

Total No. of Questions : 7]

SEAT No. :

**P4016**

**[5070]-101**

[Total No. of Pages : 1

**M.B.A.**

**101 : ORGANISATIONAL BEHAVIOUR AND PRINCIPLES AND  
PRACTICES OF MANAGEMENT  
(Semester - I) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define management. Explain its need and scope.

**Q2)** Explain the nature, importance and scope of planning with respect to Modern Management.

**Q3)** Define Organisational Behavior. Explain models of OB.

**Q4)** Explain the meaning of Personality. What are the determinants of Personality?

**Q5)** Define MBO. Explain the steps involved In MBO.

**Q6)** Define conflict. What are the different types of conflicts?

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

- a) Leadership Styles.
- b) Process of controlling.
- c) Work life Balance.
- d) Johari window.

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Total No. of Questions : 9]

SEAT No. :

**P4017**

**[5070]-102**

[Total No. of Pages : 5

**M.B.A.**

**102 : MANAGEMENT ACCOUNTING  
(Semester - I) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** With the help of specimen formats, explain the role of the following in the Inventory control process:- **[10]**

- a) Purchase Order.
- b) Bin Card.

**SECTION - I**

**Q2)** With the help of suitable examples, explain the various accounting concepts & conventions. **[15]**

**Q3)** What is Allocation, Apportionment and Absorption of Overheads? Discuss the accounting treatment of Under & Over Absorption of Overheads. **[15]**

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

- a) Labour Turnover.
- b) Periodic Inventory Control.
- c) Budget & Budgetary Control.
- d) Classification of Accounts.
- e) Pricing of Issues.

**Q5)** What is Financial Accounting? How is it different from Cost Accounting?[15]

**P.T.O.**

**SECTION - II**

**Q6)** From the following data, compute

**[15]**

- a) Material Cost Variance.
- b) Material Price Variance.
- c) Material Usage Variance.
- d) Material Mix Variance.

	Standard			Actual		
	Quantity (kgs)	Rate per kg (₹)	Amount (₹)	Quantity (kgs)	Rate per kg (₹)	Amount (₹)
Material A	500	10.00	5000.00	600	8.00	4800.00
Material B	1000	5.00	5000.00	1200	6.00	7200.00

**Q7)** The following figures are available from the books of K Ltd.

**[15]**

<u>Particulars</u>	<u>2011</u>	<u>2012</u>
Sales	₹ 2,00,000	₹ 3,00,000
Loss	₹ 20,000	-
Profit	-	₹ 30,000

Calculate:-

- a) Fixed Cost.
- b) Break even point sales.
- c) Margin of safety for 2012.
- d) Sales required to earn a profit of ₹ 60,000.
- e) Profit or Loss at a sales of ₹ 2,50,000.

**Q8)** Prepare a Cash Budget for the three months ending 30<sup>th</sup> June 2012 from the following information:- **[15]**

Month	Sales (₹)	Purchases (₹)	Wages (₹)	Overheads (₹)
February	14,000	9,600	3,000	1,700
March	15,000	9,000	3,000	1,900
April	16,000	9,200	3,200	2,000
May	17,000	10,000	3,600	2,200
June	18,000	10,400	4,000	2,300

Additional Information:-

- a) 1/10<sup>th</sup> of sales are on cash basis.
- b) Credit terms are :
  - i) Debtors - 50% of the credit sales are collected next month & the balance in the following month.
  - ii) Creditors :- For Materials
    - Purchases - 2 months.
    - For wages - 1/4 month.
    - For overheads - 1/2 month.
- c) Plant & Machinery will be installed in February 2012 at a cost of ₹96,000. The monthly instalment of ₹2,000 is payable from April 2012 onwards.
- d) A dividend @ 5% on preference share Capital of ₹2,00,000 will be paid on 1<sup>st</sup> June.
- e) Advance Income Tax is to be paid in June of ₹2,000.
- f) Dividend on investment amounting to ₹2,000 is expected to be received in June.
- g) Advance on sale of vehicle to be received in June of ₹9,000.
- h) Estimated cash & Bank balances on 1<sup>st</sup> April 2012 is expected to be ₹6,000.

**Q9)** Given below is the Trial Balance of M/s Tejas Chaudhary for the year ending 31<sup>st</sup> March 2013. **[15]**

Debit Balances	Amount (₹)	Credit Balances	Amount (₹)
Leasehold Land	48,000	Purchase returns	1,000
5% Government Bonds	20,000	Sales	1,02,000
Furniture	60,000	Creditors	50,000
Insurance	1,800	Discount	500
Rent	800	Int on Government	
Purchases	40,000	bonds received	500
Wages	1,600	Reserve for Bad &	
Carriage Inwards	600	Doubtful debts	1,500
Carriage Outwards	1,500	Capital	1,20,000
Sales Returns	2,000		
Stock on 1 <sup>st</sup> April 2012	20,000		
Salaries	2,400		
Travelling exps.	500		
Debtors	60,000		
Bad debts	1,000		
Machinery	12,000		
Loose Tools	2,500		
Interest	400		
Commission	400		
	2,75,500		2,75,500

Prepare Trading A/c, Profit & Loss A/c for the year ending 31<sup>st</sup> March 2013 & a Balance sheet as on that date after considering the following adjustments:-

- a) Stock on 31<sup>st</sup> March 2013 was costing ₹25,000 while its market value was ₹30,000.
- b) Outstanding Rent ₹400 & wages ₹600 to be provided for.
- c) Depreciation for the year to be charged @10% p.a on Machinery. Loose Tools to be revalued at ₹2,000 at the end of the year.
- d) Further Bad debts to be written off ₹1,000. Reserve for bad & doubtful debts to be maintained @ 5% on debtors & a 2% reserve for discount on debtors be created.

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Total No. of Questions : 7]

SEAT No. :

**P4018**

**[5070]-103**

[Total No. of Pages : 1

**M.B.A.**

**103 :MANAGERIAL ECONOMICS  
(2008 Pattern) (Semester - I)**

*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 (Graph paper is not required).*

**Q1)** Explain the nature and significance of managerial Economics? Describe its scope.

**Q2)** What is demand forecasting? Explain any two types?

**Q3)** Explain the need of government intervention in the current market?

**Q4)** Define 'Production Function'. Explain the three types of returns to scale.

**Q5)** What is capital budgeting? Explain any one method in detail.

**Q6)** Explain Break-even analysis with suitable diagram. State its importance.

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

- a) Marginal cost.
- b) Penetrating Price & Skimming Price.
- c) Elasticity of supply.
- d) Micro economics.



Total No. of Questions :6]

SEAT No. :

**P4019**

**[5070]-104**

[Total No. of Pages : 4

**M.B.A.**

**104:STATISTICAL AND QUANTITATIVE METHODS**

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

*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.*
- 4) *Figures to the right indicate marks.*

**SECTION-I**

- Q1) a)** The following table gives the frequency distribution of the weights of 100 articles in a consignment:

Weight (in gm)	200- 240	150- 290	300- 340	350- 390	400- 440	450- 490	500- 540	550- 590	600- 640
No. of articles	4	5	12	23	31	10	8	5	2

Draw the 'histogram' and 'more than o give' curve for it and estimate the median and mode from the graphs. **[6]**

- b) Find the Karl Pearson's correlation coefficient between the age and playing habit from the following student record:

Age (in years)	15	16	17	18	19	20
No. of students	250	200	150	120	100	80
Regular players	200	150	90	48	30	12

Also calculate the probable error and point out if the coefficient of correlation is significant. **[6]**

- c) In a sample of 500 children, 200 came from higher income group and rest from the lower income group. The number of intelligent children in these groups respectively were 25 and 100. Calculate the coefficient of association between intelligence and economic status and comment on the result. **[6]**

**P.T.O.**



- Q2) a)** The table below gives the employee strength in the companies located in a small IT park. Find the mean number of employees in a company and its standard deviation. Also, estimate the coefficient of variation for the data.

Employee Strength	00-10	10-20	20-30	30-40	40-50	50-60	60-70
No. of companies	10	15	25	25	10	10	5

[6]

- b) Find out the two regression lines for the following data about the usage of fertilizer (in quintals) and the productivity (in metric tons)

	Arithmetic mean	Std. Deviation
Fertilizer used	35.6	10.5
productivity	84.8	8.5

Correlation coefficient,  $r=0.62$

Estimate the productivity if the amount of fertilizer used is 30 quintals. How much standard error can you expect in these estimates? [6]

- c) A company has two plants to manufacture scooters which are then transported to the central distribution centre. Plant I manufactures 80 percent of the scooters and plant II manufactures 20 percent. At plant I, 85 out of 100 scooters are rated standard quality or better. At plant II, only 65 out of 100 scooters are rated standard quality or better.
- What is the probability that a scooter selected at random at the distribution centre is of standard quality or better?
  - What is the probability that a scooter selected at random at the distribution centre come from plant I, if it is known that the scooter is of standard quality or better? [6]

- Q3) a)** A machine produces an average of 20% defective bolts. A batch is accepted if a sample of 5 bolts taken from that batch contains no defectives and is rejected if the sample contains 3 or more defectives. In other cases, a second sample is taken for inspection. What is the probability that a second sample is required? [6]

- b) In a trivariate distribution,  $\sigma_1=2$ ,  $\sigma_2=\sigma_3=3$ ,  $r_{12}=0.7$ ,  $r_{23}=r_{31}=0.5$ . Find the coefficients:  $r_{23.1}$ ,  $R_{2.13}$  and  $b_{12.3}$ . [6]

- c) Write a note on:  
Measures of Dispersion [6]

OR

Association of Attributes.

**SECTION-II**

- Q4) a)** A company has three factories which supply their products to four warehouses. Monthly capacity of the factories are 120,200 and 180 units respectively. Monthly requirements of the warehouses are 100,140,110 and 150 respectively. Unit shipping costs are as follows:

Factories	Warehouses			
	P	Q	R	S
A	15	–	30	20
B	–	24	12	15
C	15	15	–	20

Shipments from A to Q, B to P and C to R are not possible due to certain unavoidable reasons. Find the optimum distribution program to minimise the total shipping cost. Give alternate solutions if any. **[9]**

- b)** Patients arrive at a clinic according to Poisson distribution at the rate of 8 patients per hour. The examination time per patient is exponential with mean of 5 minutes.
- i) What is the probability that a new arriving patient does not have to wait?
  - ii) What is the average number of patients waiting to get themselves examined?
  - iii) What is the average time spent by a patient in the clinic?
  - iv) What is the average number of waiting patients in a non-empty queue? **[8]**

- Q5) a)** A newspaper vendor has to decide how many copies of a particular magazine he should buy for the coming month. Each magazine costs him Rs. 5. Which he sells for Rs10. At the end of the month the unsold magazines are thrown away. The demand distribution of the magazines is as follows.

No. of copies demanded :    10    11    12

Probability                            :     $\frac{1}{3}$      $\frac{1}{3}$      $\frac{1}{3}$

Construct a pay off-table. Use maximin and Hurwitz criteria (with  $\alpha=0.6$ ) to decide the number of copies he should stock. Which number of copies will maximise the expected pay off. **[9]**

- b) A department head has an assignment consisting of three tasks to be performed with four subordinates. The subordinates differ in efficiency. The estimates of time in hours each subordinate would take to perform the tasks is given below in the matrix. How should he allocate the tasks to each subordinate so as to minimise the total labour cost at an estimated rate of Rs. 10 per man hours required to complete the tasks. What is the total labour cost? Also state which subordinate will remain idle. [8]

Subordinates	Tasks		
	X	Y	Z
A	10	21	16
B	14	28	7
C	36	27	16
D	19	31	21

- Q6) a) The pay-off table for a zero sum game between A and B is shown below, where A is playing to maximise his pay off. Solve the game for the optimal strategies of the two players and for the value of the game.

		Player B			
		B <sub>1</sub>	B <sub>2</sub>	B <sub>3</sub>	B <sub>4</sub>
Player A	A <sub>1</sub>	150	-18	78	90
	A <sub>2</sub>	6	102	54	70
	A <sub>3</sub>	130	-30	78	80

[9]

- b) A market-survey is made on three brands of break-fast foods. Dawn, Sky and Zing. Every month a customer purchases a new package, he may buy the same brand or switch to another. The following estimates of the shifts ( in percentage) are obtained.

		Next Brand		
		Dawn	Sky	Zing
Present Brand	Dawn	70	20	10
	Sky	30	50	20
	Zing	30	30	40

[8]

At this time it is estimated that 30% of customers buy Dawn, 20% buy Sky and 50% buy Zing.

- Construct first and second step transition matrix.
- What will be the distribution of the customers one and two months later?



Total No. of Questions :7]

SEAT No. :

**P4020**

[Total No. of Pages :1

**[5070] - 105**

**M.B.A.**

**105 : LEGAL ASPECTS OF BUSINESS**

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

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) All questions carry equal marks (14).*
- 2) Attempt only 5 questions (Five).*

**Q1)** What is the concept of 'contract'? Write essential elements of valid contract as in the Indian contract Act 1871.

**Q2)** Explain the concept of 'contracts of indemnity'. Write the rights indemnity holder and indemnifier.

**Q3)** Write the concept of 'contract of sale of goods'? Describe the essentials of contract of sale as in sale of goods Act 1930.

**Q4)** What is the meaning of 'Negotiable Instrument'? Explain the different types of Negotiable Instruments in brief.

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

- a) Digital signature.
- b) Electronic Governance.
- c) Concepts of patents & copyrights.
- d) Trade marks and design.

**Q6)** Define 'company' according to the companies Act 1956. Explain the features and types of companies.

**Q7)** Define 'consumer' according to the consumer protection Act 1986. Explain consumer dispute redressal agencies.



Total No. of Questions : 7]

SEAT No. :

**P4021**

**[5070]-106**

[Total No. of Pages : 1

**M.B.A.**

**106 : BASICS OF MARKETING  
(Semester - I) (2008 Pattern) (Theory)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What is marketing? Explain its objectives, and its importance in today's world with suitable examples.

**Q2)** Explain the buyer decision process with the examples of a car.

**Q3)** What is Market segmentation? Discuss various bases of segmentation with suitable examples.

**Q4)** You are a marketing manager of a mobile company, how will you develop a marketing plan to launch a new mobile with all the latest features.

**Q5)** Explain different factors that affect marketing environment of a company with an example of a telecom company.

**Q6)** Discuss the social responsibilities of a marketing organization.

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

- a) Seven Ps of Marketing Mix.
- b) Niche Marketing with examples.
- c) Marketing Audit.
- d) Customer Satisfaction and Customer Delight.

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Total No. of Questions : 7]

SEAT No. :

**P4022**

**[5070]-201**

[Total No. of Pages : 2

**M.B.A.**

**201 - MARKETING MANAGEMENT  
(2008 Pattern) (Semester - II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q1 is compulsory.*
- 2) *Answer any four among the remaining questions.*
- 3) *All questions carry equal marks.*

**Q1)** Design suitable channel of distribution for the following products.

- a) Refrigerator.
- b) Anti-Dandruff Shampoo.

**Q2)** Describe in detail product life cycle. Explain various marketing decisions at different levels of PLC?

**Q3)** What is Product Mix? Elaborate on Product Mix of any Indian Consumer durable company.

**Q4)** Discuss importance of Packaging in today's competitive market. Explain new trends in packaging with suitable examples.

**Q5)** "Advertising is pulling consumers towards product while Sales Promotion is pushing product to the consumers". Discuss with suitable examples.

**Q6)** Define Pricing. Elaborate on any two methods of pricing.

**P.T.O.**

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

- a) People as extended P's of Marketing Mix.
- b) Personal Selling.
- c) Test Marketing.
- d) Failure of New product.
- e) Non - Price Competition.



Total No. of Questions :9]

SEAT No. :

**P4023**

[Total No. of Pages :4

[5070] - 202

**M.B.A.**

**202: FINANCIAL MANAGEMENT**

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

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**SECTION - I**

**Q1)** What is business finance? Explain the functions of financial system of an organization. **[10]**

**Q2)** What do you understand by analysis of financial statement? Discuss the limitations of financial statement? **[15]**

**Q3)** Described the objectives of financial management. Explain the need and importance of financial planning and forecasting for effective financial control in business organization. **[15]**

**Q4)** Explain the dividend policy considerations. Discuss various procedural formalities involved in payment of dividend. **[15]**

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

- a) Cost of capital
- b) Cash budget
- c) Fund flow statement
- d) Corporate finance
- e) Trading on equity.

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



## SECTION - II

**Q6)** You are required to prepare a statement showing the working capital for a level of activity of 1, 56,000 units of production for ZYX Co. The following information is available for your consideration. **[15]**

	Per Units (Rs.)
a) Raw Materials	90
Direct labour	40
Overheads	<u>75</u>
<b>Total Cost</b>	<b>205</b>
Profit	<u>60</u>
<b>Selling Price per Unit</b>	<b>265</b>

- b) i) Raw materials are in stock on an average one month.
- ii) Material in Process 50% complete on an average two weeks.
- iii) Finished goods are in stock on an average one month.
- iv) Credit allowed by suppliers one month.
- v) Time lag in payment from debtors two months.
- vi) Lag in payment of wages  $1\frac{1}{2}$  week.
- vii) Lag in payment of overheads one month.
- viii) 20% of the output is sold against cash.
- ix) Cash in hand and bank expected Rs. 60,000.

Assume that the production is carried on evenly throughout the year, wages and overheads accrue similarly and a time period of 4 weeks is equivalent to a month.

**Q7)** Calculate the operating leverage, financial Leverage and combined leverage from the following details. **[15]**

Selling Price per units	Rs.	150
Variable cost per unit	Rs.	100
Fixed costs	Rs.	6,00,000
Production & sales		20,000 units

The capital structure of the company under alternate financing plan is as follow:

Particulars	Plan I Rs.	Plan II Rs.
Equity Capital	20,00,000	10,00,000
16% Debentures	10,00,000	20,00,000
<b>Total</b>	<b>30,00,000</b>	<b>30,00,000</b>

**Q8)** Assume that a firm has owner's equity of Rs. 1,00,000 the ratios of the firm are as follows: **[15]**

Short debt to total debt	= 0.4
Total debt to owner's equity	= 0.6
Fixed assets to owner's equity	= 0.6
Total assets turnover	= 2 times
Inventory turnover	= 8 times

Complete the following Balance Sheet with the help of information given above;

Balance sheet

Liabilities	Amount (Rs.)	Assets	Amount (Rs.)
Short term debt	-	Cash	-
Long term debt	-	Inventory	-
Total Debt	-	Total Current Assets	-
Owner's equity	-	Fixed Assets	-
Total Capital & Liabilities	-	Total Assets	-
	-		-

**Q9)** ABC Company, whose cost of capital is 10%, is considering two mutually exclusive Proposals 'X' and 'Y', the details of which are as follows: **[15]**

Particulars	Project 'X' (Rs.)	Project 'Y' (Rs.)
Investments	15,00,000	15,00,000
Cash inflows at end of the		
Year- 1	1,00,000	6,50,000
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
<b>Total</b>	<b>20,00,000</b>	<b>29,50,000</b>

Calculate:

- a) Payback Period.
- b) Net Present Value @ 10%.
- c) Profitability index @ 10%.
- d) Internal Rate of Return.



Total No. of Questions : 7]

SEAT No. :

**P4024**

**[5070]-203**

[Total No. of Pages : 1

**M.B.A.**

**203 : HUMAN RESOURCE MANAGEMENT  
(2008 Pattern) (Semester - II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question number 7 is compulsory.*
- 2) *Attempt any four from Q.1 to Q.6.*
- 3) *All Questions carry equal marks.*

**Q1)** Define HRM and distinguish between HRM & Personnel Mgmt. **[14]**

**Q2)** Explain the concept of Manpower Planning followed by selection process. **[14]**

**Q3)** Elaborate the concept of training & development. Explain any two off the job methods in detail. **[14]**

**Q4)** Explain the concept of Job analysis and distinguish between job enrichment & job enlargement. **[14]**

**Q5)** Discuss how managerial effectiveness can be improved through time management & TQM. **[14]**

**Q6)** What are the different sources of recruitment available for today's HR manager. **[14]**

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

- a) Succession Planning.
- b) Employee Referrals.
- c) Kirk Patrick's model of evaluation.
- d) Manpower Retention.

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Total No. of Questions : 7]

SEAT No :

**P4025**

**[5070]-204**

[Total No. of Pages : 1

**M.B.A.**

**204:MANUFACTURING & OPERATIONS MANAGEMENT  
(2008 Pattern) (Semester - II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** How operation management does differ from production Management? What are the responsibilities of an operation manager?

**Q2)** Define PPC. Explain objectives, scope elements of PPC?

- Q3)** a) Explain the strategic importance of location decisions by giving examples.  
b) Discuss the principles of plant layout.

**Q4)** Why effective plant maintenance is important? Discuss its connection with organization placement of the maintenance department and the reasons for the same.

**Q5)** What is work study? What are its objectives? Write detail note on process chart by giving examples.

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

- a) Theory of constraints.
- b) Six sigma.
- c) Control charts.
- d) KANBAN.

**Q7)** Draw a network diagram, find the critical path and total slack. The data for the job is as follows .

job	A	B	C	D	E	F	G	H	I	J	K
job(days)Time	13	8	10	9	11	10	8	6	1	14	18
immediate predecessor	-	A	B	C	B	E	AF	E	H	GI	J

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Total No. of Questions : 7]

SEAT No. :

**P4026**

**[5070]-205**

[Total No. of Pages : 1

**M.B.A.**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What is party logistics? Explain about 3rd party logistics and 4 party Logistics.

**Q2)** Elaborate the concept of Logistics and supply chain management.

**Q3)** What is Inventory? Explain its need and costs association with Inventory.

**Q4)** Describe the Input and output of MRP system. Explain the concept of ERP in brief.

**Q5)** Explain Purchase cycle, and Purchasing methods.

**Q6)** What is the functions of stores? Explain stores Lay-out.

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

- a) Value Engineering & Value Analysis.
- b) Materials Handling System.
- c) Master Production Schedule.
- d) ABC Analysis.

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Total No. of Questions :7]

SEAT No. :

**P4027**

**[5070]-206**

[Total No. of Pages : 1

**M.B.A.**

**(206): MANAGEMENT INFORMATION SYSTEM  
(2008 Pattern) (Semester-II)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

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

- a) Actual Production Vs Targeted Production Report
- b) Area wise sales report
- c) Statutory Deductions Report

**Q2)** What is MIS? Discuss Need and Role of MIS in Modern Business Scenarios. **[10]**

**Q3)** Define information? Discuss “Information as Strategic Resource for decision Making”. **[10]**

**Q4)** Explain the concept of Data Mining. Discuss importance of Data Mining with reference to banking industry. **[10]**

**Q5)** Explain “Prototyping Model” as system development approach. **[10]**

**Q6)** Explain the concept of Decision Support System. Compare DSS with EIS. **[10]**

**Q7)** Write short note’s on (Any three): **[15]**

- a) Types of computer networks.
- b) Artificial Intelligence
- c) Ethical and social dimensions to MIS
- d) IT enabled Services.



Total No. of Questions : 7]

SEAT No. :

**P4028**

**[5070]-301**

[Total No. of Pages : 5

**M.B.A.**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question No. 7 is compulsory.*
- 2) *Attempt Any 3 Questions from question no. 1 to 6.*
- 3) *Figures to the right indicate full marks.*

**Q1)** Describe the process of Strategic Management. Draw a neat diagram showing the different elements in the strategic management process. **[15]**

**Q2)** How is Strategic Advantage Profile prepared? Explain with examples. **[15]**

**Q3)** Discuss with reasons why related and unrelated diversification is adopted? What are the risks involved in diversification? **[15]**

**Q4)** Discuss why is strategy evaluation and control important to organizations?[15]

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

- a) E-Commerce Business Model and Internet strategies for traditional business.
- b) Key success factors in E-Commerce.

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

- a) Synergy and Dysergy.
- b) Resource Allocation.
- c) Mature and Declining industries.
- d) Functional Plans and Policies.

**P.T.O.**



**WHAT LIES IN STORE FOR THE RETAILING INDUSTRY IN INDIA?**

India is not known as the 'nation of shopkeepers', yet it has as many as 5 million retail outlets of all shapes and sizes. Some other optimistic estimates place the number at as high as 12 million. Whatever be the number, India can claim to have the highest number of retail outlets per capita in the world. But almost all of these are small outfits occupying an average of 500 square feet in size, managed by family members, having negligible investment in land and assets, paying little or no tax and known as the *kirana dukaan* ('mom and pop' stores in the U.S. or the corner grocery stores in the U.K.). These outlets offer mainly food items and groceries - the staple of retailing in India. Customer contact is personal and one-on-one, often running through generations. There are a limited number of items offered often sold on credit - the payment to be collected at the end of the month. The quality of items is standard, with moderate pricing.

There is great hype about the growth and prospects of organised retailing industry in India. It must be noted, however, that organised retailing constitutes barely 2 per cent of the total retailing industry in India, the rest 98 per cent being under the control of the unorganised, informal sector of *kirana dukaans*. Market research agencies and consultants come up with encouraging forecasts about this segment of the retailing industry. For instance, A.T. Kearney's Global Retail Development Index ranks 30 emerging countries on a 100-point scale. Its 2007 - ranking places India at number one for the third consecutive year, with 92 points, followed by Russia and China. The size of the organised retailing industry is estimated at US \$8 billion and projected to grow at a compound annual growth rate of 40 per cent to US \$22 billion by 2010. Overall, the Indian retailing industry is expected to grow from the current US \$350 billion to US \$427 billion by 2010 and US \$635 billion by 2015.

The economic environment in the post-liberalisation period after 1991, has created several factors that have made this high growth of the organised retailing industry possible. India's impressive economic growth rate of 9 per cent is the prime driver of increasing disposable incomes in the hands of the consumer. The growing size of the consuming class in India, in tandem with the entry and expansion of the organised sector players in recent years, has set the pace for corporate investment in retail business. Practically, every major Indian business group is looking for opportunities in the growing retailing industry. Among them are the big names in the Indian corporate sector such as the AV Birla group, Bharti, Godrej, ITC group, Mahindras, Reliance, Tatas and the Wadia group.

The international environment presently is replete with examples of the fast-paced growth of the retailing industry in many developing countries around

the world. In the post-liberalisation period, there is more openness and awareness of the international developments among Indians. The ease of travel abroad and the exposure through television and Internet have increased the awareness of the urban Indian consumer to the convenience of modern shopping. The modern retail formats thus have gained acceptance in India. Carrefour, Tesco and Wal-Mart are the international players already operating in India, with several others like Euroset, Supervalu and Starbucks having plans to enter soon. These international companies bring to India the latest developments in the retailing industry and help to set up a benchmark for the domestic players.

The market environment is one of the most significant in terms of the growth and prospects of the retailing industry in India. In terms of geography, the reach of the organised retailing industry has been growing. In addition to the mega-cities of Mumbai and Delhi, cities such as Bangalore, Pune, Hyderabad, Kolkata and Chennai are also witnessing a boom in organised retail activity. Retailers are now trying to focus on smaller cities such as Nagpur, Indore, Chandigarh, Lucknow or Cochin. There are interesting possibilities regarding the retail formats. Traditionally, street carts, pavement shops, *kirana* stores, public distribution systems, kiosks, weekly markets and such other formats unique to India, have been in existence for a long time. At present, most organised retail formats are imitations of those used abroad. These include hyper and supermarkets, convenience stores, department stores and specialty chains. Among these formats, a notable trend has been the development of integrated retail-cum-entertainment centres and malls as opposed to stand-alone developments. Besides these, there are some attempts at indigenous formats aimed at the rural markets such as those by ITC's *Choupal Sagar*, DSCL's *Hairyali Kisaan Bazaar* and Godrej group's *Godrej Aadhar*. Pricing is an important issue in the retailing Industry. Generally, the bulk buying yield lower costs of procurement for the big retailers-a part of which they pass on to the customer in the form of lower prices. In food retailing, for instance , there is a clear trend of low prices being the determining factor in purchase decisions by the cost-conscious Indian consumer. But, lower prices may not be a major issue with the higher-income groups that may place greater emphasis on the quality of products and retail service, store ambience and convenience of shopping. For the majority of Indian consumers however, price is likely to remain a significantly important issue in the purchase decision. Competition has already accelerated with many Indian business groups having entered or likely to enter this booming industry.

The political environment in India is ambiguous in terms of its support to the organised retailing industry. This is obvious as the unorganised sector employs nearly 8 per cent of the Indian population and is widely spread geographically.

The over whelming presence in terms of 98 per cent of the total retailing industry also is a significant political issue. In a democracy, the politics of numbers makes it imperative for the political class to adopt an ambiguous stand. In some cases, politicians have acted in favour of the unorganised sector by disallowing the setting up of large retail outlets in some states. Overall, however, there is ambiguity as there are several environmental trends in favour of the development of the organised retailing industry.

In the regulatory environment, there has been a gradual easing of the restrictions albeit at a slow pace, in view of the ambiguous political stance as indicated above. Interestingly, the retailing industry is still not recognised as an industry in India. Foreign direct investment of up to 100 per cent is not permitted though it is possible for foreign players to enter through the routes of franchise agreements, cash-and-carry wholesale trading and strategic licensing agreements. Another problem area is of the real estate laws at the level of state governments that are yet to be clear on the issue of allowing large stores. Restructuring of the tax structure for the retailing industry is another regulatory issue requiring governmental action. However, tariffs on imported consumer items have been gradually aligned to meet the prescribed WTO norms and reduction of import restrictions are likely to help the growing organised retailing industry.

The socio-cultural environment offers many interesting insights into the changing tastes and preferences of the urban and semi-urban Indian consumer. There is a large rural market consisting of nearly 720 million consumers, spread over more than 6,00,000 villages. India's consumers are young: 70 percent of the country's citizens are below the age of 36 and half of those are under 18 years of age. These people have deep roots in the local culture and traditions, yet are eager to get connected with and know the outside world. According to a DSP Merrill Lynch report, the key factor providing a thrust to the retail boom in India is the changing age profile of spenders. A group of seven million young Indians in their mid-twenties, earning over US \$5000 per year, is emerging every year. This group constitutes people who are enthusiastic spenders and like to visit the new format retail outlets for the convenience and time-saving they offer. Malls are also being perceived as not just places for shopping, but for spending leisure time and as meeting places. There has been an emergence of a combination of the retail outlet and entertainment centres having multiplexes, with food courts and video game parlours.

But there are some pitfalls too. For instance, organised retailing in India has had to deal with the misconception among middle-class consumers that the modern retail formats being air conditioned, sophisticated places are bound to be more expensive.

The supplier environment probably offers the biggest constraint on the growth of the retailing industry in India. Reaching India's consumers cost effectively is a distribution nightmare, owing to the sheer geographical size of the country and the presence of traditional, fragmented distribution and retailing networks and erratic logistics. For instance, the apparel segment that is one of the two top segments, the other being food, have had to invest in back-end processes to support supply chains. Supply chain management and merchandising practices are increasingly converging and apparel retailers are establishing collaborations with their vendors. Another area of concern is the severe shortage of skills in retailing. Human resource development for the retailing industry has picked up lately but may take time to fill the gap caused due to the shortage of personnel.

The technological environment for the organised retailing industry straddles many areas such as IT support to supply chain management, logistics, transportation and store operations. Some global retailers have demonstrated that an innovative use of technology can provide a substantial strategic advantage. The large number of store items, the diversity of sourcing and the gigantic effort required to coordinate actions in a large retail context is ideal for using IT as a support function. For instance, an innovative use of IT can help in a wide variety of functions such as quick information processing and timely decision-making, reduction in processing costs, real-time monitoring and control of operations, security of transactions and operations integration. The availability of supply chain management, customer relationship management and merchandising software can help much while performing activities such as ordering and tracking inventory items, warehousing, transportation and customer profiling.

Overall, the Indian scenario offers an interesting mix of possibilities and challenges. A successful model of large-scale retailing appropriate for the Indian context is yet to emerge. The modern retail formats accepted globally are in the process of implementation and their acceptability is yet to be established.<sup>25</sup>

Questions:

- a) Identify the opportunities and threats that the retailing industry in India offers to local and foreign companies.
- b) Prepare in ETOP for a company interested in entering the retailing industry in India.

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Total No. of Questions : 7]

SEAT No. :

**P4029**

**[5070]-302**

[Total No. of Pages : 2

**M.B.A. - II**

**302 : MANAGEMENT CONTROL SYSTEMS**

**(Semester - III) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any four questions from remaining.*
- 2) *Question No 7 is compulsory.*
- 3) *All questions carry equal marks.*

**Q1)** Distinguish clearly between strategic planning. Management Control & task control. Give suitable examples.

**Q2)** What is responsibility center? Compare

- a) Expense center and revenue center.
- b) Engineered Expense center & descretionary expense center.

**Q3)** Discuss with the help of examples & diagram following statement - "Balanced Score card performance measurement system attempts to create a blend of strategic measures, outcome and driver measures and internal and external measures in a balanced manner.

**Q4)** What are the difference in the nature of control in service industry & manufacturing industry? Explain management control system applied to insurance companies.

**Q5)** What is cost Audit? What are the objectives of cost audit? How does it differ from Financial Audit?

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

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

- a) Goal congruence.
- b) Functions of controller.
- c) Zero Base Budget.
- d) EVA Vs ROI.

**Q7)** A company has two divisions  $S_1$  and  $S_2$ ,  $S_1$  can manufacture 50,000 units per year at a variable cost of Rs.12 per unit and sale at Rs. 20 per unit.  $S_2$  develop a new product for which a new type of part is required. The annual requirement is 50,000 units. These are two options are available to procure this new part.

- a) To purchase from external supplier at Rs 15 per unit.
- b) To get it manufactured at  $S_1$  for which it has to give up its entire present business.

The variable cost of manufacturing a new part is Rs. 10 per unit. The  $S_2$  also has to incur Rs 25 per unit as variable cost and shall get selling Price of Rs 60 per unit.

You are required to advice wheather  $S_1$  should give up its existing business to manufacture new part for  $S_2$ ? or  $S_2$  should procure it from the open market? From  $S_1$  point of view what should be transfer price if decided so.

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Total No. of Questions : 7]

SEAT No. :

**P4030**

**[5070]-303**

[Total No. of Pages : 2

**M.B.A.**

**303 A:Marketing Research (Elective - I)  
(2008 Pattern) (Semester - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

**Instructions:**

- 1) *Attempt any 5 (Five) questions.*
- 2) *All questions carry equal marks.*
- 3) *Use of electronic calculator is permitted.*

**Q1)** What is Marketing Research? Discuss Scope application & limitations of Marketing research.

**Q2)** Draft a research proposal to study customer satisfaction of a Shopping Mall.

**Q3)** Discuss sampling and Non sampling error? What steps are to be taken to reduce non-sampling error.

**Q4)** What is Research design? How do exploratory, descriptive and causal studies differ from each other.

**Q5)** “A research report containing excessive information is not a good report” comment.

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

**Q6)** The following information is obtained concerning an investigation of 50 ordinary shops of small size:

Shops Run by	Shops located in		Total
	Urban Area	Rural Area	
Men	17	18	35
Women	3	12	15
Total	20	30	50

Can it be inferred that shops run by women are relatively more in rural areas than in urban areas? use chi-square ( $\chi^2$ ) test.

(Given the critical value of chi-square for 1 d.f, 5% level of significance is 3.841)

**Q7)** Write short note (ANY TWO):

- a) Viral marketing research.
- b) Conjoint Analysis
- c) Focus group interviews.





Total No. of Questions : 8]

SEAT No. :

**P4031**

**[5070]-304**

[Total No. of Pages : 4

**M.B.A.**

**303 B:ADVANCED FINANCIAL MANAGEMENT**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Write short notes (any TWO)

**[10]**

- a) Capital Rationing.
- b) Capital Asset Pricing Model (CAPM).
- c) Working Capital Management.
- d) Fund Flow statement as a tool of financial analysis.

**SECTION - I**

**Q2)** What are Accounting Standards? Briefly discuss the disclosure of Accounting Policies-related to Depreciation, Amalgamation, Earning Per Share (EPS).

**[15]**

**Q3)** What is Economic Value Added (EVA) and how it is calculated? On what factors EVA changes?

**[15]**

**Q4)** Explain in detail the Walter Model and Gordon's Model of Dividends Policy?

**[15]**

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

## SECTION - II

**Q5)** The following information has been extracted from the records of the company. **[15]**

Particulars	Cost per unit (Rs.)
Raw Materials	45
Direct Labour	20
Overheads	40
Total Cost	105
Profit	15
Selling Price	120

Additional Information:

- a) Raw materials are in stock on an average for two months.
- b) Materials are in process on an average for one month. The degree of completion is 50% in respect of all element of cost.
- c) Finished goods stock on an average is for one month.
- d) Time lag in payment of wages and overheads is 1.5 weeks.
- e) Time lag in receipt of proceeds from debtors is 2 months.
- f) Credit allowed by supplier is one month.
- g) 20% of the output is sold against cash.
- h) Cash balance is Rs. 1,00,000
- i) The output produced is 1,44,000 units in the next year.

You are required to prepare a statement showing the Working Capital Requirements of the company.

**Q6)** A company expects a Net Operating Income of Rs. 1,00,000. It has Rs. 5,00,000, 6% Debentures. The overall capitalization rate is 10%. Calculate the market value of firm and the Equity capitalization rate according to Net Operating Income (NOI) approach if the debenture debt is increased to Rs. 7,00,000 keeping the overall capital same. **[15]**

**Q7)** From the following information of ABC Ltd. Prepare Fund Flow Statements. **[15]**

	Amount in Rs.			Amount in Rs.	
Liabilities	31.3.07	31.3.08	Assets	31.3.07	31.3.08
Share Capital	10,00,000	11,00,000	Goodwill	50,000	40,000
Debentures	5,00,000	3,00,000	Land & Building	4,20,000	6,60,000
General Reserve	2,00,000	2,00,000	Plant & Machinery	6,00,000	8,00,000
Profit & Loss A/c	1,10,000	1,90,000	Stocks	2,50,000	2,10,000
Income Tax Provision	40,000	1,10,000	Debtors	3,00,000	2,40,000
Creditors	50,000	40,000	Cash	3,00,000	24,000
Bills Payable	20,000	30,000	Preliminary Expenses	30,000	20,000
Total	19,50,000	19,94,000	Total	19,50,000	19,94,000

Additional Information:

- During the year 2007-08 a part of the machinery costing Rs. 7500 (accumulated depreciation was Rs. 2,500) was sold for Rs. 3,000.
- Dividend of Rs. 1,00,000 was paid.
- Income tax paid was Rs. 50,000.
- Depreciation provided for Land & Building Rs. 10,000 and Plant & Machine Rs. 50,000.

**Q8)** Form the following particulars state which project is preferred. Two alternative Projects are available (Project X and Project Y) each costing Rs. 10,00,000.

**[15]**

Year	Project X Rs.	Project X Rs.
1	4,00,000	5,00,000
2	3,50,000	4,00,000
3	2,50,000	3,00,000
4	2,00,000	3,00,000

The company has a target return on capital (riskless discount rate) of 10%. The management considers risk premium rate at 2% and 8%, respectively, for Project X and Y. Risk adjusted discount rate shall be Riskless Discount rate + Risk Premium Rate.

Discount Factor @ 12%	0.863	0.797	0.712	0.615
Discount Factor @ 18%	0.847	0.718	0.609	0.516



Total No. of Questions : 7]

SEAT No. :

**P4032**

**[5070]-305**

[Total No. of Pages : 2

**M.B.A.**

**COMPUTER MANAGEMENT SPECIALIZATION - I**

**303-C:Software Engineering**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** ZEE Company wants to computerize their payroll system. Employees give their personal details to the personal department. Account department sends addition earnings and deduction list. Attendance of the employee is send by the time-office. Pay slip is given to all he employees. Bank statements are prepared and send to the banks. Final list of various deductions such as Income Tax, Provident Fund are send to the account departments.

- a) Draw ER Diagram.
- b) Draw Context level and First level Data Flow Diagrams. **[20]**

**Q2)** What is Normalization? Explain the different types of Normalization. **[10]**

**Q3)** Explain the prototyping Model in detail. **[10]**

**Q4)** What is data dictionary? Explain the various elements of data dictionary. **[10]**

**Q5)** A college decides to give increment to all its employees as per the following rules, the employees are divided into the different categories like Administrative staff, Non-teaching staff and Teaching staff.

- a) If the employee is permanent and in the Teaching staff category, then the increment is 20% of basic salary.
- b) If the employee is permanent and in the Administrative staff category, then the increment is 15% of basic salary.

**P.T.O.**

- c) If the employee is permanent and in the Non-teaching staff category, then the increment is 5% of basic salary.
- d) If the employee is temporary, then half the amount is given to him as per the permanent employee's increment in basic salary.

Draw Decision Tree and Decision Table for the above case. [10]

**Q6)** Explain the different types of data processing with examples. [10]

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

- a) On site observation as a fact finding technique.
- b) Types of system.
- c) Role of System Analyst.



Total No. of Questions : 7]

SEAT No. :

**P4033**

**[5070]-306**

[Total No. of Pages : 2

**M.B.A.**

**303 D:INVENTORY MANAGEMENT & MATERIAL  
REQUIREMENTS PLANNING  
(2008 Pattern) (Semester - III) (Elective - I)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define the term “Inventory”. Discuss the merits and demerits of having large inventory, in detail.

**Q2)** Why vendor relationship is important in JIT content? Discuss the defects exposed in the system when JIT is implemented?

**Q3)** Define the terms MPS, BOM, MRP-I. What purpose do MPS and BOM serve in MRP-1 process?

**Q4)** A company required 2000 units of a certain material. The ordering cost is Rs. 10, per order and carrying cost is 16 paise per year per unit of average inventory. The Purchase Price is Rs. 1.00 per unit.

- i) Find EOQ and total inventory cost.
- ii) The supplier is ready to give 5% discount per unit, if quantity of 1000 units is ordered at a time. Should this offer be accepted if carrying cost is unaltered?

**Q5)** What are the criteria applied in evaluating performance of materials function? Explain with examples.

**P.T.O.**

**Q6)** What is outsourcing? Discuss the trends in make or buy decisions in content of core competency.

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

- a) Zero inventory concept.
- b) MRP - II
- c) Dependent & independent demand
- d) Outputs of MRP System.





Total No. of Questions : 7]

SEAT No. :

**P4034**

**[5070]-307**

[Total No. of Pages : 1

**M.B.A.**

**HRM SPECIALISATION - I**

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

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

*Time : 3 Hours]*

*[Max. Marks : 70*

**Instructions:**

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

**Q1)** Discuss the concept of set-on and set-off under Payment of Bonus Act.

**Q2)** Write authorised deductions under the Payment of Wages Act.

**Q3)** Define Factory. Explain in brief the welfare provisions under the Factories Act.

**Q4)** Explain the salient features of Gratuity Act.

**Q5)** State the procedure for fixing minimum wages & revising minimum wages under the Minimum Wages Act.

**Q6)** Explain the provisions in detail for registration of establishment & licensing of contractors under the Contract Labour Act (1970).

**Q7)** State the provisions under Bombay shops & Establishment Act for Residential Hotels, restaurants & eating Houses.



Total No. of Questions : 7]

SEAT No. :

**P4035**

**[5070]-308**

[Total No. of Pages : 1

**M.B.A. - II**

**IB SPECIALIZATION - I**

**303 F:International Marketing (Elective - I)**

**(2008 Pattern) (Semester - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to students:*

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

**Q1)** Describe various commercial documents used in connection with shipment of export goods. **[14]**

**Q2)** Discuss the merits and demerits of different foreign market entry strategies with the help of suitable examples. **[14]**

**Q3)** 'Analysis of Global Economic Environment is quite essential to International Marketing in today's scenario' Critically comment on the statement. **[14]**

**Q4)** Elaborate various 'Product Strategies' for International Markets. **[14]**

**Q5)** Discuss various factors affecting 'International Pricing'. **[14]**

**Q6)** Describe the procedure for registration with various agencies for entering into export business. **[14]**

**Q7)** Write short notes on ANY TWO: **[14]**

- a) Limitations of global marketing.
- b) Objectives of International Marketing.
- c) Compulsory Quality Control.
- d) Underlying forces of International Marketing.



Total No. of Questions : 7]

SEAT No. :

**P4036**

**[5070]-309**

[Total No. of Pages : 1

**M.B.A.**

**304 A:INTEGRATED MARKETING COMMUNICATION  
(2008 Pattern) (Semester-III) (Elective-II)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Define integrated Marketing communication and discuss importance of studying IMC.

**Q2)** What is sales promotion? Enlist and explain sales promotion technique used by tours and travel companies to promote their domestic and international tour.

**Q3)** Highlight the importance of PR activities in developing an effective IMC plan. Support your answer with relevant examples.

**Q4)** a) Explain the role played by “Direct Marketing” in the communication.  
b) Explain various Methods of Direct Marketing.

**Q5)** Discuss the factors influencing in selection of an advertising agency. Also explain various services provided by advertising agencies.

**Q6)** a) Discuss the elements of Advertisement copy.  
b) Design an Ad copy for print advertisement of Antismoking.

**Q7)** Write short note (Any two):  
a) Internet as Media vehicle.  
b) Personall selling.  
c) AIDA.  
d) Ethics in IMC campaigns.



Total No. of Questions :7]

SEAT No. :

**P4037**

**[5070]-310**

[Total No. of Pages : 3

**M.B.A.-II**

**(304 B) : DIRECT TAXATION**

**(Finance Specialization)**

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

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *Q.No.1 is compulsory.*
- 2) *Attempt any four questions from the remaining.*
- 3) *Figures to the right indicate full marks.*
- 4) *Use of simple calculator is allowed.*
- 5) *Questions are set for the assessment 2015-16.*

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

- a) Advance tax.
- b) Deduction at source.
- c) Previous income.
- d) Agricultural income.

**Q2)** From the following P & L A/c calculate income from business. **[15]**

To rent & taxes	45,000	By gross profit	2,25,000
To Dep. on machinery	8,000	By Income from other sources	1,50,000
To dep. on furniture	2,000	By income from capital gain	1,00,000
To purchase of Motor car	50,000	By miscellaneous income	1,25,000
To car expenditure	3,000		
To advertisement (cash)	25,000		
To net profit	4,67,000		
	<u>6,00,000</u>		<u>6,00,000</u>

**P.T.O.**

- a) Allow Rs. 5,000 as dep. on machinery.
- b) 50% of motor car expenses relates to personal use.
- c) Miscellaneous income is approved by IT authority as business income.
- d) Motor car has no depreciation.

**Q3)** From the following particulars of Mr. Ashok an employee with Tata Motors Ltd., find out his income from salary for A.Y. 2015-16. **[15]**

- a) Basic salary Rs. 30,000 p.m.
- b) Dearness allowance Rs. 6,000 p.m. (part of salary).
- c) Bonus @ 20% p.a of salary (Basic + D.A.).
- d) Entertainment Allowance Rs. 9,000 p.m.
- e) Employer's contribution to RPF @ 13%.
- f) Interest credited on RPF balance @ 12% Rs. 24,000 p.a.
- g) Free furnished quarter was allotted to him by the employer at Pune w.e.f. 1/5/2014 which he could occupy on 1/6/2014 onwards. Fair rental value Rs. 5,000 p.m., cost of furniture Rs. 30,000/-.
- h) Gas, Electricity and water charges Rs. 5,000 p.a. paid by the employer.
- i) Reimbursement of his educational expenses Rs. 10,000.
- j) Reimbursement of medical expenses Rs.12,000 p.m.
- k) His contribution to R.P.F. Rs. 4,000 p.a.
- l) A motor car (cc of the engine 1.8 litres) is provided to Mr. Ashok. The motor is used both for the private and official expenses on maintenance of private use is borne by Mr. Ashok Rs. 900 p.m.
- m) Insurance premium on his own policy Rs. 4,200 (Four Thousand two hundred) p.a. and on his wife's policy Rs. 3,600 p.a. are paid by the employer.

**Q4)** Mr. Ravi furnishes the following particulars in respect of house property owned by him in Kolkata. **[15]**

Municipal value-Rs. 2,00,000/-

Fair rent-Rs. 2,40,000/-

Actual rent (per month)-Rs. 21,000/-

Municipal tax paid during the year-Rs.20,000/-

The tenant vacated the property on 31/10/14 and thereafter the property was let out for Rs.25,000/- p.m.

Mr. Ravi couldn't realise the rent for the month of September & October 14 (He did not receive any rent).

- a) Compute the annual value of the property for A. Y. 2015-16.
- b) What will be your answer if the unrealised rent (rent not received) is one month instead of two months?

**Q5)** Mr. Ramesh submits the following information about his income for the previous year 2014-15. **[15]**

Basic salary Rs. 1,20,000

Dearness allowance (Considered for retirement benefits) Rs. 40,000

Commission Rs. 6,000

Children Education Allowance (For two children) Rs. 7,200

Contribution to statutory PF

(Matching Contribution by Employer) Rs. 20,000

Income from other sources Rs.86,000

Find out the net income of Ramesh for the relevant assessment year.

**Q6)** a) What are the provisions for carry forward and set off losses? **[10]**

b) State any five income exempt from tax. **[5]**

**Q7)** a) What is capital gain? Explain its types. **[7]**

b) Define salary and explain the permissible deductions from salary income u/s 17 of the income Tax Act, 1961. **[8]**



Total No. of Questions :6]

SEAT No. :

**P4038**

**[5070]-311**

[Total No. of Pages :2

**M.B.A.**

**COMPUTER SPECIALISATION**

**304C: Relational Database Management Systems**

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

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *State your assumptions clearly wherever necessary.*
- 2) *Q.1 & Q.6 . is compulsory.*
- 3) *Solve any 3 questions from the remaining.*
- 4) *Figures to the right indicates full marks.*

**Q1) a)** Normalise the following document to 3NF.

**[15]**

Project Management Report				
Project code : PC010		Project Budget: \$ 24,500		
Project Title : Pension System				
Project Manager: M. Phillips				
Employee No.	Employee Name	Department No.	Department Name	Hously Rate
10001	A Smith	L004	IT	\$ 22.00
10030	L Jones	L023	Pensions	\$ 18.50
21010	P Lewis	L004	IT	\$ 21.00
00232	R smith	L003	Programing	\$ 26.00
Total staff on Project : 4		Average Hously Rate: \$ 21.88		

b) What are different types of keys in RDBMS.

**[5]**

**Q2)** Explain 5 Codd's Rules with examples.

**[10]**

**Q3)** Explain DDL, DML, DCL with examples.

**[10]**

**Q4)** Explain in details advantages of Relational Model Over Network and Hierarchical Model.

**[10]**

**P.T.O.**

**Q5)** Explain entity Relationship model in detail. **[10]**

**Q6)** Short notes: (Any Four): **[20]**

- a) Views with examples.
- b) SQL SET operators.
- c) Data base users.
- d) Subquery with examples.
- e) Joins with examples.
- f) DECODE FUNCTION.





Total No. of Questions :8]

SEAT No. :

**P4039**

**[5070]-312**

[Total No. of Pages :2

**M.B.A.**

**(304D)-MODELING TECHNIQUES AND IT FOR OPERATIONS**

**MANAGEMENT (Elective-II)**

**Production and Materials Management Specialization**

**(2008 Pattern) (Semester-III)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) Answer any five questions.*
- 2) Marks are indicated against each question.*

**Q1) a)** Explain the steps involved in modeling process. **[5]**

b) "Solutions based on model building are of little significance as the models do not depict realities and complexities of a situation of decision making in operations" Discuss the statement. **[9]**

**Q2) a)** Solve the following linear programming problem using simplex method. **[14]**

$$\text{Maximize } Z = 4X + 6Y$$

Subject to the constraints:

$$X + 2Y \leq 40$$

$$4X + 5Y \leq 130$$

$$\text{and } X \geq 0, Y \geq 0$$

**Q3)** What is Decision Tree diagram? Explain with an example how decision tree is constructed and Expected Monetary Value calculated. **[14]**

**Q4)** Explain the characteristics of Transshipment problem. Describe with an illustrative example how a transshipment problem can be formulated as Linear Programming problem **[14]**

**Q5)** At a cash counter of a large retail, inter arrival time of the customers and service time for billing process is as follows: **[14 ]**

**P.T.O.**

Inter arrival Time		Service Time	
2	9	1	3
4	6	2	13
6	3	3	10
8	2	4	8
		5	6

Simulate the queue for next seven arrivals using following random Numbers:

10 21 56 74 47 33 87 For inter arrival time

65 59 02 71 26 89 30 For service time

**Q6)** Describe salient features of any software for Project Management you are familiar with. **[14]**

**Q7)** Find the sequence that minimizes the total time in performing following jobs on three machines in order of A-B-C. Calculate idleness at each machine. Processing time in hours are given in the table below. **[14]**

P

JOB	U	I	II	III	IV	V
Machine A	9	10	6	7	11	
Machine B	5	6	2	3	4	
Machine C	4	7	8	6	5	

**Q8)** Write short notes on an two of the followings: **[14]**

- a) Goal programming
- b) Sensitivity analysis in linear programming
- c) Concept of ERP
- d) Priority Sequencing rules



Total No. of Questions : 7]

SEAT No. :

**P4040**

**[5070]-313**

[Total No. of Pages : 1

**M.B.A.**

**(304 E) INDUSTRIAL RELATIONS  
(2008 Pattern) (Semester-III) (Elective-II)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** What is trade union? Explain, objectives types & structure of trade union.

**Q2)** Give the silent features of standing order act 1946.

**Q3)** Elaborate the roles of functional & personnel manager in detail.

**Q4)** Explain the concept of collective bargaining & also discuss the reasons of its success & failures.

**Q5)** Explain in detail the concept of workers participation in management.

**Q6)** Define industrial dispute. Also explain the types & causes of industrial dispute.

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

- a) Trade union in unorganized sector
- b) Views of National Commission on Labor 1969
- c) Conciliation
- d) Adjudication.



Total No. of Questions :8]

SEAT No. :

**P4041**

**[5070]-314**

[Total No. of Pages :1

**M.B.A.**

**304-F:INTERNATIONAL LOGISTICS AND SUPPLY  
CHAIN MANAGEMENT**

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

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Explain the meaning of International supply chain management. Discuss its importance in Global economy.

**Q2)** State the logistical objectives of transport. Describe types and salient features of ocean transport.

**Q3)** a) Explain role of outsourcing in Global supply chain Management  
b) Discuss factors to be considered while hiring 4 PL service providers.

**Q4)** What is containerization? How does containerization and logistics packaging help organizations in reducing cost and improving logistical efficiency.

**Q5)** Describe content and purpose of any three documents used in global trade.

**Q6)** Discuss the factors to be considered in location decision while setting up a plant / warehouse for a multinational business organization.

**Q7)** Discuss effect of lack of coordination on supply chain efficiency. Suggest an approach to achieve coordination.

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

- a) Distribution Resource planning.
- b) Role of IT on supply chain.
- c) Trends in International supply chain.
- d) Performance Measurement of global supply chain.



Total No. of Questions : 8]

SEAT No :

**P4042**

**[5070]-315**

[Total No. of Pages : 1

**M.B.A.**

**(305 A) : DISTRIBUTION & RETAIL MANAGEMENT**

**(Marketing Management Specialization)**

**(2008 Pattern) (Semester - III) (Elective Paper - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**SECTION - I**

**Q1)** “Marketing channels are necessary for any business” comment. Describe the various functions of distribution channel.

**Q2)** Describe Intensive, selective and Exclusive distribution strategies, Design intensive distribution strategy for a flavoured milk.

**Q3)** What are the functions of a ‘Wholesaler’? Discuss the factors you will consider for their selection. Justify your answer with suitable examples.

**SECTION - II**

**Q4)** Discuss the concept, importance and functions of retailing. In brief compare Indian Vs. Global retail scenario.

**Q5)** Explain various components of retail store administration. Give examples.

**Q6)** Define Retail Merchandising and explain steps involved in merchandising planning.

**Q7)** What are channel conflicts? Explain various reasons for channel conflict and ways to minimize them.

**Q8)** Write short notes on (Any Two):

- a) Electronic Payment System.
- b) Retail location.
- c) store design.

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Total No. of Questions : 7]

SEAT No :

**P4043**

**[5070]-316**

[Total No. of Pages : 1

**M.B.A.**

**305(B) : ADVANCED FINANCIAL SERVICES  
(2008 Pattern) (Semester - III) (Elective - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain the role of financial intermediaries in the post 1991 period? **[14]**

**Q2)** What is factory? How it is useful? **[14]**

**Q3)** Explain the objectives and functions of the National Housing Banks in India? **[14]**

**Q4)** a) Define capital market and the role played by it. **[7]**

b) Explain money market instruments. **[7]**

**Q5)** Bring out the difference between leasing and hire purchasing. **[14]**

**Q6)** Explain mergers and acquisitions. Describe SEBI guidelines for mergers and acquisitions. **[14]**

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

- a) Book building.
- b) Buy back of shares.
- c) ADRs and GDRS.
- d) Functions of stock exchange.

Total No. of Questions : 6]

SEAT No :

**P4044**

**[5070]-317**

[Total No. of Pages : 2

**M.B.A.-II**

**COMPUTER MANAGEMENT SPECIALISATION**

**305 - C : Visval Basic and Oracle**

**(2008 Pattern) (Semester - III) (Elective - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Consider the following tables and solve the following queries(Any FIVE):**[10]**

Student (Roll no, Name. Class)

Book (Bookid, Title, Price, Author, Available)

Transaction (Roll no, Bookid, Date of Issue)

- a) Find the total number of books in Library.
- b) Add address column to the student table.
- c) Display name of all MBA students in descending order.
- d) Display roll nos of the student to whom books were issued on 20<sup>th</sup> April 2013.
- e) Display the titles of the books that has price below ₹.300.
- f) Rename the table student to stud.

**Q2)** Write PLISQL procedure to accept two numbers as parameter and display all even numbers between them. **[10]**

OR

Write PLISQL function which will accept Bookid as parameter and returns corresponding price. (Use Book table given in Q.1).

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

- a) DML
- b) Joins in oracle.
- c) Aggregate function in SQL
- d) String function in SQL.
- e) Report writing commands in SQL.

**P.T.O.**

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

- a) Wordwrap of TextBox.
- b) Drop Down style of Combo box.
- c) Interval of timer.
- d) Start position of form.
- e) Selection mode of list box.
- f) Auto size of label.

**Q5)** Write a button click event to display GCD of two numbers that are accepted in text boxes. Draw appropriate GUI. **[10]**

OR

Write a button click event to display factorial of the number that is accepted in a text box. Draw appropriate GUI. **[10]**

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

- a) DAO and ADO.
- b) DB combobox and DB Listbox.
- c) Date functions in VB.
- d) Loops in VB.





Total No. of Questions : 7]

SEAT No :

**P4045**

**[5070]-318**

[Total No. of Pages : 1

**M.B.A.**

**SUPPLY CHAIN AND LOGISTICS MANAGEMENT**

**(production and materials specialisation)**

**(2008 Pattern) (Semester - III) (Elective Paper - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

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

**Q2)** What is mean by information system integration? Give the examples of using communication technology to advantage in the supply chain.

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

**Q4)** Explain the source and nature of uncertainty and its management in inventory management.

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

**Q6)** What is the need and importance of the relationship development in supply chain? What are its benefits?

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

- a) Supply chain planning.
- b) Transportation.
- c) ERP Implementation.

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Total No. of Questions : 7]

SEAT No :

**P4046**

**[5070]-319**

[Total No. of Pages : 2

**M.B.A.**

**HUMAN RESOURCE MANAGEMENT SPECIALISATION - III**

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

**(2008 Pattern) (Semester - III) (Elective-III)**

*Time : 3Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define Personnel Administration. Explain the difference between Personnel Administration & Personnel Management.

**Q2)** Draft a promotion letter promoting a Sr.Sales Executive to the post of Regional Manager.

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

- a) Mr. A (Basic + DA) = Rs. 2500/-
  - b) Ms. B (Basic + DA) = Rs. 4500/-
  - c) Mr. C (Basic + DA) = Rs. 9500/-
  - d) Mr. D (Basic + DA) = Rs. 15000/-
- at the rate of 8.33% & 20%.

**Q4)** a) Draft a notice for change in shift schedule.

b) Draft a circular for family reunion on the occasion of new year.

**Q5)** Explain the concept of Personnel Audit and its importance.

**P.T.O.**

**Q6)** Calculate the gratuity for following employees :

Employee	BASIC + DA	No.of yrs of service
Ms.Sakshi	Rs.5000/-	5 yr 5 months
Mr.Patil	Rs.7500/-	12 yr 11 months
Mr.Suresh	Rs. 8000/-	8 yr 7 months
Mr.Shivali	Rs.10000/-	4 yr 6 months

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

- a) Time Keeping & Attendance.
- b) Termination & Dismissal.
- c) Functions of Personnel Administration.



Total No. of Questions : 6]

SEAT No :

**P4047**

**[5070]-320**

[Total No. of Pages : 1

**M.B.A. -IB**

**305 F : ENVIRONMENT AND GLOBAL COMPETITIVENESS**

**(Specialisation - III)**

**(2008 Pattern) (Semester - III) (Elective Paper - III)**

*Time :3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** State and explain different environmental forces that influences international business.

**Q2)** Justify how global dynamics is the interplay of local, national and world wide forces.

**Q3)** State and explain the comparative advantage theory of international trade propounded by David Ricardo.

**Q4)** What are the five competitive forces developed by Michel Porter? How these forces are helpful to develop competitive strategies.

**Q5)** Explain the concept of 'Borderless world' in the conterct of current business environment.

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

- a) Indicators of world competitiveness.
- b) G 8 and G 33.

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Total No. of Questions : 7]

SEAT No. :

**P4048**

**[5070]-401**

[Total No. of Pages : 1

**M.B.A. - II**

**401 - ENTREPRENEURSHIP DEVELOPMENT AND PROJECT  
MANAGEMENT**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define and distinguish the terms: Entrepreneurship and Entrepreneur.

**Q2)** Explain X-efficiency theory of Leibenstein.

**Q3)** Explain, how do personal and sociological factors affect Entrepreneurship Development?

**Q4)** Enumerate and discuss the challenges of women entrepreneurs in family, society, and work place.

**Q5)** "Imitative Entrepreneurs are more useful than Innovative Entrepreneurs for a developing country". Discuss.

**Q6)** Discuss the current Indian scenario for entrepreneurs.

**Q7)** Short notes (Any three):

- a) Mid Career dilemmas.
- b) Corporate Entrepreneurship.
- c) Angel Capitalists.
- d) NEDB (National Entrepreneurship Development Board).
- e) Business Planning for a start - up.



Total No. of Questions :6]

SEAT No. :

**P4049**

[Total No. of Pages :5

**[5070] - 402**

**M.B.A.**

**402 : INTERNATIONAL BUSINESS MANAGEMENT**

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

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**SECTION - I**

**Q1)** Explain the Ricardo's theory of comparative cost advantage with some examples. Elaborate on the assumptions made in the theory of comparative cost advantage.

**Q2)** Discuss the factors which drive a firm to go abroad.

**Q3)** What are the different modes of international payments? Explain different types of letter of credit.

**Q4)** Describe the dynamics of political instability & its relationship with political risk. Explain the procedure for political Risk Analysis.

**Q5)** Write short Notes on (Any three):

- a) IMF
- b) ADB
- c) Advantages of Globalisation
- d) Balance of payment
- e) WTO Ministerial conference

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

## SECTION - II

### Q6) CASE STUDY

#### Union Carbide at Bhopal

On Sunday, December 3, 1984, the peaceful life of a U.S. corporate giant was joltingly disrupted. The Union Carbide plant at Bhopal, a city less than 400 miles from New Delhi, India, had leaked poisonous gas into the air. Within one week over 2,000 people died and more remained critically ill. Over 100,000 people were treated for nausea, blindness, and bronchial problems. It was one of history's worst industrial accidents.

Union Carbide is America's 37th largest industrial corporation, with more than 100,000 employees, and an annual sales volume of over \$9 billion. The firm is active in petrochemicals, industrial gases, metals and carbon products, consumer products, and technology transfers.

Union Carbide operated 14 plants in India. Total Indian operations accounted for less than 2 percent of corporate sales. In spite of a policy by the Indian government to restrict foreign majority ownership of plants, Union Carbide owned 50.9 percent of the Bhopal plant. This special arrangement was granted by the government because the plant served as a major technology transfer project. In order to achieve the goal of technology transfer, management of the plant was mostly carried out by Indian nationals. General corporate safety guidelines applied to the plant, but local regulatory agencies were charged with enforcing Indian environmental laws. Only three weeks before the accident, the plant had received an "environmental clearance certificate" from the Indian State Pollution Board.

The accident resulted in wide public awareness in the United States. A poll showed that 47 percent of those questioned linked Union Carbide's name to the Bhopal disaster. The direct impact of this awareness on Union Carbide's business remains uncertain. Most U.S. consumers do not connect the Union Carbide name to its line of consumer products, which consists of brands such as Energizer, Glad, and Presto. Industrial users, on the other hand, are highly aware of Union Carbide's products. One area that could be particularly affected is that of technology transfer, which in 1983 accounted for 24 percent of Union Carbide's revenues. The firm has concentrated increasingly on that sector, selling mainly its know-how in the fields of engineering, manufacturing, and personnel training.

#### THE PUBLIC REACTION

Internationally, the reaction was one of widespread consumer hostility. Environmentalists demonstrated at Union Carbide plants in West Germany and Australia. Some facilities were firebombed, most were spray painted.

Plans for plants in Scotland had to be frozen. The operation of a plant in France was called into question by the French government.

Major financial repercussions occurred as well. Within a week of the accident, Union Carbide stock dropped by \$10, a loss in market value of nearly \$900 million. A \$1.2 billion line of credit was frozen.

In the ensuing debate of the Bhopal disaster, three basic issues were highlighted – responsible industrial planning, adequate industrial safety measures, and corporate accountability. In terms of industrial planning, both Union Carbide and the Indian government were said to have failed. The Indian subsidiary of Union Carbide did little to inform workers about the highly toxic methyl isocyanate (MIC) the plant was producing and the potential health threat to neighboring regions. When the accident occurred, the subsidiary's management team reportedly resisted the parent company's instructions to apply first aid to victims for fear of generating widespread panic within the corporation and the region. The Indian government, on the other hand, seemed to regard technology transfer to be a higher priority than public safety. The local government readily approved construction of the plant with little medical and scientific investigation into its biological effects on the environment and on people.

The second issue was the absence of a "culture of safety" among Indian technicians, engineers, and management. From the very beginning, the project lacked a team of experienced maintenance personnel who would have recognized the need for higher safety measures and, more important, a different choice of technology. When the entire Indian government wholeheartedly approved the import of the most advanced chemical production facility in any developing country without qualified personnel to handle the material and without insight into appropriate precautionary measures in case of an accident, the seeds were sown for potential disaster.

The third area of interest in the Bhopal incident is that of corporate accountability. There are three general norms of international law concerning the jurisprudence of the home government over the foreign subsidiary:

- a) Both state and nonstate entities are liable to pay compensation to the victims of environmental pollution and accidents.
- b) The corporation is responsible for notifying and consulting the involved officials of actual and potential harm involved in the production and transport of hazardous technologies and materials.
- c) The causer or originator of environmental damage is liable to pay compensation to the victims.

These and other developing norms of international law serve to make transnational corporations more responsible to the region of their operation.



## COMPENSATION TO VICTIMS

Five days after the incident the first damage suit, asking for \$15 billion, was filed in U.S. Federal District Court. Since then more than 130 suits have been filed in the United States and more than 2,700 in India. Union Carbide offered to pay \$300 million over a period of 30 years to settle the cases before the courts in the United States and India. The Indian government rejected the offer, claiming that the amount was far below its original request of \$615 million. By 1986 most U.S. lawsuits had been consolidated in the New York Federal Court. In May 1986, however, the judge presiding over the collective Bhopal cases ruled that all suits arising out of the accident should be heard in the Indian judicial system, claiming that "India is where the accident occurred, and where the victims, witnesses and documents are located." While this decision appeared to benefit Union Carbide because of lower damage awards in India, the judge explicitly stated that (1) Union Carbide (USA) and its Indian affiliate will have to submit to the jurisdiction of the Indian court system, (2) Union Carbide must turn over all relevant documents to the plaintiffs' lawyers in India as they would if in the United States, and (3) Union Carbide must agree to whatever judgment is rendered in India. This decision had a major effect on Union Carbide (USA) because (1) both Union Carbide (USA) and its Indian subsidiary now had to answer to the Indian court and (2) the entire company's assets had become involved.

In India, the class suit traveled from the Bhopal district court to the Madhya Pradesh High Court and finally to the Indian Supreme Court, where it stood as of July 1989. Although a settlement agreement was reached between Union Carbide and the Indian government, the descendents of the 2,000 victims were not satisfied. Several victims' consumer groups and public-interest lawyers filed petitions contesting the authority of the government to handle the lawsuit on behalf of the victims' descendents. The petitions claim that the government has no right to represent the victims because governmental negligence caused the accident in the first place and the government should be as much a target as Union Carbide in the suit itself. If the Indian Supreme Court were to uphold this rationale, then the government would be unable to settle on the victims' behalf, thereby nullifying the agreed amount. Until further action can be taken, the Supreme Court of India has ordered the government to issue monthly compensation checks of \$50 to the descendents of victims.

The lessons learned? Several chemical companies have reduced the size of their storage tanks of toxic materials while others have cut their inventories by as much as 50 percent. Many have provided information to the communities in which they manufacture. Some have even invested in risk assessment studies of their operations of hazardous materials.

#### Questions for Discussion

- 1) How could Union Carbide have planned for an event such as Bhopal?
- 2) How would such planning have improved corporate response to the disaster?
- 3) In general, should joint venture partners absorb part of the blame and cost when accidents occur?
- 4) Which other firms are exposed to similar risk.



Total No. of Questions : 8]

SEAT No. :

**P4050**

**[5070]-403**

[Total No. of Pages : 1

**M.B.A.**

**403 : CURRENT TRENDS IN MANAGEMENT  
(Semester - IV) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** What are different approaches to knowledge management. Explain knowledge management enablers.
- Q2)** How does six sigma works? Discuss Roadmap.
- Q3)** How do you determine value created by Mergers and Acquisition?
- Q4)** What is the role of following Techniques in e-enabled business? Internet, web portal, mobile computing.
- Q5)** Discuss human Resource development in World class Manufacturing. Which steps are involved in it?
- Q6)** Discuss need & desirability of corporate Governance in Indian business situation.
- Q7)** Discuss corporate social responsibility with sustainable development of enterprise.
- Q8)** Write short notes (Any Two)
- a) Call centre.
  - b) Use of social networking in business.
  - c) Sarbanes - Oxley Act of 2002.

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Total No. of Questions :7]

SEAT No. :

**P4051**

**[5070]-404**

[Total No. of Pages :1

**M.B.A.**

**SERVICES MARKETING**

**(Marketing Specialization)**

**(2008 Pattern) (Semester-IV) (New) (404-A) (Elective-VI)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Discuss the various strategies for distribution of services. What are the challenges in distribution of services?

**Q2)** Explain the role of 'Service Employees' in achieving customer satisfaction. Also explain the concept of service profit chain.

**Q3)** Describe the process, role & importance of Relationship Marketing in Services Marketing compared to goods marketing.

**Q4)** Discuss the factors involved in pricing of a service product. Also explain the various pricing techniques used in marketing of services.

**Q5)** Explain with the help of relevant examples the 7P's of Services Marketing Mix.

**Q6)** State the nature of services indicating the characteristics of services. State the challenges faced in the marketing of services due to these distinctive characteristics.

**Q7)** Write short notes on (Any 2):

- a) SERVQUAL Model.
- b) Self Services Technologies.
- c) Goods-Services Continuum.
- d) Services Encounter.



Total No. of Questions :7]

SEAT No. :

**P4052**

**[5070]-405**

[Total No. of Pages :1

**M.B.A. (Finance Specialization)  
404 (B):INDIRECT TAXATION  
(2008 Pattern) (Semester-IV) (Elective-VI)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** a) Define Goods and Excisable goods under Central Excise.  
b) Explain valuation rules under Excise.

**Q2)** What do you mean by tariff value? State provisions of Valuation of Goods under Excise Duty Act.

**Q3)** Explain the procedure of clarification of excisable goods under classification of Central Excise.

**Q4)** Explain the registration & payment procedure under Service Tax Act.

**Q5)** Explain with respect to Services Tax,  
a) Provision for valuation of Taxable service for Taxation purpose,  
b) Furnishing of Return

**Q6)** Give detail note on Input tax credit and filling of VAT return.

**Q7)** Write short notes on:  
a) Invoice method of VAT.  
b) Determination of value.



Total No. of Questions :6]

**P4053**

SEAT No. :

[Total No. of Pages :1

**[5070]-406**

**M.B.A.**

**COMPUTER MANAGEMENT SPECILIZATION**

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

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

*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)** As a technical consultant prepare brief proposal to start a call centre for private cell phone industry. Proposal should include technology perspective, functioning, ethics and disaster management. **[15]**

**Q2))** What is Knowledge Management ? What are its components? Explain KM cycle. **[15]**

**Q3)** Explain E-Logistics and Supplier Chain Management. **[15]**

**Q4)** What is E-Learning? Explain various models of E-learning. **[15]**

**Q5)** What is E-Governance? Explain various strategies and tactics for implementation of E-Governance.

**Q6)** Write short notes on (Any two): **[10]**

- a) Digital Signature
- b) Security Tools
- c) GIS
- d) Tacit and Explicit Knowledge



Total No. of Questions :7]

SEAT No. :

**P4054**

**[5070]-407**

[Total No. of Pages :1

**M.B.A.**

**PRODUCTION & MATERIALS MANAGEMENT SPECIALIZATION**

**404-D: Operations Strategy**

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

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** What do you understand by core competence and distinctive capabilities? Discuss their relationships with operations.

**Q2)** Explain how the role of operations has evolved in the organizational chart and has assumed strategic importance. What according to you will be the strategic role of operations management in 2020?

**Q3)** Explain the concept of order qualifiers and order winners? Explain their importance in operations strategy.

**Q4)** What is six sigma? Explain the importance of it in the context of process capability.

**Q5)** With respect to any product of your choice explain the investment decisions across product life cycle.

**Q6)** What are the various trade offs in operations strategy with respect to process choice.

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

- a) Use of IT in operations strategy
- b) Issues in new product development
- c) Product choices and process choices



Total No. of Questions :7]

SEAT No. :

**P4055**

**[5070]-408**

[Total No. of Pages : 1

**M.B.A**

**HRM SPECIALIZATION**

**404-E:Labour Welfare**

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

*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 role of Non statutory welfare agencies - trade union and NGO's in Labour welfare. **[15]**  
b) State and explain the objectives of workers participation in management.**[10]**
- Q2)** State various statutory welfare, safety and health provisions under the Factories Act, 1948. **[15]**
- Q3)** Discuss the problem of rising urbanization in developing countries due to rapid industrialization and its impact on Social Health. **[15]**
- Q4)** Critically examine labour welfare measures and its execution by the Employer and Government **[15]**
- Q5)** Discuss the objectives of ILO. Describe in detail the structure and function of ILO. **[15]**
- Q6)** Labour welfare practices reduce the importance of trade union. Do you agree? Justify with appropriate reasons. **[15]**
- Q7)** Write short notes on (Any three): **[15]**  
a) Social security  
b) Concept of Workers' education  
c) Role of NGO's  
d) Corporate Social Responsibility  
e) Welfare Officer





Total No. of Questions :7]

SEAT No. :

**P4056**

**[5070]-409**

[Total No. of Pages : 1

**M.B.A.**

**404 (F):INTERNATIONAL BUSINESS OPERATIONS  
(2008 Pattern) (Semester-IV) (Elective-VI)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Give the significance of International logistics with information of various documents used during international logistics.

**Q2)** Write a note on HR practices in international business operations and discuss some critical issues in HRM during mergers & acquisitions.

**Q3)** What are the company and production factors involved in production during international business operations?

**Q4)** Explain the concept of technology transfer in International Business.

**Q5)** Write a note on interface of operations practices with communication.

**Q6)** What is strategic alliance and what are the different strategic alliances in International Business?

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

- a) Toyota way
- b) MFG
- c) Make an buy
- d) Joint ventures



Total No. of Questions : 9]

SEAT No. :

**P4057**

**[5070]-410**

[Total No. of Pages : 2

**M.B.A.**

**MARKETING MANAGEMENT SPECIALIZATION**

**405 -A : Marketing Strategy & Relationship Marketing (Elective - V)  
(Semester - IV) (2008 Pattern) (New)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**SECTION - I**

**Q1)** What is importance of strategic marketing policy for the enterprise. Explain the factors constituting strategic marketing process. **[14]**

**Q2)** M/S Tribhuvandas and sons is facing steep competition in his business. To sustain business and increase revenues, how differentiation strategy can be useful to him? Discuss. **[14]**

**Q3)** With suitable example explain internal analysis related to sales and profitability and loss account. **[14]**

**Q4)** Discuss the strategies that an automobile company will use in nature market, declining market and hostile market. **[14]**

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

- a) Strong branding.
- b) Penetration pricing.
- c) e-marketing.
- d) Analysing customer defection.

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

## SECTION - II

- Q6)** There is a paradigm shift in marketing due to 'relationship marketing' discuss in details. **[14]**
- Q7)** Explain the concept of customer-product-profitability analysis with respect to an enterprise in details. **[14]**
- Q8)** In the durable product sales, the company wants to use Information technology as a modern approach. Explain how database marketing can be used as the strategy. **[14]**
- Q9)** Write short notes on (any two): **[14]**
- a) Ethical issues in relationship marketing.
  - b) Life time customer value.
  - c) Internal marketing.
  - d) Relationship marketing in industrial market.

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Total No. of Questions : 7]

SEAT No. :

**P4058**

**[5070]-411**

[Total No. of Pages : 2

**M.B.A.**

**INTERNATIONAL FINANCE**

**(405 B) : Finance Specialisation (Elective - V)**

**(Semester - IV) (2008 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 are the quotes given by banker at Mumbai. Identify the quote as a Direct/ Indirect. Also Compute the Direct for Indirect and vice versa. **[5]**

i) 1 \$ = Rs. 48.89

ii) 1 £ = Rs. 75.04

iii) 1 INR = Euro 0.0237

iv) 1 AUS \$ = Rs. 29.00

v) 1 INR = C\$ 0.0325

**b)** Find the Inverse quotes of the following: **[5]**

i) USD/CHF : 1.4955/1.4962

ii) GBP/USD : 1.5645/1.5655

**c)** Following quotes are given by two different banks: **[4]**

In Brazil : BPL/GBP : 5.2506/5.2600

In Mexico : MXN/GBP : 3.9568/3.9698

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

**Q2)** Differentiate between Spot Market and Forward Market. Explain the characteristics of Forward Market. **[14]**

**P.T.O.**

**Q3)** Discuss the impact of Information Technology in International Finance with suitable examples. **[14]**

**Q4)** What is FEMA? Discuss the role of FEMA in regulating and controlling transactions in international trade. **[14]**

**Q5)** What is Foreign Exchange Risk? How the Foreign Exchange Risk is measured. **[14]**

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

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

- a) European Central Bank.
- b) Loan Syndication.
- c) Export Oriented Units (EOU).

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Total No. of Questions : 7]

SEAT No. :

**P4059**

**[5070]-412**

[Total No. of Pages : 1

**M.B.A.**

**405 (C) : SOFTWARE PROJECT MANAGEMENT &  
IT MANAGEMENT**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain in detail process of project planning. **[15]**

**Q2)** Explain in detail change management. **[10]**

**Q3)** What procedure is followed by IT companies while a IT professional is leaving the organization. **[10]**

**Q4)** Explain different types of maintenance. **[10]**

**Q5)** Explain function point analysis in detail. **[10]**

**Q6)** Explain CMM in detail. **[10]**

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

- a) PERT.
- b) Performance evaluation of hardware.
- c) COCOMO.
- d) User acceptance test.

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Total No. of Questions : 7]

SEAT No. :

**P4060**

**[5070]-413**

[Total No. of Pages : 1

**M.B.A.**

**SPECIALIZATION : TECHNOLOGY MANAGEMENT**

**405 (D) : Production & Materials Management**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What is Management of Technology (MOT)? Explain the conceptual framework of MOT.

**Q2)** Describe the stages involved from development to marketing of hi-tech products.

**Q3)** What is Technology strategy? Explain the framework of formulating Technology strategy.

**Q4)** What are discontinuities in technology forecasting? Explain features of any two technology forecasting techniques.

**Q5)** Explain the meaning and significance of Transfer of Technology and Diffusion of Technology.

**Q6)** What is innovation? Discuss the process and significance of innovation in technology management.

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

- a) Technology Absorption.
- b) Technology Assessment.
- c) Impact of Technology on society.
- d) Role of Government in Technology Development.

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Total No. of Questions : 7]

SEAT No. :

**P4061**

**[5070]-414**

[Total No. of Pages : 1

**M.B.A.**

**405 (E) : LABOUR LAWS - II**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define 'Industry', 'Workman', and 'Industrial Dispute' under Industrial Dispute Act. Explain provisions related to "Arbitration".

**Q2)** Explain rights and obligations of a Trade Union under MRTU & PULP Act.

**Q3)** Explain in detail concept of Natural Justice and its principles.

**Q4)** Explain following terms under Employee's Provident Funds and Miscellaneous Provisions Act, 1952

- a) Eligibility for membership.
- b) Contribution Rates for P.F. and Pension Fund with example.

**Q5)** Explain various benefits under Employee's State Insurance Act, 1948.

**Q6)** Explain the concept of 'Disablement' under Workmen's Compensation Act, 1923.

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

- a) Illegal Strike.
- b) Model Standing Orders.
- c) Eligibility for getting Maternity Benefit.
- d) Powers of Labour court.

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Total No. of Questions : 7]

SEAT No. :

**P4062**

**[5070]-415**

[Total No. of Pages : 1

**M.B.A.**

**(405 F) : FOREIGN EXCHANGE MANAGEMENT (Elective - V)  
(Semester - IV) (2008 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 right indicate full marks.*

**Q1)** Explain 'Foreign Exchange Management'. Describe in brief the elements that characterizes foreign exchange management. **[10]**

**Q2)** What is Letter of Credit? Explain the different types of Letter of Credit with advantages of each? **[15]**

**Q3)** What is Fixed and Flexible exchange rate? Explain the features of Fixed and Flexible exchange rate in details. **[15]**

**Q4)** Explain the different documents that are required for an international trade? **[15]**

**Q5)** Explain in details the following: **[15]**

- a) Forward.
- b) Swaps.
- c) Future and Options.

**Q6)** Elucidate scope, significance and management of ECGC of India. **[15]**

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

- a) Buyers Credit
- b) C.I.F.
- c) Pre-Shipment Finance.
- d) World Bank.
- e) Guarantees in Trade.

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Total No. of Questions :7]

SEAT No. :

**P4063**

**[5070]-416**

[Total No. of Pages : 1

**M.B.A.**

**MARKETING MANAGEMENT SPECIALIZATION -VI**

**406A: Product and Brand Management  
(2008 Pattern) (Semester-IV) (Elective-V)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) Attempt any five questions.*
- 2) All questions carry equal marks.*
- 3) Suitable examples & models will encouraged.*

**Q1)** Discuss the need of 'Brand extension' Explain various types of brand extensions with their advantages and disadvantages.

**Q2)** You are a marketing head a newly established mobile phone company. What steps will you take for your product brand building?

**Q3)** Define Brand Equity. Discuss the significance of brand equity in competitive environment .

**Q4)** What is brand endorsement. Explain advantages and disadvantages of celebrity endorsements.

**Q5)** Explain the brand value chain with the help of Kevin Keller model.

**Q6)** What do you mean by a new product. Discuss new product development process. In detail.

**Q7)** Short notes (Any tow):

- a) Brand Audit
- b) Co-branding
- c) Brand portfolio
- d) Commodities V.S brands



Total No. of Questions : 7]

SEAT No. :

**P4064**

**[5070]-417**

[Total No. of Pages : 2

**M.B.A- II**

**406-B:STRATEGIC FINANCIAL MANAGEMENT**

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

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** State the reasons for managing the business finance strategically. Explain the difference between 'strategy & strategist'.

**Q2)** What is the role of 'Strategic compensation management' & 'Strategic wage control' in the global competitive business environment. Also state the prerequisites of 'strategic wage Negotiation'.

**Q3)** Explain the various approaches to 'Enterprise valuation' Also state the reasons for valuation of business.

**Q4)** What is a 'Ethical dilemma' Faced by modern finance managers- Explain.

**Q5)** State the financial aspects related to 'supply chain management' with respect 'Strategic distribution management' & 'Strategic Dealer Management'.

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

- a) Methods of brand valuation
- b) Economic value added
- c) Purchase department as a 'profit center'
- d) Innovative sources of finance.

**Q7)** Compute the unit sales price of the product P,Q and R for the following data provided by the company product P is designed for high income group, Q is for middle income group and R for lower income group. As with price manipulations these product may encroach upon each other segment hence the pricing is an sensitive issue. Company intends to maintain a ratio of sales prices as 5:3:2 for the coming year and expects volume to be 2000, 10,000 5,000 units the ratio of variable cost per unit to sales price per unit is expected to be 50% for P, 60% for Q and 65% for C

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

Following are the details about the company's balance -Sheet of last year.

<u>Investment</u>	<u>Rs. in lakh</u>
Fixed Assets	200
working capital	<u>100</u>
	300
<u>Funded by</u>	
Share capital	60
Reserves	120
8%. Borrowing	<u>120</u>
	300

The company projects the other targets at 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 be increased by 20% during the coming year.
  - i) Calculate the selling price per unit for product P.Q and R.
  - ii) Calculate Return on investment (RoI) for company.



Total No. of Questions : 6]

SEAT No. :

**P4065**

**[5070]-418**

[Total No. of Pages :1

**M.B.A.-II**

**406 C:BUSINESS APPLICATION  
Computer Management Specialisation  
(2008 Pattern) (Semester-IV) (Elective-V)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Explain purchase order processing with the help of following. **[20]**

- a) First level DFD
- b) Table layout
- c) Design of good received note
- d) Pending order report layout

**Q2)** Discuss various income heads in payroll system. **[10]**

**Q3)** What is balance sheet ? Does it help to analyses financial status of organization?  
How? **[10]**

**Q4)** Discuss the importance of sales budgeting. **[10]**

**Q5)** Explain the services of laboratory and operation theatre offered by hospital management. Also discuss their importance in billing. **[10]**

**Q6)** Write short notes on any four. **[20]**

- a) Internet Banking
- b) Ratios involved in financial accounting system
- c) Production planning
- d) Services of restaurant and house keeping in hotel
- e) Employee appraisal



Total No. of Questions :7]

SEAT No. :

**P4066**

**[5070]-419**

[Total No. of Pages :1

**M.B.A.**

**204:MANUFACTURING & OPERATION MANAGEMENT**

**406-D: Quality Management**

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

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) Do not write anything on question paper except seat no.*
- 2) Answer any five questions.*
- 3) All questions carry equal marks.*

**Q1)** Define the role of operation Manager in comparison with other functions in organization.

**Q2)** What are the steps involved in operation planning and Control? Explain them in detail giving examples.

**Q3)** What are the types of Quality control techniques? Explain any two in detail.

**Q4)** What are the steps involved in for the selection of plant location? Discuss about designing a strategy for the same.

**Q5)** What is the importance of maintenance management in manufacturing management? Explain the concept with reference to Automobile industry.

**Q6)** What do you understand by lean manufacturing? Explain the TOYOTA way.

**Q7)** Write short notes on any two of the following.

- a) Inventory management
- b) Inspection
- c) CPM/PERT



Total No. of Questions :7]

SEAT No. :

**P4067**

**[5070]-420**

[Total No. of Pages :1

**M.B.A.**

**406-E:STRATEGIC HUMAN RESOURCE MANAGEMENT  
(2008 Pattern) (Semester-IV) (Elective-V)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Describe the Indian perspective of Strategic Human Resource Management (SHRM.) How it is different from the western view of Strategic Human Resource Management?

**Q2)** Describe how Human Resource is applicable to organisation pursuing stability and growth.

**Q3)** Discuss the strategic challenges faced by HR manager.

**Q4)** Explain the relationship between downsizing & out sourcing, with relevant examples.

**Q5)** Define compensation management. Explain the factors affecting the rewards & compensation strategies.

**Q6)** Elaborate the advantages & disadvantages dual career couples.

**Q7)** Short notes. (Any two):

- a) Broadbanding
- b) Employee stock option plans
- c) Head Hunting
- d) Tele commuting.



Total No. of Questions :7]

SEAT No. :

**P4068**

**[5070]-421**

[Total No. of Pages :1

**M.B.A.**

**406 F-INTERNATIONAL FINANCIAL MANAGEMENT**

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

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** What is International Monetary Fund (IMF)? Explain the role of IMF to maintain liquidity in the Foreign Exchange Market.

**Q2)** Discuss the role played by various participants in foreign exchange market.

**Q3)** What do you mean by hedging? Explain the various external techniques of hedging.

**Q4)** Explain the concept of foreign exchange risk. Discuss the different types of foreign exchange risks.

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

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

**Q6)** What do you mean by FDI? Explain the adjusted present value techniques of capital budgeting for FDI.

**Q7)** Explain the following (Any two):

- a) Bretton Woods System
- b) External commercial Borrowings
- c) Foreign Exchange Risk

