correct ordering for the import, class and package declarations when found in a single file?
- 1) Package, import, class
  - 2) Class, import, package
  - 3) Import, package, class
  - 4) package, class, import.
- v) The “System.out” object used for the standard input operations is instantiated from which class.
- 1) System Class
  - 2) OutputStream Class
  - 3) PrintStream Class
  - 4) Object class.
- b) Write java program to accept number of line on command line and generate following output (if input is 5 on command line): [10]

```

1
2 2
3 3 3
4 4 4 4
5 5 5 5 5

```

**Q2)** Write applet application to display right scrolling banner. [10]

**Q3)** Write an application to create following threads. [10]

- a) Display series 1,4,9,16,25,36. ....
- b) Display series 2,4,6,8,10 .....

**Q4)** Write an application to count vowels, each separately, from a given file. [10]  
(Use Character Stream).

**Q5)** Define class called Computer. Define subclasses of Computer called desk top and laptop. Accept details of 3 categories. Show accepted information by overriding display method (Define at least three attributes in each class. Assume suitable data). [10]

**Q6)** Explain “Java is object oriented language”. [10]

**Q7)** Write Notes on (Any 2): [10]

- a) Event model.
- b) Thread life cycle.
- c) Anonymous class.





**P1170****[4075]-104****M.B.A. (Sem. - I)****104 : STATISTICAL AND QUANTITATIVE METHODS****(2008 Pattern) (New)***Time : 3 Hours]**[Max. Marks : 70**Instructions to the candidates:*

- 1) *Solve any two questions from Section - I and any two questions from Section - II.*
- 2) *Use of electronic calculator and statistical tables are allowed.*
- 3) *Graph paper will be supplied on request.*

**SECTION - I**

**Q1) a)** 30 house holds in Pune city were surveyed regarding the monthly mortgage payments made by these house holders. These figures are recorded in Rs. 100, as follows

750	640	560	650	1170	880	720	865	900
832	1056	1050	529	685	678	1120	620	765
900	850	980	850	920	1075	760	775	1130
940	989	930		$r_{12} = 0.28$				

Prepare frequency distribution table and calculate mean, median and mode. (Classes : 500-600, 600-700 .....).

**[10]**

**b)** Life of car batteries is normally distributed with average life 5 years and S.D. 2 months. What should the guarantee period be, if the company wishes to replace no more than 15% of batteries.

Given area under normal curve for  $z = 1.03$  is .3485,  $z = 1.04$  is .3506 and  $z = 1.05$  is 0.3531.

**[7]**

**Q2) a)** Let  $X_1$ ,  $X_2$  &  $X_3$  be the heights in (cm) of son, mother and father respectively. A sample of these gave following results. **[10]**

$$\bar{X}_1 = 170 \quad \sigma_1 = 2.4$$

$$\bar{X}_2 = 160 \quad \sigma_2 = 2.7$$

$$\bar{X}_3 = 168 \quad \sigma_3 = 2.7$$

- i) Obtain the equation of least squares regression of  $X_1$  on  $X_2$  &  $X_3$ .
- ii) Estimate the height of son if height of mother is 165 cms and father is of 175 cms.

**P.T.O.**

- b) The following are the values of exports of raw cotton (X) and the values of imports of manufactured cotton goods (Y) in crores of Rs.

X	42	44	58	55	89	98	66
Y	56	49	53	58	65	76	58

- Find (i) Karl Pearson's coefficient of correlation between X & Y.  
(ii) Spearman's rank correlation coefficient between X & Y.

[7]

- Q3)** a) Out of 2000 unskilled workers in a factory 1400 came from rural areas and out of 800 skilled workers 200 came from rural area. Determine the association between skill and residence. [6]
- b) It is known that 18% of males and 12% of females in a town having equal number of them are unemployed. A person is selected at random, what is the probability that he is employed? [6]
- c) The first of two samples has 100 items with mean 15 and S.D 3. If the whole group has 250 items with mean 15.6 and S.D  $\sqrt{13.44}$ . Find the S.D of The Second group. [5]

### SECTION - II

≍

- Q4)** a) Solve Graphically [8]

Minimise  $Z = 6x_1 + 14x_2$

Subject to

$$5x_1 + 4x_2 \geq 60$$

$$3x_1 + 7x_2 \leq 84$$

$$x_1 + 2x_2 \leq 18$$

$$x_1, x_2 \geq 0$$

- b) Solve the transportation problem for maximum profit [10]

		Per Unit Profit (Rs.)			
		Market			
		A	B	C	D
Ware house	x	12	18	6	25
	y	8	7	10	18
	z	14	3	11	20

Availability at warehouses

x = 200 units

y = 500 units

z = 300 units

Demand in the markets

A = 180 units

B = 320 units

C = 100 units

D = 400 units

**Q5) a)** Given below is the information about cost of performing different jobs by different persons. The job-person marking X indicates that the individual involved cannot perform the particular job. Using this information state. [8]

i) The optimal assignment of jobs.

ii) The cost of such assignment.

Persons	Jobs				
	J <sub>1</sub>	J <sub>2</sub>	J <sub>3</sub>	J <sub>4</sub>	J <sub>5</sub>
P <sub>1</sub>	27	18	X	20	21
P <sub>2</sub>	31	24	21	X	17
P <sub>3</sub>	20	17	20	X	16
P <sub>4</sub>	22	28	20	16	27

b) Technico Ltd. has installed a machine costing Rs. 4 lakhs and is in the process of deciding on an appropriate number of a certain spare parts required for repairs. The spare part cost Rs. 4000 each but are available only. If they are ordered now. In case the machine tails and no spares are available, the cost to the company would be Rs. 18000. The plant has an estimated life of 5 years and the probability distribution of failures during this time, based on experience with similar machines, is as follows.

No. of failures :	0	1	2	3	4	5
Probability :	0.1	0.2	0.3	0.2	0.1	0.1

Find optimal number of units of the spare part on the basis of

i) Minimax.

ii) Minimin

iii) Lapalace

iv) Hurwicz (  $\alpha = 0.7$  )

v) Expected regret cretrion.

[10]



- Q6) a)** Solve the game and obtain the optimal strategies for each player and the value of the game. **[8]**

		Player B			
		B <sub>1</sub>	B <sub>2</sub>	B <sub>3</sub>	B <sub>4</sub>
Player A	A <sub>1</sub>	3	2	4	0
	A <sub>2</sub>	3	4	2	4
	A <sub>3</sub>	4	2	4	0
	A <sub>4</sub>	0	4	0	8

- b) Haggins Plumbing and heating maintains a stock of 30-gallon hot water heaters that it sells to home owners and installs for them. The owner likes the idea of having large supply on hand so as to meet all customer demand, but he also recognizes that it is expensive to do so. He examines hot water heater sales over the past 50 weeks and notes the following.

Hot water heater sales per week	Number of weeks this number was sold
4	6
5	5
6	9
7	12
8	8
9	7
10	3
	Total 50

Using the random numbers given below, simulate demand for 10 weeks and answer the following questions

- i) If stock of 8 hot water heaters is maintained, how many times will the company be stock out in 10 weeks.
- ii) What are the average number of heaters demanded per week.

Random numbers - 10 24 03 32 23 59 95 34 34 51.

**[10]**



**P728**

**[4075]-418**

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

**COMPUTER MANAGEMENT SPECIALISATION**

**406 C : Business Applications**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain the detail process of Library Management System with the help of following: **[20]**

- a) Data flow Diagram.
- b) ER - Diagram.
- c) Table Layouts.
- d) Students Fine Report.

**Q2)** Explain various ratio and expense analysis. **[10]**

**Q3)** What is production planning? Explain production planning cycle (PPC) in detail. **[10]**

**Q4)** Explain Employee leave accounting system with suitable database. **[10]**

**Q5)** Explain importance of material rejection analysis in a factory. **[10]**

**Q6)** Write short notes on the following (any 4): **[20]**

- a) Need of Sales analysis in marketing.
- b) FIFO and LIFO.
- c) Bill of Material (BOM).
- d) Profit and Loss Account.
- e) Sales Budgeting.



Total No. of Questions : 8]

[Total No. of Pages : 1

**P729**

**[4075]-419**

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

**PRODUCTION AND MATERIALS MANAGEMENT SPECIALIZATION**

**406 D : Quality Management**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define role of quality in manufacturing and service systems. Explain Taguchi Loss function.

**Q2)** Explain concept of TQM with benefits in detail.

**Q3)** Explain importance of customer driven quality cycle in today's business world.

**Q4)** Illustrate increasing importance of quality assurance in product and service industry with example.

**Q5)** Explain with diagram how control chart X-R chart is drawn and analyzed.

**Q6)** What is the role of quality circle in improving quality at shop floor? What are the limitations of Quality Circle.

**Q7)** Discuss the relationship between quality and organizational culture.

**Q8)** Write notes on any two of the following:

- a) TS 16949:2002.
- b) Supplier/customer relationship.
- c) CRM Techniques.
- d) QFD.



**P730**

**[4075]-420**

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

**HUMAN RESOURCE MANAGEMENT SPECIALIZATION**

**406 E : Strategic Human Resource Management**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any five questions.*
- 2) *All questions carry equal marks.*
- 3) *Figures to the right indicate full marks.*

**Q1)** Define HR strategy. Elaborate the steps for developing HR strategy. **[14]**

**Q2)** What are the most important demographic societal & workforce trends affecting the HRM today? **[14]**

**Q3)** Explain linking between strategy & strategic recruitment & selection effectiveness. **[14]**

**Q4)** Explain how performance management system can be aligned with business strategies of an organisation. **[14]**

**Q5)** Discuss the strategic challenges faced by HR manager in implementing of strategies. **[14]**

**Q6)** Explain the strategic leadership styles in mergers & acquisition. **[14]**

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

- a) Autonomous Work Teams.
- b) Women in workforce.
- c) Gain Sharing.
- d) Employee Morale.



**P731**

**[4075]-421**

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

**INTERNATIONAL BUSINESS SPECIALIZATION**

**406 F : International Financial 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)** Discuss the Interest Rate Parity theory of Foreign Exchange.

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

**Q3)** Explain the following sources of finance in global markets:

- a) Loan Syndication.
- b) External Commercial Borrowings.

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

**Q5)** What is Hedging? Explain the various internal techniques of Hedging in foreign exchange.

**Q6)** Define Foreign Exchange Risk. How the Foreign Exchange Risks are measured?

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

- a) Currency Futures.
- b) Gold Standards.
- c) Rollover Forward Contracts.



Total No. of Questions : 7]

[Total No. of Pages : 2

**P814**

**[4075]-309**

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

**IB SPECIALISATION**

**303 F : International Marketing**

**(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)** Discuss various objectives of International Marketing along with challenges involved 'International Marketing'.

**Q2)** 'Analysis of Global Economic Environment is quite essential to International Marketing in today's scenario' Critically comment on the statement.

**Q3)** Suggest a suitable 'Foreign Market Entry Strategy' for following. Justify your answer.

- a) An Indian steel company planning to get into overseas markets.
- b) A readymade garment small scale Indian Manufacturer willing to enter U.S. markets.
- c) An Internationally reputed 'Fast Food Chain - Quick Service Restaurant (QSR)' willing to enter Indian Markets.

**Q4)** Elaborate various 'Product Strategies' for International Markets.

**Q5)** Discuss various factors affecting 'International Pricing'.

**Q6)** Describe various commercial documents required for shipment of export goods.

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

- a) Challenges in Cross - Cultural Marketing.
- b) Global advertising v/s country specific advertising.
- c) Challenges in Global Marketing Research.
- d) Limitations of Global Marketing.



**P673**

**[4075]-60**  
**M.B.A. (Sem. - IV)**  
**FINANCE SPECIALIZATION**  
**407B : International Finance**  
**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1) a)** Two Banks gives the following quotes : **[5]**  
Bank A – F fr / USD Spot : 4.9570 / 80  
Bank B – F fr/ USD Spot : 4.9578 / 90  
Is there any arbitrage opportunity? If yes, how it will be executed?
- b) A London foreign exchange market gives the following quotes **[5]**  
USD / GBP Spot : 1.5865 / 75  
DEM / USD Spot : 1.7563 / 80  
JPY / GBP Sport : 192.45 / 60  
Compute Synthetic (DEM / GBP) and (JPY / USD)
- Q2)** Critically discuss the objectives and functions of Asian Development Bank (ADB) **[15]**
- Q3)** Discuss the following sources of Global Finance (**Any 2**) **[15]**
- a) Loan Syndication.
  - b) ECBs
  - c) Buyer's & Supplier's Credit
- Q4)** Explain in detail the role played by various players in the foreign exchange market operations. **[15]**
- Q5)** How is Forward market different from Spot market. Explain the features of Forward market. **[15]**
- Q6)** Write Short Notes on : (**ANY THREE**) **[15]**
- a) World Bank
  - b) International Taxation
  - c) FDI
  - d) International Liquidity.
  - e) Gold standards.





**P674**

**[4075]-61**  
**M.B.A.(Sem. - IV)**  
**COMPUTER SPECIALIZATION**  
**407C : Project Management & IT Management**  
**(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question 6 is compulsory.*
- 2) *Solve any 4 questions from remaining.*

- Q1)** Define software testing. Explain different type of testing methods with their advantages. **[15]**
- Q2)** Explain different CASE Tools available for project Management support. **[15]**
- Q3)** Explain Quality. Compare ISO & CMM standards. **[15]**
- Q4)** Explain various methods of cost estimation. **[15]**
- Q5)** Explain Project Management Life cycle **[15]**
- Q6)** Write short note on any two : **[10]**
- a) BCP
  - b) Walk Through
  - c) Reileigh curve
  - d) Cocomo model.



**P675**

**[4075]-62**

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

**PRODUCTION AND MATERIALS SPECIALIZATION**

**407 D : Material Requirement Planning**

**(2005 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 Bill of Material (BOM)? Why do organisations need BOM? Is BOM and product structure one and same? Explain with an example.

**Q2)** State the concept of MRP. Explain the role of MRP system in meeting manufacturing objectives.

**Q3)** Describe the prerequisites for effective implementation of MRP system.

**Q4)** Define MRP. Why MRP system is considered to be superior to order point method of inventory control? Explain.

**Q5)** Discuss the issues involved in developing valid inputs in MRP system.

**Q6)** Discuss the managerial prerequisites and information prerequisites for effective implementation of MRP system.

**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) Output of MRP.
- b) Regeneration and net change in MRP.
- c) Safety stock considerations in MRP.
- d) Future of MRP.



Total No. of Questions : 7]

[Total No. of Pages : 1

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**[4075]-63**

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

**H.R.M. SPECIALIZATION**

**407 E : Strategic Human Resource Management  
(2005 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define the term strategic management with its nature, importance & scope. **[14]**

**Q2)** Explain the relationship between life cycle and business level strategies. **[14]**

**Q3)** Elaborate the strategies followed by organisations for campus placements. **[14]**

**Q4)** Distinguish between skill based pay & team based pay. **[14]**

**Q5)** Define performance appraisal. Explain 360 degrees performance appraisal, in detail. **[14]**

**Q6)** Differentiate between VRS & early retirement plans with its advantages & disadvantages. **[14]**

**Q7)** Write short notes on : (Any 2) **[14]**

- a) Competency mapping.
- b) Power & politics.
- c) Quality of work life.
- d) Workforce Diversity.



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**[4075]-64**

**M.B.A.**

**MARKETING MANAGEMENT SPECIALIZATION**

**408 A : Product & Brand Management**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define Product. Describe factors influencing design of the product.

**Q2)** What is New product development? Discuss various steps of New Product development process.

**Q3)** What do you understand by Brand equity? Discuss its significance in today's highly competitive environment.

**Q4)** What do you understand by Brand Extension? Discuss its significance.

**Q5)** Celebrity endorsement improves brand performance. Comment with suitable examples.

**Q6)** Describe techniques of sales forecasting in detail.

**Q7)** Write short notes

- a) Competitor Analysis.
- b) Brand valuation
- c) Brand Audit.



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**[4075]-65**

**M.B.A.**

**FINANCE SPECIALIZATION**

**408 B : Strategic Financial Management**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any five questions from question No. 1 to 7.*
- 2) *Q.No. 8 is compulsory.*
- 3) *Figures to right indicate full marks.*

- Q1)** Explain the need of managing business strategically. How does Nine's model help in successful strategic financial management of an organization? [12]
- Q2)** What is 'VRS'? Discuss in detail financial implications of strategic wage Management? [12]
- Q3)** Explain any two approaches of strategic product pricing. [12]
- Q4)** What is ethical dilemma a financial manager faces? Explain ethical economical combinations in detail. [12]
- Q5)** What is corporate restructuring? Describe the need for corporate restructuring. [12]
- Q6)** What is 'EVA'? Explain the drawbacks of EVA. [12]
- Q7)** Write short notes on :- [any three] [12]
- a) Cost benefit analysis.
  - b) Brand valuation
  - c) Strategic wage negotiation.
  - d) Strategic Business units.
- Q8)** Sharda Ltd. a company where the workers are leaving the jobs as they are not getting remuneration adequately. According to the workers working conditions are bad and they are over loaded with work. A company asked your help to design a wage policy. What incentives and remuneration you will recommend to stop the workers from leaving? [10]



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**[4075]-66**

**M.B.A.**

**COMPUTER SPECIALIZATION**  
**408 C : Business Applications of IT**  
**(2005 Pattern) (Sem. - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q. No. 1 is compulsory.*
- 2) *Solve any five from remaining.*

- Q1)** Front office system of a Three Star Hotel is to be designed, handling room reservations, Room Allocations and final Bill settlement. Corporates, Individuals and porringers can reserve the rooms. The system has to generate Room Occupancy chart and accordingly should handle cancellations, a mend ments in room reservation. As a consultant design for the above case.
- a) Draw a context level Diagram. [5]
  - b) Design entity Relationship Diagram. [10]
  - c) Give any 3 reports. [5]
- Q2)** Explain the process to print monthly trial balance, using suitable computerised database. [10]
- Q3)** a) Explain what is ABC analysis. [5]  
b) Explain various WIP costing methods. [5]
- Q4)** a) Design a patient Registration Form Layout. [5]  
b) Design the Bill format to be given to the patient during the Discharge process for a computerised hospital Management System. [5]
- Q5)** What is BOM? How to prepare BOM, using customer order details? [10]
- Q6)** a) Explain various service which can be provided through internet Banking. [5]  
b) Explain various processess involved in Fixed Deposit System. [5]
- Q7)** Write short notes (any 2) [10]  
a) Sub - contracting.  
b) PIL Account.  
c) Accounts payable.  
d) Lead Time.



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**[4075]-407**

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

**PRODUCTION & MATERIALS MANAGEMENT SPECIALIZATION**

**404 D : Operations Strategy**

**(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)** What do you understand by the term “operations strategy”? How is it different from corporate strategy? What are the major priorities associated with operations strategy?

**Q2)** What is meant by a process? List its important components. What does a product - process matrix tell us? Where would you place a “two-wheeler service centre” on that matrix?

**Q3)** Explain Value as business concept. Discuss core competence and distinctive capabilities from a strategic operations perspective.

**Q4)** What capabilities can be achieved by combining process and product oriented layouts in a cellular layout?

**Q5)** What is meant by the term Life Cycle? Why would this be a consideration in investments?

**Q6)** Discuss with example factors that make the service process design different from product process design.

**Q7)** Explain in brief (Any Two):

- a) Focussed manufacturing.
- b) Make or Buy - merits/demerits.
- c) Just in time it.



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**[4075]-67**

**M.B.A.**

**PRODUCTION AND MATERIALS SPECIALIZATION**

**408 D : Case Studies**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any two cases.*
- 2) *All cases carry equal marks.*

**Case No. 1**

**Renuka Machines Manufacturing Corporation**

Renuka Thomas, president of Renuka Machines Manufacturing Corporation (RMMC), is concerned about company's choice of supplier for cleaning brushes, which are used in the company's data processing equipment. Renuka occasionally plays Tennis with Sheela George, President of George Machine Company (GMC), one of the Company's suppliers of cleaning brushes.

Recently, Sheela complained to Renuka that her company has been having difficulty in getting traditional share of Renuka's brush business. On the last buy, Sheela's company failed to get any business, even though Sheela believed she was the low bidder. Renuka tells Sheela that normally she does not get into the details of procurement, but she promises to ask her purchasing manager Dannis Chako to investigate.

The next day morning Renuka calls Dannis Chako and tells him of Sheela's complaint. He said, he does not want to influence the company's procurement policies, but he does not feel that Renuka should investigate to make sure that Sheela's firm was treated fairly.

Purchasing Manager Dannis discovers that Sheela George Machine Company was indeed low bidder on the last buying. Quotation for on order of 20,000 units were as under :

Sheela George Machine Company	Rs. 2.22
Data Matics Electronics Company	Rs. 2.23
Royal Tools and Machine Company	Rs. 2.25

Royal and Data Matics each got orders for 10,000 pieces. Royal has done considerable development work on brushes, while Sheela and Data Matics have done very little. The quality and delivery records of the three suppliers

**P.T.O.**



on the last ten orders for the brush are shown below. Renuka Machine's mfg. quality control development has set an acceptable quality level of 3 percent on the brush:

Supplier	Quality Ordered	Quantity Defective	Delivery
Royal	4,000	122	One week early
Data Matics	4,000	92	One week late
Sheela	3,000	120	On time
Sheela	6,000	162	Two week late
Royal	4,000	38	On time
Data Matics	5,000	29	One week early
Sheela	2,000	88	1000 pieces on time, 1000 pieces four weeks late
Data Matics	6,000	98	Two weeks late
Royal	4,000	45	One week early
Sheela	5,000	162	One week late

Questions :

- Is Dannie Chaco justified in eliminating Sheela Machine Company as a supplier of brushes?
- In what respect is the complaint from Sheela Machine Company Justified?
- Prepare a report for Renuka Thomas explaining the decision to eliminate Sheela Machine Company as a supplier, use quantitative data as much as possible to support your answer?

## Case No. 2

### Bagwan Computer Company

The Bagwan Computer Company (BCC) was established in 1991. It has two engineering graduates of Osmania University. The company has maintained an excellent growth record. Today annual sales of the company are 5 crores.

Company's pricing policy is to skim the market - that is when it introduces a new product, it prices the product to quickly recoup R & D investments. The company gets a sizable profit. When profit goes down, the company is in a position to launch a new product which is more profitable than the item it replaces.

The overall strategy has two key resources. One is highly competent R & D group and the other is the ability to convert ideas into marketable hardware quickly. The purchasing department of 'BCC' ensures advanced technology and availability of vendors for all items.

Jimmy Carter, manager of materials of 'BCC', just received a memo reminding him that the annual corporate planning retreat is to be held in five weeks at the company's placement centre. This reminding memo with a recent visit to an important 'BCC's suppliers caused jimmy to recall the current shortages of memory chips. Jimmy decided to review the firm's present supplier's ability to meet profitable changes in advanced technology which lead to increases in demand over the next five years.

Questions :

- a) What areas should jimmy investigate?
- b) What actions should jimmy take, if present suppliers appear to be unable to meet future requirements?
- c) Should materials management, in the absence of materials management functions; be part of the long - range planning activity? Why or why not?

### **Case No. 3**

#### **SABRE ENTERPRISE**

Sabre Enterprise is growing organization specializing in manufacture of spare parts for plant and machines. Sabre enterprise started their business as vendor for machining Cast Iron castings. Every day metal scrap / rejected material is collected in bin and stored in a compartment at scrap yard. Other scrap like paper waste, waste packing box etc are dumped in the scrap yard in a separate compartment. Once in four months scrap buyer used to visit the factory and collect the scrap.

However Sabre expanded its activities from CI Castings machining to manufacturing spares from a variety of material like brass, gunmetal, mild steel, Cast Iron etc. The total scrap generated is about 10 tons per year. Now the scrap is being segregated as ferrous and nonferrous and nonmetallic scrap and stored in scrap in scrap yard. Method of disposing scrap through scrap dealer remains unchanged. Storekeeper coordinates scrap disposal activities. The price of scrap keeps fluctuating in the market due to a number of environmental factors.

- a) Sabre has new Materials Manager who feels that existing system of scrap disposal needs to be changed. What should he do?
- b) Explain, Ferrous and Non Ferrous type of material with examples.



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**[4075]-68**

**M.B.A.**

**HUMAN RESOURCE MANAGEMENT SPECIALIZATION**

**408 E : Labour Laws and Other Laws - II**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q. No. 1 is compulsory.*
- 2) *Attempt any three questions from the rest.*
- 3) *Figures to the right indicate maximum marks for that question.*

- Q1)** a) Enumerate the provisions for working hours for shops under shop Act. **[15]**  
b) Explain the provisions regarding constitution of district forum and its jurisdiction under consumer protection Act. **[10]**
- Q2)** What are the provisions regarding leave with wages under shop Act? **[15]**
- Q3)** Explain the provisions regarding Licensing of contractor under contract Labour Act. **[15]**
- Q4)** Explain the concept of 'Unfair Trade Practice' under consumer protection Act. **[15]**
- Q5)** Write short notes on any three **[15]**
- a) Manufacturer under consumer protection Act.
  - b) Subsistence Allowance.
  - c) Welfare and Health provisions under contract Labour Act.
  - d) TDS.



**P682**

**[4075]-101**

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

**101 : ORGANISATIONAL BEHAVIOUR AND PRINCIPLES  
AND PRACTICES OF 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)** a) Explain the fundamental concept of organisational behaviour. [7]  
b) Define Management and discuss the functions of management in brief. [7]
- Q2)** Discuss the term Attitude. How are the Attitudes formed. Give illustrations. [14]
- Q3)** Discuss planning as one of functions of management and state limitations of planning. [14]
- Q4)** Evaluate Maslow's Need Hierarchy Theory. What are its main weaknesses. [14]
- Q5)** How traditional view of conflict differs from Modern view of conflict. Give illustrations. [14]
- Q6)** Discuss fully various components of Man Power Planning. What efforts are essential to make it accurate staffing function. [14]
- Q7)** Write notes on any two : [14]
- a) Formal and Informal groups.
  - b) Transactional analysis.
  - c) Conflict between line and staff functions.
  - d) Management Information Systems (MIS)
  - e) Job satisfaction.



**P684**

**[4075]-103**

**M.B.A.**

**103 : MANAGERIAL ECONOMICS**

**(Sem. - I) (2008 Pattern) (New)**

*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)** Define managerial economics which micro and macro economic concepts are useful for the managers.

**Q2)** Explain the price - demand relationship with suitable examples.

**Q3)** Define 'Production Function'. Explain the internal and external economics.

**Q4)** Explain the term 'monopolistic competition' describe its features with suitable examples. Show how short - run equilibrium of a firm is reached.

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

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

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

- a) Variation and changes in supply.
- b) Price discrimination.
- c) Discounted cash flow method.
- d) Need for Government Intervention.



**P685**

**[4075]-105**

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

**105 : LEGAL ASPECTS OF BUSINESS**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any 5 questions out of 7.*
- 2) *Each question carries equal marks.*
- 3) *Marks indicated on the right side.*

- Q1)** Define Contract. Explain essentials of a valid contract under the Indian Contract Act. 1872. **[14]**
- Q2)** a) Distinguish between contract of sale & agreement to sale. **[10]**  
b) Write note on 'Auction sale'. **[4]**
- Q3)** a) Explain the circumstances where 'dishonour' takes place & also explain the remedies. **[10]**  
b) Write a note on 'Bills of exchange'. **[4]**
- Q4)** Explain the various characteristics of the company under the companies Act. 1956. **[14]**
- Q5)** Define Consumer. Elaborate the rights conferred on consumers under the consumer protection Act, 1986. **[14]**
- Q6)** a) What are the determinants of 'E-commerce' with reference to Information Technology Act 2000. **[10]**  
b) Write a note on 'Digital signature' **[4]**
- Q7)** Write short notes (Any 2) **[14]**
- a) Patents
  - b) Copy Rights.
  - c) Trade Marks.
  - d) Distinction between 'share & stock'



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**[4075]-106**

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

**106 : BASICS OF MARKETING**

**(2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q. No. 1 is compulsory carrying 10 marks.*
- 2) *Answer any 4 questions from Q. 2 to Q. 7.*
- 3) *All other questions carry 15 marks.*

- Q1)** Explain the following concepts in detail. (Any 2) : **[10]**
- a) Customer satisfaction.
  - b) Product & production concept.
  - c) Relationship Marketing & Marketing channels.
  - d) Customer value.
- Q2)** What is 'Consumer Behaviour'? Explain the steps involved in the buying decision process of **[15]**
- a) A car
  - b) Hair Dye for women
- Q3)** Discuss the Macro Environmental affect which are likely to affect the marketing activities of an organization. **[15]**
- Q4)** Elaborate on different target market strategies with suitable examples. **[15]**
- Q5)** Discuss the 7P's as effective marketing tools. **[15]**
- Q6)** Explain the process of planning & control in details. **[15]**
- Q7)** Write short notes (Any 3) **[15]**
- a) Positioning strategies.
  - b) Types of organization structures.
  - c) Marketing Audit.
  - d) Niche Marketing.
  - e) Market potential & Market share.

