

Total No. of Questions : 6]

SEAT No. :

P3747

[Total No. of Pages : 1

[5265] - 11

M.B.A.

**101: ORGANISATIONAL BEHAVIOUR & 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) “Planning & Controlling goes hand in hand” justify the same.

Q2) Define stress? Explain in brief the causes and strategies to manage the stress.

Q3) Define ‘Conflict’. What is meant by interpersonal and intrapersonal conflict ?
Give suitable examples.

Q4) Evaluate A.H. Maslow’s hierarchy need theory of motivation in detail.

Q5) What is organising? Explain the concept of delegation of authority & span of control.

Q6) Write short notes (Any two):

- a) MBO
- b) Models & Organization Behaviour.
- c) Controlling.
- d) Change Management.



Total No. of Questions : 9]

SEAT No. :

P3748

[Total No. of Pages : 4

[5265] - 12

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) *From Sec. I - Q.2 to 5 - Attempt any two questions.*
- 3) *From Sec.II - Q.6 to 9 - Solve any two questions.*
- 4) *Figures to the right indicate full marks.*
- 5) *Use of simple calculator is allowed.*

Q1) Identify typical users of financial reports and accounting information. Clarify the need of these reports to them. **[10]**

SECTION - I

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

- a) Journal and Ledger.
- b) Under absorption and over absorption.
- c) LIFO and FIFO.
- d) Balance Sheet and Profit and Loss A/c.

Q3) Distinguish between following:- **[15]**

- a) Cash Discount and Trade Discount.
- b) Financial Accounting and cost Accounting.
- c) Direct Expenses and indirect Expenses.

Q4) Explain the following with example- **[15]**

- a) Going concern concept.
- b) Entity concept.
- c) Conservetism convention.
- d) Full Disclosure convention.
- e) Materiality convention.

P.T.O.

Q5) Explain the following terms -

[15]

- a) Cost centre and cost unit.
- b) Allocation, Apportionment and absorption of overheads.

SECTION - II

Q6) From the following Trial Balance of Harish Mehata, prepare the Final accounts as on 31st March 2011. [15]

| Particulars | Debit Rs. | Credit Rs. |
|----------------------------|-----------|------------|
| H's capital | | 2,00,000 |
| Land & Building | 87,000 | |
| Plant & Machinery | 17,500 | |
| Goodwill | 20,000 | |
| H's Drawings | 22,600 | |
| Cash in Hand | 1,795 | |
| Stock on 1st April 2010 | 27,000 | |
| Wages | 10,000 | |
| Purchases less Returns | 69,000 | |
| Carriage Inward | 600 | |
| Travellers Commission | 6,000 | |
| Insurance | 2,000 | |
| Motor Car | 3,000 | |
| Carriage outward | 1,400 | |
| Sales less Returns | | 94,000 |
| Salaries | 15,000 | |
| Bank Charges | 105 | |
| Reserve for Doubtful Debts | | 1500 |
| Debtors | 20,000 | |
| Creditors | | 7,500 |
| | 3,03,000 | 3,03,000 |

Following adjustments are to be considered -

- a) On 31st March 2011, the stock was valued at Rs. 46,000/-
- b) Insurance premium amounting to Rs. 800.00 is prepaid.
- c) Outstanding salaries amounted to Rs. 1,000.00.
- d) Depreciate plant and machinery at 10% p.a. and motor car at 20% p.a.
- e) Create a Reserve for Doubtful Debts at 10% on Debtors.

Q7) From the following information, calculate variances -

[15]

| Material | Standard | | | Actual | | |
|-------------|-----------------|--------------|--------------|------------------|--------------|--------------|
| | Quantity Kg. | Price Rs. | Total Rs. | Quantity Kgs. | Price Rs. | Total Rs. |
| A | 500 | 6.00 | 3,000 | 400 | 6.00 | 2,400 |
| B | 400 | 3.75 | 1,500 | 500 | 3.60 | 1,800 |
| C | 300 | 3.00 | 900 | 400 | 2.80 | 1,120 |
| | 1,200 | | | 1,300 | | |
| Normal Loss | 120 | | | 220 | | |
| | 1,080 | | 5,400 | 1,080 | | 5,320 |

Calculate:-

- Material Cost Variance
- Material Price Variance.
- Material Usage Variance.
- Material Yield Variance.

Q8) Following are the details of working of ABC company

[15]

| | |
|----------------------|--------------------|
| Sales | 1,15,000 |
| Cost of Raw Material | 50,000 |
| Labour | 10,000 |
| Power & Fuel | 8,000 |
| Mfg. Expenses | 10,000 |
| Rent | 12,000 |
| Depreciation | 5,000 |
| Interest | 6,000 |
| Insurance | 1,000 |
| Admn. Expenses | 8,000 |
| | 1,10,000 |
| Installed capacity | 31428 units |
| Selling Price | Rs. 11.50 per unit |
| Present Activity | 35% of capacity |

On the basis of above information you are required to work out following.

- Work out fixed and variable cost.
- Work out Break Even Point.
- Break Even Sales/no. of units and capacity utilization.

Also draw the Break Even graph.

Q9) Following are the particulars of production of 2000 tables of K and Co. for the year 2010. **[15]**

| | |
|------------------------|-------------|
| Cost of Material | Rs.1,60,000 |
| Wages | Rs.2,40,000 |
| Mfg Expenses | Rs.1,00,000 |
| Salaries | Rs.1,20,000 |
| Rent, Rates, Insurance | Rs. 20,000 |
| Selling Expenses | Rs. 60,000 |
| General Expenses | Rs. 40,000 |
| Sales | Rs.8,00,000 |

The company plans to manufacture 3,000 tables during 2011. You are required to submit a statement showing the price at which table should be sold so as to show profit of 10% on selling price. Following is the additional information.

- a) The price of material is expected to increase by 20%.
- b) Wage rates are expected to show an increase of 5%.
- c) Mfg expenses will rise in proportion to be combined cost of material and wages.
- d) Selling expenses will remain same.
- e) Other expenses will remain unaffected by rise in output.

Prepare cost sheet for 2010 & Estimate for 2011.



Total No. of Questions : 7]

SEAT No. :

P3749

[Total No. of Pages : 1

[5265] - 13

M.B.A.

103: MANAGERIAL ECONOMICS

(2008 Pattern) (Semester - I)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) Define Managerial Economics. Which tools of Managerial Economics are useful in decision making?

Q2) Explain the relationship between price & demand with suitable examples.

Q3) Explain Law of Variable proportions with production schedule & diagram.

Q4) Show how a monopoly Firm reaches its equilibrium in the short run with the help of MR & MC curves.

Q5) Enlist & explain methods of capital Budgeting.

Q6) Explain transfer pricing & Cyclical pricing with suitable examples.

Q7) Write short notes (Any two):

- a) Need for Government Intervention.
- b) Break even analysis.
- c) Cost reduction & Cost control methods.
- d) Opportunity cost.



Total No. of Questions : 6]

SEAT No. :

P3750

[Total No. of Pages : 4

[5265] - 14

M.B.A.

104 : STATISTICAL AND QUANTITATIVE METHODS

(Semester - I) (2008 Pattern)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

- 1) *Question No1 and 4 are compulsory.*
- 2) *Attempt any one question from remaining questions of each section.*
- 3) *Use of scientific calculator is not allowed.*
- 4) *Graph paper will not be provided draw all graphs on answer paper.*

SECTION - I

Q1) a) From the following data, draw less than Ogive curve. **[5]**

| | | | | | |
|-----------|-----|------|-------|-------|-------|
| Size | 0-5 | 5-10 | 10-15 | 15-20 | 20-25 |
| Frequency | 4 | 5 | 8 | 4 | 3 |

b) Draw a Histogram from following table **[5]**

| | | | | | |
|-----------|-------|-------|-------|-------|-------|
| Class | 10-19 | 20-29 | 30-39 | 40-49 | 50-59 |
| Frequency | 15 | 10 | 25 | 15 | 10 |

c) Find arithmetic mean from following data **[5]**

| | | | | | |
|-----------------|-------|-------|-------|-------|-------|
| Weight in kg. | 50-54 | 55-59 | 60-64 | 65-69 | 70-74 |
| No. of students | 2 | 5 | 12 | 17 | 4 |

d) Find median from following data **[5]**

| | | | | | | |
|-----------|-------|-------|-------|-------|-------|-------|
| Classes | 10-15 | 15-20 | 20-25 | 25-30 | 30-35 | 35-40 |
| Frequency | 4 | 5 | 9 | 15 | 10 | 7 |

P.T.O.

Q2) a) Calculate standard deviation and coefficient of variation **[8]**

| | | | | | | | |
|--------------|-----|-----|-----|-----|-----|-----|-----|
| Size of item | 3.5 | 4.5 | 5.5 | 6.5 | 7.5 | 8.5 | 9.5 |
| Frequency | 3 | 7 | 22 | 60 | 85 | 32 | 8 |

b) If $r_{12} = 0.8$, $r_{13} = 0.4$, and $r_{23} = 0.56$ find the value of $r_{12.3}$, $r_{13.2}$. **[7]**

Q3) a) Find the coefficient of association? **[8]**

| | | | |
|---------|-----|----------|-------|
| | A | α | Total |
| B | 205 | 195 | 400 |
| β | 80 | 20 | 100 |
| Total | 285 | 215 | 500 |

b) In a certain examination three papers were administered and following were the results, 30%, 20% and 25% of the candidates failed in papers 1,2,3 respectively. 10% failed in both the papers 1 and 2, 8% failed in papers 2 and 3, 6% failed in papers 1 and 3, 2% failed in all the papers. If the candidate is selected at random find **[7]**

- i) The probability that he is failed in either of the three papers.
- ii) Probability that the candidate has passed in all three papers.

SECTION - II

Q4) a) Solve the LPP by graphical method **[10]**

Maximize $Z = 60x + 40y$

Subject to

$$x \leq 25$$

$$y \leq 35$$

$$2x + y \leq 60$$

$$x, y \geq 0$$

b) Solve Following Maximization Assignment Problem.

[10]

Jobs →

| Machines ↓ | A | B | C | D | E |
|------------|---|----|----|----|---|
| 1 | 5 | 11 | 10 | 12 | 4 |
| 2 | 2 | 4 | 6 | 3 | 5 |
| 3 | 3 | 12 | 5 | 14 | 6 |
| 4 | 6 | 14 | 4 | 11 | 7 |
| 5 | 7 | 9 | 8 | 12 | 5 |

Q5) a) In a bank every 15 minutes one customer arrives for cashing a cheque. The staff in the only payment counter takes 10 minutes for serving a customer on an average. Find [8]

i) Average Queue length

ii) The management has decided to start second counter if the customer have to wait for 25 minutes or more.

iii) Determine what should be the arrival rate if service rate remains same and waiting time of the customer is 15 minutes or more.

b) Pay off of three acts X, Y, Z, and the states of nature of L, M, N are given below [7]

States of Nature

| Acts ↓ | L | M | N |
|--------|-----|------|-----|
| X | -20 | 200 | 400 |
| Y | -50 | -100 | 600 |
| Z | 200 | -50 | 300 |

The probabilities of the states of nature are 0.3, 0.4 & 0.3 respectively. Calculate EMV for the above data and select the best act.

Q6) a) Solve following game by using principle of dominance **[8]**

| | | B's Strategy | | | | | |
|--------------|----|--------------|----|----|----|----|----|
| | | B1 | B2 | B3 | B4 | B5 | B6 |
| A's Strategy | A1 | 4 | 2 | 0 | 2 | 1 | 1 |
| | A2 | 4 | 3 | 1 | 3 | 2 | 2 |
| | A3 | 4 | 3 | 7 | -5 | 1 | 2 |
| | A4 | 4 | 3 | 4 | -1 | 2 | 2 |
| | A5 | 4 | 3 | 3 | -2 | 2 | 2 |

b) The rainfall distribution in mansoon season is as follows **[7]**

| | | | | | | |
|------------|----|----|----|---|---|---|
| Rain in cm | 0 | 1 | 2 | 3 | 4 | 5 |
| Frequency | 50 | 25 | 15 | 5 | 3 | 2 |

Simulate the rainfall for ten days using following random numbers:

67, 63, 39, 55, 29, 78, 70, 06, 78, 76.

Find average rainfall.



Total No. of Questions : 7]

SEAT No. :

P3751

[Total No. of Pages : 1

[5265] - 15

M.B.A.

105 : LEGAL ASPECTS OF BUSINESS

(Semester - I) (2008 Pattern)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) Explain the various modes in which a contract is said to be discharged.

Q2) What is meant by 'Contract of Sale'. Explain the essentials of 'Contract of Sale'?

Q3) Explain the rules regarding noting and protest. Explain both in brief.

Q4) Explain the procedure of incorporation of a company.

Q5) Explain the procedure of a complaint made under District forum under Consumer Protection Act.

Q6) What is 'Electronic Governance'? State the provisions of E-governance in the information Technology Act 2000.

Q7) Write short note on (Any two):

- a) Types of cheques.
- b) Agent's Authority.
- c) Trade Mark.
- d) Quasi Contract.



Total No. of Questions : 7]

SEAT No. :

P3752

[Total No. of Pages : 1

[5265] - 16

M.B.A.

106 : BASICS OF MARKETING

(Semester - I) (2008 Pattern)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) What is Consumer Buying Behaviour? Explain the steps involved in consumer buying decision process with suitable example. **[14]**

Q2) Define Market Segmentation. Explain the segmentation in Niche and Local Marketing with suitable example. **[14]**

Q3) Briefly describe various elements of marketing mix. Discuss the significance of suitable marketing mix in competitive environment. **[14]**

Q4) Define Marketing Environment. Explain PEST analysis in detail with suitable example. **[14]**

Q5) Define Marketing Audit. Discuss the need, significance and process of marketing control? **[14]**

Q6) Explain the core concepts of marketing with suitable example. **[14]**

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

- a) Steps of Marketing Plan.
- b) Matrix & Geographic type of Marketing Organization.
- c) Effective Segmentation Criteria.



Total No. of Questions : 7]

SEAT No. :

P3753

[Total No. of Pages : 1

[5265] - 21

M.B.A.

201 : MARKETING MANAGEMENT

(Semester - II) (2008 Pattern)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) What are the factors influencing the design of marketing channels? Design suitable channel of distribution for any one of the following product

- a) LED T.V.
- b) Milk

Q2) Explain the concept of product Mix in detail Also mention various levels of product?

Q3) Discuss various stages in development of New Product Elaborate with suitable examples.

Q4) Discuss meaning and importance of pricing. Explain various factors affecting pricing in an Organisations.

Q5) “Marketers are adopting Direct Marketing as an Important Promotional Tool”. Analyse the statement.

Q6) Elaborate on role of ‘People, Process, Physical Evidence’ in marketing of services.

Q7) Write short notes (Any two):

- a) Publicity.
- b) New trends in packaging.
- c) Brand Name.
- d) Difference between Goods & Services.



Total No. of Questions : 9]

SEAT No. :

[Total No. of Pages : 3

P3754

[5265] - 22

M.B.A. - I

202 : FINANCIAL MANAGEMENT

(Semester - II) (2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain the evolution of Financial Management? **[10]**

SECTION - I

Q2) What is Overcapitalization? Explain the causes of overcapitalization. **[15]**

Q3) Explain in detail the various factors affecting dividend policy of the firm?**[15]**

Q4) Explain in detail the demerits of raising the fund by way of the following:**[15]**

- a) Equity.
- b) Debentures.
- c) Public deposits.

Q5) Write short notes on (Any 3) **[15]**

- a) Performa of Balance Sheet as per companies act 1956.
- b) Types of Budget.
- c) Management of Receivables.
- d) Bonus Share.
- e) Types of leverages.
- f) Performa of Fund Flow Statement.

P.T.O.

SECTION - II

- Q6)** A company is considering an investment proposal to install a new machine. The project will cost Rs. 50,000 and will have life and no salvage value. Tax rate is 50 percent, The company follows SCM of depreciation. The net earnings before depreciation & tax is as follows: **[15]**

| Year | 1 | 2 | 3 | 4 | 5 |
|------|--------|--------|--------|--------|--------|
| EBDT | 10,000 | 11,000 | 14,000 | 15,000 | 25,000 |

Evaluate the project using

- a) PBP
 - b) NPV at 12Y.
 - c) ARR.
- Q7)** Vijay is a finance consultant. His client “Yes Infotech”, is about to open a new branch in Mumbai. Finance has been provided with respect to fixed assets. Guru is the Managing director of yes infotech. He himself ask vijay about the working capital requirements of the company. Following information is provided to Vijay by Guru. **[15]**

| Particular | Average Credit Period | Estimate for 1 st year(Rs.) |
|-----------------------------|-----------------------|--|
| Purchase of Material | 6 weeks | 26,00,000 |
| Wages | 1½ Weeks | 19,50,000 |
| <u>Overheads</u> | | |
| Rent | 6 Months | 1,00,000 |
| Director’s Salary | 1 Month | 3,60,000 |
| Office staff salary | 2 Months | 4,55,000 |
| Other Overheads | 2 Months | 6,00,000 |
| Cash Sales | - | 1,40,000 |
| Avg. amt. of stock & WIP | - | 3,10,000 |
| Travellers Commission | 3 Months | 2,00,000 |
| Credit Sales | 7 Weeks | 65,00,000 |
| Avg.amt. of undrawn profits | - | 3,10,000 |

Note: Sales were made even throughout the years & Calculate working capital requirement of the company.

Q8) VITS Comp. has currently, an ordinary share capital of Rs. 25 Lakhs, consisting of 25,000 shares of Rs. 100 each. The management is planning to raise another Rs. 20 Lakhs to finance major expansion programme, through one of the possible four alternatives. **[15]**

- a) Entirely through ordinary shares.
- b) Rs. 10,00,000 through ordinary shares and Rs. 10 lakhs through long term borrowings at 8% interest per annum.
- c) Rs. 5 lakhs through ordinary shares and Rs 15 lakhs through long term borrowings at 9% interest per annum.
- d) Rs. 10 lakhs through ordinary shares and Rs. 15 lakhs through preference shares with 5% dividend.

The company's expected EBIT is Rs. 8 lakhs. Assume tax rate 50%. Determine EPS and suggest which alternative should be preferred and why?

Q9) Calculate the ratios from the data given : **[15]**

Current Ratio = 2.6

Liquid Ratio = 1.4

Working Capital = Rs. 1,10,000

Calculate

- a) Current asset. **[4]**
- b) Current Liabilities. **[4]**
- c) Liquid assets. **[4]**
- d) Stock. **[3]**



Total No. of Questions : 6]

SEAT No. :

P3755

[Total No. of Pages : 1

[5265] - 23

M.B.A.

203 : HUMAN RESOURCE MANAGEMENT

(Semester - II) (2008 Pattern)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) Explain the objectives & importance of HRM. Explain the role of HR Manager.

Q2) Define Training and elaborate off the job training methods in detail.

Q3) Discuss the 360° performance appraisal method alongwith the importance & concept of performance Appraisal.

Q4) Define Human Resource Planning. Discuss the selection process.

Q5) Explain the concept of compensation Management & elaborate the various components of compensation.

Q6) Short Notes (Attempt Any Two):

- a) VRS.
- b) Job Description.
- c) Discharge and Dismissal.
- d) Kaizen.



Total No. of Questions : 7]

SEAT No. :

P3756

[Total No. of Pages : 1

[5265] - 24

M.B.A.

204 : MANUFACTURING AND OPERATIONS MANAGEMENT

(Semester - II) (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 Operations Management? Explain the nature and scope of manufacturing management from economics point of view. **[14]**

Q2) Explain types of Industries. Describe the characteristics of Project Production and Batch Production. **[14]**

Q3) Explain Routing and scheduling in PPC. Explain objective, scope and elements of PPC? **[14]**

Q4) How does PERT differ from CPM? Describe briefly the basic steps to be followed in developing PERT/CPM Programme. **[14]**

Q5) What is maintenance management? Explain importance of preventive maintenance and basis of maintenance planning. **[14]**

Q6) What is work study? Explain objective and scope methods study. Discuss Standard time with suitable examples. **[14]**

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

- a) Process Flow Chart.
- b) Work Measurement.
- c) TOYOTA System.
- d) Six Sigma.



Total No. of Questions : 8]

SEAT No. :

P3757

[Total No. of Pages : 2

[5265] - 25

M.B.A.

205 : MATERIALS & LOGISTICS MANAGEMENT

(Semester - II) (2008 Pattern)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) Give the concept of supply chain management. Explain it's relation with Logistics.

Q2) What are the various components of Logistics cost. Give it's trade off with customer service.

Q3) Why classification of materials is necessary? Explain any two types of material classification.

Q4) Discuss various inputs and outputs of MRP system and also give the benefits of MRP.

Q5) What is purchase cycle. Explain in short various components of purchase cycle.

Q6) Explain functions and procedure of stores. Explain any two documents related to stores.

P.T.O.

Q7) What is standardisation? Why it is necessary in manufacturing organisation?

Q8) Write a short note on any two.

- a) Global Sourcing.
- b) Safety issues in materials handling.
- c) Principles of materials handling.
- d) Store Layout.



Total No. of Questions : 7]

SEAT No. :

P3758

[Total No. of Pages : 2

[5265] - 26

M.B.A.

206 : MANAGEMENT INFORMATION SYSTEM

(Semester - II) (2008 Pattern)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

- 1) *Q1. And Q7. Are compulsory.*
- 2) *Solve any four questions from remaining.*
- 3) *Figures to the right indicate full marks.*
- 4) *State your assumptions clearly.*

Q1) Draw an Input form and Report Layout for following and elaborate use of these reports in the process of decision making. **[15]**

- a) Input form for New electricity connection.
- b) Electricity bill report for specific month.
- c) Monthly customer Report for electricity board.

Q2) What is Artificial Intelligence? Explain the use of AIS in modern business environment. **[10]**

Q3) Define DSS. Explain difference between MIS, DSS, EIS. **[10]**

Q4) Explain the stages of SDLC in detail. **[10]**

Q5) What is MIS? Explain the role of MIS in the functioning of business organisation. **[10]**

P.T.O.

Q6) What is Quality Assurance? Explain characteristics of Quality Assurance.[10]

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

- a) Herbert Simon Model.
- b) Role of Information Technology in MIS.
- c) EIS.
- d) Networking Topology.



Total No. of Questions : 6]

SEAT No. :

P3759

[5265] - 31

[Total No. of Pages : 4

M.B.A.

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

- 1) *Attempt any 3 questions from Q.No.1 to 5. (15 marks each)*
- 2) *Q.No.6 (25 marks) is compulsory.*
- 3) *Your answers must be specific and relevant to the question.*
- 4) *Illegible answer sheets will not be assessed.*

Q1) What is strategy? What are the steps in strategic management? Explain with time line and key contributions of strategic thinkers the historical evolution of strategic management?

Q2) Is it possible for a company or business unit to follow a cost leadership strategy and a differentiation strategy simultaneously? Why or Why not?

Q3) Explain the interaction between resources, capabilities and core competencies. What factors determine whether a competency is a core competency?

Q4) How does strategic analysis at the corporate level differ from strategic analysis at the business unit level? How are they related? When would multibusiness companies find the portfolio approach to strategic analysis and choice useful?

Q5) Write Short Notes on any three :

- a) Stakeholders in business and their roles in strategic management.
- b) Synergy and Dysergy.
- c) Mergers and Acquisitions.
- d) Marketing Strategies.
- e) Symptoms of malfunctioning of strategy.

P.T.O.

Q6) The Case of the Niche Bike

(Business Today, 29-9-2002)

“A new platform won’t come cheap. And then, the bike runs into the danger of losing its retro look”, Dev Vyas, the Chief Technical Officer of Marley Simpson, was telling the young new CEO, Sunjay Mallik.

Marley Simpson was 50 years old as a motor cycle company. The bike in question was a classic 350- cc design that, with its V-shaped engine, was once the coolest cruiser on Indian highways, but had seen 100-cc utility bikes made by Indo-Japanese collaborations zip past its modest sales volumes. Yet, despite its bikes being fuel-guzzlers, Marley Simpson had managed to retain a market niche amongst India’s true bikers - for whom the machine was part of their identity, their very being, and not some low-cost transportation device.

The problem was that Marley Simpson, for all the passion it aroused, was not making any money. Selling just 20,000 cruisers a year, in a domestic market of 2.6 million odd mobikes, the company had been losing money for the past four years. Mallik and Vyas had sat for hours, with some other colleagues, to discuss ways in which its bikes could be re-engineered to appeal to a larger market - without losing the core values of the brand. And the brand was the company’s biggest asset. The Marley Simpson rider had to remain the very exponent of freedom and individuality, as fiercely resistant to being ‘boxed in’ as always.

Could something be done? Sure, thought Mallik and his team. Just two years ago, the Chief to Detroit’s second largest car-maker had expressed interest in buying the business. To Mallik, this was testimony to its turn-around-ability. “We cannot afford to invest heavily”, said Mallik. “Nor can we afford any substantial increase in variable costs”. Unit manufacturing costs were already too high. And that too, for products that weren’t seen as the best wheels to burn rubber with.

In some ways, Marley Simpson’s big problem was that it was an orphan. The firm’s original UK-based parent had shut shop long ago, depriving it of technological inputs. But seen another way, orphanhood was also a big strength. It forced the firm to think hard for itself; and thereby gave it the freedom to reject conventions that the industry seldom questioned.

Marley Simpson prided itself in its ability to see everything from the broadest possible perspective. There was no need to reinvent the wheel it knew, nor live in awe of it. Technology no longer defined the core of the business worldwide. Capacity was no big deal either. Almost everything could be outsourced.

“Outsourcing design work from vendors was a smart move”, said Vyas. “We have actually saved something like Rs. 2 crore in the process”. Marley Simpson’s own CAD/CAM designing facility was doing some good work too, saving the company money on using European design shops for even minor changes.

Mallik nodded. The ‘power train’ (comprising the engine and transmission system) was the only thing it needed to make in-house, with vendors supplying the rest.

“That’s the only way we can focus on the more critical aspects of business - like product development and marketing”, said Vyas. With market forces coming into play, the game was increasingly about the front- end, the consumer interface. The challenge was to have the right products to offer. “Volumes should increase with the launch of new models. What do you say, Vyas?” asked Mallik.

Vyas signalled his assent. But Deepak Gupta, the Marketing Director, who had just entered the room, thought it best to hold up a ‘market reality’ flag, to keep optimism in check. “The last two launches,” he said “have certainly made things better, but only marginally”.

Mallik chose not to respond, knowing that the stronger bets were the two new models that were still to come. The old models had been upgraded, too, with a new gear-box, engine and suspension. Moreover, with modern common-to-all components in place, the company could economise on materials too. Vyas reiterated some of the gains made on these processes.

“That’s good. But how do we increase demand?” asked Mallik, looking for some grand ideas rather than the usual incrementalism. Nobody spoke.

“Exports is another market we should concentrate on”, said the CEO, at length. This was a plan that had been bouncing around the company for many months now. There was evidence that many Asian markets in the region had begun absorbing cruisers in large numbers. The driving force? The openness- seeking, globally-exposed youth culture. But quality expectations in these markets were extremely high. Moreover, the spirit of biking still had to be marketed well, before the incipient trend could become significant enough to warrant top-level attention.

Immediate volumes would have to come from the domestic market. “The other option, of course, is to upgrade our capacity and go mass like all the rest of them”, said Mallik, knowing full well that this would mean setting aside Marleyism for a new obsession called fuel-efficiency (four-stroke engine, low displacement, low-weight parts and all the rest of it).

Technically Marley Simpson could easily acquire fuel-saving technology to build an entirely new platform. The Japanese had mastered the technology to survive high fuel costs.

But was this the solution? Did a latecomer have any chance at reaching the 1-million-plus volumes achieved by Halo Handa, the market leader? No. It would be defeatist from the brand perspective, in a way, too.

At least the existing niche was its own niche. Ideally, the niche would widen its appeal, to encompass even those who have no clue what goes on in a biker’s head. This could happen if roads improved, fuel sensitivity declined and mass attitudes towards free-wheeling underwent a shift - which required a sustained convergence campaign. It would still be one Herculean task, and that too, requiring extreme patience. But it would at least be the stuff of genuine leadership.

QUESTIONS :

- 1) Can Marley Simpson reengineer its mobikes to appeal to a larger market while retaining the brands’ image?
- 2) What should Marley Simpson do to clarify its strategic direction for the mid and long-term?
- 3) “Catering to the lower-end commuter would amount to diluting the Marques’ associations and brand image”. Why and why not?
- 4) “One Marley has decided to go the niche way, the company must work hard to own that area and expand the appeal of its bikes”. Do you agree? Why and why not?



Total No. of Questions : 7]

SEAT No. :

P3760

[Total No. of Pages : 2

[5265] - 32

M.B.A.

302 : MANAGEMENT CONTROL SYSTEMS

(Semester - III) (2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *All questions carry equal marks.*
- 2) *Q7 is compulsory.*
- 3) *Attempt any Four questions from Q1 to Q6.*

Q1) Strategic Planning, Management Control and Operational Control are interrelated and interdependent. Explain.

Q2) Elaborate the concept of Strategic Planning. Distinguish between Business Unit Level and Corporate Level strategic planning.

Q3) What do you understand by Goal Congruence? Explain the factors affecting the degree of goal congruence.

Q4) Explain the various types of responsibility centers and their importance in any organization.

Q5) Explain the concept of Balance Score Card as a performance measurement system. What are the steps involved in forming a Balance Score Card?

Q6) Write Short notes on (Any Two):

- a) EVA.
- b) Cost Audit.
- c) Functions of Controller.
- d) Engineered and Discretionary costs.

P.T.O.

Q7) Future company Ltd. has three divisions A, B, C. For the current year, the following data were reported.

| Particulars | A | B | C |
|--|----------|----------|-----------|
| Sales revenue (Rs.) | 8,00,000 | ? | ? |
| Profit (Rs.) | 80,000 | 6,40,000 | ? |
| Investment (Rs.) | 4,00,000 | ? | 20,00,000 |
| Investment turnover | ? | 4 | ? |
| Profit Margin on sales | ? | ? | 15 |
| ROI | ? | 20 | ? |
| Residual Income (Cost of capital 10%) | ? | ? | 2,02,000 |

You are required to :

- a) Complete the table.
- b) Rank the divisions in terms of their effective use of resources in capturing the market.



Total No. of Questions : 7]

SEAT No. :

P3761

[Total No. of Pages : 2

[5265] - 33

M.B.A.

MARKETING MANAGEMENT SPECIALIZATION - I

303 A : Marketing Research

(2008 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

- 1) *Q. No. 7 is compulsory.*
- 2) *Attempt any four questions out of remaining.*
- 3) *Use of electronic calculator is allowed.*
- 4) *Figures in bold on right indicate full marks.*

Q1) How does qualitative research differ from quantitative research? Explain 'Focus group interview' in detail with decision areas while conducting the Focus group interview. **[14]**

Q2) What is an experiment? Describe errors associated with experimental design. Explain 'Four-Group, Six study' design in detail. **[14]**

Q3) What do you mean by 'Survey Method' of collection of data? Explain Telephone survey, postal survey, personal interview and web based survey with applications. **[14]**

Q4) Design a questionnaire for customer satisfaction survey for Indian Railways with following specification.

"Passengers who travel from pune to Delhi in AC class". **[14]**

Q5) Describe principles, procedures and applications of factor analysis. **[14]**

P.T.O.

Q6) A Survey of weekly diesel consumption for running generator sets was carried out among 50 farmers each in two villages of Maharashtra. One in Vidarbha and other in Marathwada. Average weekly diesel consumption in Vidarbha was noted as 10 liters, while in Marathwada it was 8 liters. Standard deviation of the two samples were 2.8 liters & 2.5 liters respectively. MLA of Vidarbha region believes that diesel consumption in his area is higher than Marathwada.

- a) State Null & Alternative hypothesis. **[4]**
- b) Carry out hypothesis testing for a given value of $z = 1.96$ for 95% level of confidence. **[8]**
- c) Interpret results. **[2]**

Q7) A Survey is to be carried out to assess consumer reactions to a new saving scheme of a heading bank in pune city. Draft a research proposal with the help of following:

- a) Set objectives and scope of research.
- b) Suggest appropriate sampling technique and sample size.
- c) Give time frame & budget.

[5 + 5 + 4]



Total No. of Questions : 7]

SEAT No. :

P3762

[Total No. of Pages : 3

[5265] - 34

M.B.A.

303 - B : ADVANCED FINANCIAL MANAGEMENT

(2008 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Q. No. 1 is compulsory and carries 18 marks.*
- 2) *Attempt any four from the rest.*
- 3) *Use of simple calculator is allowed.*

Q1) Answer true or false and justify for or against the following statements: **[18]**

- a) The return on equity for a project will always be higher than the return on capital on the same project
- b) Projects with high financial leverage will have higher interest expenses and lower net income than projects with low financial leverage and thus end up with a lower return on equity.
- c) The average return on equity on a project over its lifetime will increase if we switch from straight line to double declining balance depreciation.

Q2) You have a project that does not require an initial investment but has its expenses spread over the life of the project. Can the IRR be estimated for this project? Why or why not? **[13]**

Q3) A firm that has no debt has a market value of Rs.100 million and a cost of equity of 11%. In the Miller - Modigliani world, **[13]**

- a) What happens to the value of the firm as the leverage is changed? (Assume no taxes.)
- b) What happens to the cost of capital as the leverage is changed? (Assume no taxes)
- c) How would your answers to (a) and (b) change if there are taxes?

P.T.O.

Q4) Following are the summarized balance sheets of Zenith Ltd. as on 31st December 2005 and as on 31st December 2006. **[13]**

| Liabilities | 2005 | 2006 | Assets | 2005 | 2006 |
|-------------------------|-----------|-----------|--------------|-----------|-----------|
| Share Capital | 4,50,000 | 4,50,000 | Fixed Assets | 4,00,000 | 3,20,000 |
| General reserves | 3,00,000 | 3,10,000 | Investment | 50,000 | 60,000 |
| Profit and loss Account | 56,000 | 68,000 | Stock | 2,40,000 | 2,10,000 |
| Sundry Creditors | 1,68,000 | 1,34,000 | Debtors | 2,10,000 | 4,55,000 |
| Provision for tax | 75,000 | 10,000 | Bank | 1,49,000 | 1,97,000 |
| Mortgage | 0 | 2,70,000 | | | |
| | 10,49,000 | 12,42,000 | | 10,49,000 | 12,42,000 |

Additional Information:

- a) Investment Costing Rs. 8,000 was sold for Rs. 8,500.
- b) Dividend paid Rs. 40,000.
- c) Provision for taxation made during the year Rs, 9,000.
- d) During the year part of fixed assets costing Rs. 10,000 was sold for Rs. 12,000. The profit was included in Profit and loss account.

Prepare Funds Flow Statement

Q5) Answer the following: **[13]**

- a) Describe in detail 'Tondon Committee' recommendations for financing of working capital by bank.
- b) What is EVA? Explain the advantages of EVA

Q6) Write note on any two:

[13]

- a) Disclosure of Accounting Policies.
- b) IFRS.
- c) US GAAP and Indian GAAP.

Q7) The management of Sukanta Ltd. has provided proforma cost sheet of the company. You are required to prepare a statement showing the working capital needed to finance level of activity of 80,000 units of production. **[13]**

| Cost Per Unit (Rs.) | |
|---------------------|-----|
| Raw material | 80 |
| Direct labour | 30 |
| Overheads | 15 |
| | -- |
| Total Cost | 125 |
| Profit | 10 |
| | -- |
| Selling Price | 135 |

Past trends indicate that the raw materials are held in stock, on an average for two months.

Work - in - progress (50% complete) on an average for half - a - month's production. Finished goods remain in warehouse, on an average for a month. Suppliers of materials extend a month's credit. Two month's credit is normally allowed to debtors. A minimum cash balance of Rs. 40,000 is expected to be maintained. The Production pattern is assumed to be even during the year.

Prepare the statement of working capital determination .



Total No. of Questions : 7]

SEAT No. :

[Total No. of Pages :2

P3763

[5265] - 35

M.B.A.

COMPUTER MANAGEMENT SPECIALIZATION - I

303 - C : Software Engineering

(2008 Pattern) (Semester - III)

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) Consider Nationalized Banking System which provides the following facilities:

Opening New Account, Withdrawal, Deposit, along with this it should calculate interest for balance amount in account. Accountant should provide different Reports to the Bank Manager: **[20]**

- a) Draw E-R Diagram.
- b) Draw Context Level DFD.
- c) Draw First Level DFD.

Q2) What are the Qualities of a Good Design? Explain McCall's Quality factors.**[10]**

Q3) What are the different approaches to software development? Explain in detail. **[10]**

Q4) Discuss Spiral model of software development. **[10]**

P.T.O.

Q5) The discount policy of a manufacturer, producing two products:

- a) Mechanical Typewriter and
- b) Electronic Typewriter, and who has three types of customers,
(R) Retailer, (D) Dealer, (I) Institution, is given below:

Rules : In case of Mechanical Typewriter.

- i) If the order is from retailer for amount up to Rs. 5,000, he allows 6% discount.
- ii) If the order is from dealer for amount up to Rs. 5,000, he allows 7.5% discount.
- iii) On retail exceeding Rs. 5,000, 7.5% discount.
- iv) If the order is from dealer for an amount exceeding Rs. 5,000, 11% discount is given.
- v) In all of the above cases a flat discount of 7.5% is given to Institution.
- vi) In the case of Electronic Typewriter a flat discount of 6% is given regardless of amount.

Draw Decision Tree and Decision Table. **[10]**

Q6) What is Normalization? Discuss the steps in Normalization. **[10]**

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

- a) Data Processing Techniques.
- b) Object Oriented Approach.
- c) Data Dictionary.
- d) Reverse Engineering.



Total No. of Questions : 7]

SEAT No. :

P3764

[Total No. of Pages :2

[5265] - 36

M.B.A.

303 - D : INVENTORY MANAGEMENT & MATERIALS

REQUIREMENT PLANNING

(2008 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) What do you mean by Dependent Demand and Independent Demand Items?
Explain Inventory concept.

Q2) Explain Strategic Inventory Management. Discuss objective and Importance of Inventory Management.

Q3) What is Inventory Turns? Explain Inventory control technique with suitable example.

Q4) Explain Fixed Order Quantity Model and Fixed Order Interval Model with suitable examples.

Q5) Item Master, BOM and MPS are the backbone of MRP. Explain.

Q6) Discuss the various factors influencing make or buy decision and outsourcing.

P.T.O.

Q7) Write note on (Any Two)

- a) Vendor Management Inventory.
- b) Methodology of evaluation.
- c) MRP-II
- d) Fixed Order Quantity Model.



Total No. of Questions : 7]

SEAT No. :

P3765

[Total No. of Pages :2

[5265] - 37

M.B.A.

303 - E : LABOUR LAW - I

(HRM SPECIALISATION)

(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 'Factory' under Factories Act and discuss Health and Welfare provisions under this Act. **[14]**

Q2) Whether principal employer is liable to pay bonus to the contract workers. Explain provisions for Registration of Contractors. **[14]**

Q3) Describe in detail provisions for Gratuity. Explain provisions for forfeiture of gratuity. **[14]**

Q4) Explain the objective of Payment of Bonus Act and discuss the provisions of Available and Allocable Surplus. **[14]**

Q5) Explain deductions under the Payment of Wages Act, 1936. **[14]**

Q6) Explain the procedure of fixing and revising of minimum wages under minimum wages act 1948. **[14]**

P.T.O.

Q7) Write short notes on any two

[14]

- a) Deduction under the Payment of Wages Act.
- b) Eligibility for gratuity under payment of Gratuity Act.
- c) Disqualification from Bonus.
- d) Leave provisions under Shop Act.
- e) Register and records under Bombay Shops and establishments act.



Total No. of Questions : 7]

SEAT No. :

P3766

[Total No. of Pages :2

[5265] - 38

M.B.A.

303 - F : INTERNATIONAL MARKETING

(I.B. Specialisation)

(2008 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) Discuss various objectives of International Marketing along with challenges involved in it. **[14]**

Q2) “Analysis of Global Economic Environment is quite essential to International Marketing Decisions”. Critically discuss the statement. **[14]**

Q3) Suggest a suitable ‘Foreign Market Entry Strategy’ for Following. **[14]**

- i) An MNC willing to enter Indian Markets with ‘packaged chips’.
- ii) An Indian readymade garment manufacturer willing to enter U.S. markets.
- iii) A chinese steel company planning to get into ‘European Markets’.

Q4) Discuss various ‘product strategies’ for international markets. **[14]**

Q5) Explain various factors affecting International Pricing Decisions. **[14]**

P.T.O.

Q6) Describe & explain various commercial documents required for ‘Shipment of Export Goods’. **[14]**

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

- a) Global advertising v/s country specific advertising.
- b) Challenges in Global Marketing Research.
- c) Export promotion councils.
- d) Indirect Exports.



Total No. of Questions : 7]

SEAT No. :

P3767

[Total No. of Pages :2

[5265] - 39

M.B.A.

304 - A : INTEGRATED MARKETING COMMUNICATION

(2008 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

- 1) Attempt any 5 questions.*
- 2) All questions carry equal marks.*
- 3) Figures to the right indicate marks.*

Q1) What is IMC? Elaborate the process of IMC. **[14]**

Q2) What is sales promotion? Explain sales promotion activities implemented by Big Bazaar. **[14]**

Q3) Discuss on Social Responsibility in IMC Compaiges. **[14]**

Q4) “Advertising is the waste of money”. Do you agree? Justify. **[14]**

Q5) Draw the organization chart for modern advertising agency and explain the role of each department? **[14]**

Q6) Design a media plan for any one of the following. **[14]**

- i) Tooth Paste.
- ii) Economy car.

P.T.O.

Q7) Write short note on - (any 2)

[14]

- i) Personal Selling.
- ii) Public Relations.
- iii) AIDA Model.
- iv) Event Management.



Total No. of Questions : 7]

SEAT No. :

P3951

[Total No. of Pages : 2

[5265]-40

M.B.A. (Semester - III)

FINANCE MANAGEMENT SPECIALISATION - II

304 - B : Direct Taxation

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidate :

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

- Q1)** a) Define 'Income' and 'Person' as defined in Income Tax Act- 1961.
b) Explain the terms 'Ordinarily Resident', 'Resident but not Ordinarily Resident' and 'Non-Resident' in case of an individual.

[10]

- Q2)** What is Exempted Income? Explain with illustrations.

[15]

- Q3)** Mr. Ashok is an employee of a private limited company. His details about the salary for the previous year 2015-16 (Ay 2016-17) are as given below.

- i) Basic Salary Rs.25,000 p.m.
- ii) Dearness Allowance 30% of the basic salary (Considered for retirement benefit)
- iii) City Compensatory Allowance Rs. 1,700 p.m.
- iv) Children Education Allowance Rs. 600 p.m. He has a son and a daughter.
- v) HRA Rs.3,000 p.m.
- vi) He received a reimbursement of Rs. 18,000 from his employer during the year towards hospital bill of his wife.
- vii) He paid a professional tax of Rs.2,500.
- viii) He paid Rs. 15,000 as a premium for life insurance policy and invested Rs.25,000 in Public Provident Fund during the year.
- ix) He stays in Pune and is paying monthly house rent Rs.5,000.
- x) He has also invested Rs.20,000 in the infrastructure bonds issued by IDFC.

Calculate the taxable income of Mr.Ashok for the relevant assessment year.

[15]

P.T.O.

Q4) Mr. Rajesh submits the following particulars about his house property for the previous year 2015-16 (AY 2016-17) Calculate the 'Income from House Property' for the assessee.

| | |
|---------------------------------------|--------------|
| i) Municipal Valuation | Rs. 1,80,000 |
| ii) Fair Rent | Rs. 1,85,000 |
| iii) Standard Rent | Rs. 1,75,000 |
| iv) Actual Rent per month | Rs.13,000 |
| v) Vacancy period | 2 months |
| vi) Unrealised rent | Rs. 13,000 |
| vii) Municipal Taxes paid by assessee | Rs.3,500 |

Interest on loan taken for the property during the year amounts to Rs. 60,000. **[15]**

Q5) a) Mr. Anand owns a residential house in Mumbai, which he acquired in the month of June 1993 for Rs.3,50,000. He sold the house for Rs.25,00,000 on 18th August 2016. He purchased another house at Nashik on 10th December 2016 for Rs.7,00,000. On 30th December 2016 he deposits Rs.4,50,000 in SBI under Capital Gain Deposit Account Scheme. Calculate the taxable amount of capital gains.

Relevant Cost Inflation Index (CII) are

1993-94 -- 224

2016-17 -- 1125 **[10]**

b) Write a short note on deductions available from capital gains u/s 54. **[5]**

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

- i) Permissible Losses from business income.
- ii) Gratuity
- iii) Tax Deduction at source.
- iv) Deductions u/s 80 C.
- v) Advance Tax

Q7) a) Explain 'Set-Off' and 'Carry Forward of Losses'. **[8]**

b) Write a note on 'Types of Assessment' **[7]**



Total No. of Questions : 8]

SEAT No. :

P3768

[Total No. of Pages :4

[5265] - 41

M.B.A.

304 - C : RELATIONAL DATABASE MANAGEMENT SYSTEM

(2008 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

- 1) *Solve any one question from section I.*
- 2) *Solve any four questions from Q. No. 3 to Q. No. 7. of section II.*
- 3) *Q.8 is compulsory of section II.*
- 4) *Figures to the right indicate full marks.*

SECTION - I

Q1) Solve the given queries based on the following tables.

Tables:

- a) Item (Item_no, descr, qut_on_hand, ROL, ROQ, RODATE, Unit_price).
- b) Sales (AreaName, ItemNo, SMNo, Name, Qty_sold)

Queries:

- 1) Display structure of SALES Table. [1]
- 2) Change width of the column NAME of table SALES from 20 to 25. [1]
- 3) Remove the rows of those AREANAMES whose starting character as 'S' from the table SALES. [2]
- 4) List the distinct salesman rows from the table SALES. [2]
- 5) List only those rows of the table SALES whose salesman names are either "BALRAM" or "RAVI" and also the value of quantity sold of those salemen. [2]
- 6) List the total no. of items sold by each salesman. [2]

P.T.O.

- 7) Display area wise total quantity sold. [2]
- 8) Display all the items where RODATE is falling in the month of october 2010. [1]
- 9) Display the items where RODATE 'is not Null'. The format of RODATE should be "DD-MON-YYYY". [2]

Q2) Normalize the following upto 3NF. [15]

City Hospital
Bill

| | | | | | |
|--|-------------------|-----|----------|------|-----------------|
| Bill No. : _____ | Bill Date : _____ | | | | |
| ----- | | | | | |
| Patient Registration No. : _____ | | | | | |
| Patient Name : _____ | | | | | |
| Patient Address : _____ | | | | | |
| ----- | | | | | |
| Admission Date : _____ Discharge Date : _____ | | | | | |
| Room No. : _____ Ward Type : _____ Bed No. : _____ | | | | | |
| Discharge Remark : _____ Treated by doctor : _____ | | | | | |
| ----- | | | | | |
| Sr.No. | Particulars | UoM | Quantity | Rate | Amount (Rs.) |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| Total Amount : _____ | | | | | |
| Less Advance Rs. : _____ | | | | | |
| Total Payable Rs. : _____ | | | | | |
| Signature : | | | | | |

SECTION - II

- Q3)** a) Differentiate between RDB & HDB. [4]
b) Write a note on NDB. [6]
- Q4)** Explain the following functions with example (any five) [10]
trim, lpad, sum, decode, nvl, count *, floor.
- Q5)** a) Explain SET operators with example. [5]
b) Explain DCL commands. [5]
- Q6)** a) What are the advantages of RDBMS over DBMS? [5]
b) Explain briefly different users of RDBMS. [5]
- Q7)** Explain the following SQL terms/clauses/commands with example. (Any Five). [10]
a) Group by.
b) Order by.
c) Drop.
d) Wild-card characters.
e) Create.
f) Savepoint.

Q8) Solve any 3:

[15]

- a) Explain with example Embedded & Dynamic SQL.
- b) Explain different types of join with example.
- c) RDBMS architecture.
- d) State and explain types of keys with example.
- e) What is ERD? Explain with example cardinalities.



Total No. of Questions : 8]

SEAT No. :

P3769

[Total No. of Pages :3

[5265] - 42

M.B.A.

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) Explain the concept of modeling for decision making. Describe the process of modeling with a suitable example.

Q2) Solve the following Linear Programming problem using simplex method:

$$\text{Maximize } Z = 7x + 5y$$

Subject to:

$$2x + y \leq 100$$

$$4x + 3y \leq 240$$

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

Q3) a) Explain the meaning of Dual Programming. Obtain the dual problem of the following primal Linear Programming problem:

$$\text{Minimize } Z = 10x + 2y + 6z$$

Subject to:

$$x + 2y + 2z \geq 1$$

$$x - y - 2z \geq -1$$

$$x - y - 3z \geq 3$$

$$x, y \text{ and } z \geq 0.$$

P.T.O.

- b) What is goal programming. State the methodology of formulating a goal programming problem with an illustrative example of application in operations management.

Q4) An engineering component manufacturing company is facing problem of back orders due to shortage of capacity. The management is considering three alternative courses of action:

- a) arrange for subcontracting,
- b) begin overtime production and
- c) buy new machines.

The correct choice depends largely upon future demand of components which may be Low, Medium or High. The probabilities associated with the demands are given in table below:

| DEMAND | PROBABILITY |
|--------|-------------|
| Low | 0.10 |
| Medium | 0.50 |
| High | 0.40 |

A cost analysis was carried out to estimate effect on profits for three courses of action which is given in the table below:

| Value in Rs. lakhs | | | |
|--------------------|------------------|-----------------|--------------|
| | Course of Action | | |
| Demand | Subcontracting | Begin Over time | Buy Machines |
| Low | 10 | -20 | -150 |
| Medium | 50 | 60 | 20 |
| High | 50 | 100 | 200 |

- i. Draw decision tree diagram.
- ii. Calculate expected monetary values.
- iii. Suggest the company preferred course of action.

Q5) a) Five jobs are to be processed on two machines:

Machine M_1 and Machine M_2 , first on M_1 and then on M_2 . The processing time in hours on each machine are given in table below:

| Processing time in hours | | |
|--------------------------|---------------|---------------|
| JOB | Machine M_1 | Machine M_2 |
| A | 5 | 2 |
| B | 1 | 6 |
| C | 9 | 7 |
| D | 3 | 8 |
| E | 10 | 4 |

- i) In what sequence the jobs are to be processed to minimize total elapsed time.
 - ii) Calculate the idle time for the machines.
 - iii) Calculate total processing time.
- b) What is the meaning & uses of priority sequencing rules. Name four priority sequencing rules and state on what criteria they can be compared.

Q6) a) Explain the key features of software on Quality Management or Logistics which you are familiar.

b) Describe in brief role of IT in design.

Q7) State the prerequisites for effective implementation of ERP system and describe steps involved in process of ERP system implementation.

Q8) Explain the concept and application in operations management of any two of the following:

- a) Dynamic Programming.
- b) Design of experiments.
- c) Simulation.



Total No. of Questions : 7]

SEAT No. :

[Total No. of Pages :2

P3770

[5265] - 43

M.B.A.

(HR Specialization)

E - 304 : INDUSTRIAL RELATIONS

(2008 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) Define Industrial Relation. Explain the factors affecting Industrial Relations in Changing environment with examples.

Q2) What is Trade Union? Explain the impact of globalisation on Trade Union Movement.

Q3) Explain in detail about the machineries to solve industrial Dispute under Industrial Dispute Act 1947.

Q4) Explain the role of Judiciary and its impact of industrial relations.

Q5) Explain the importance and process of collective Bargaining.

Q6) Explain the pre - requisites, levels and benefits of worker's participation in management.

P.T.O.

Q7) Write short notes (Any Two)

- i) Functions of Trade Union.
- ii) Adjudication.
- iii) Impact of globalisation on Industrial Relations.
- iv) Role of HRD in Industrial Relations.



Total No. of Questions : 8]

SEAT No. :

P3771

[Total No. of Pages :2

[5265] - 44

M.B.A.

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

(International Business Specialization)

(2008 Pattern) (Semester - III)

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. How does efficient management of supply chains help organizations in increasing profits and remain globally competitive? Discuss.

Q2) Discuss salient features of any two modes of transport used in global trade.

Q3) Explain the role of logistics service providers in global logistics. State the factors to be considered while hiring logistics services.

Q4) Describe in details the impact of trade blocks/FTZ on managing supply chains.

Q5) Discuss the meaning and strategic importance of Network Design. Describe factors influencing warehouse location decisions.

Q6) a) Discuss the importance of coordination in supply chain.

b) Describe symptoms of poor inventory management.

P.T.O.

Q7) Explain with suitable example how performance measurement of global supply chains is carried out.

Q8) Write notes on any two of the following:

- a) Supply chain strategy.
- b) Containerization.
- c) IT in supply chain management.
- d) Customer Service Strategy.



Total No. of Questions : 7]

SEAT No. :

P3772

[Total No. of Pages :2

[5265] - 45

M.B.A. - II

305 - A : DISTRIBUTION & RETAIL MANAGEMENT

(2008 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

SECTION - I

Q1) Define “Marketing Channels”. Discuss intensive, selective & exclusive distribution strategies with the help of examples.

Q2) What are different functions of wholesalers? Discuss the types and factors to be considered while selecting a wholesaler.

Q3) Describe channel conflicts. Explain various reasons for channel conflicts and ways to resolve them.

SECTION - II

Q4) Explain floor space management. Discuss store Administration with reference to inventories and display.

Q5) “Location plays an important role in retailing.” Comment. Also discuss location based retail strategies in brief.

P.T.O.

Q6) Discuss concept & importance of Merchandising. Define process to introduce Private Label Brands.

Q7) Short Notes (any 2)

- a) Franchising.
- b) RFID.
- c) Store Facade.
- d) Supply Chain Management.



Total No. of Questions : 7]

SEAT No. :

P3773

[Total No. of Pages : 2

[5265] - 46

M.B.A.

FINANCIAL MANAGEMENT SPECIALIZATION - III

305 - B : Advanced Financial Services

(2008 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Discuss the role of various intermediaries in the Indian Financial System. Enumerate the development that took place in the financial markets in the last two decades.

Q2) Describe the role of merchant bankers in Issue Management (pre & post) with the help of any hypothetical case.

Q3) Discuss the functions of Stock Market & also explain the role of SEBI in reforming the securities market.

Q4) What do you mean by Credit Rating? Explain the methodology adopted by Credit Rating Agencies in India?

Q5) What is Money Market? Explain the various instruments traded in the Money Market with reference to recent norms prescribed by SEBI.

Q6) What are the different types of Mutual Funds? Discuss the salient features of SEBI (Mutual Funds) Regulations.

P.T.O.

Q7) Write short notes on the following : (Any Two)

- a) Factoring & Forfeiting.
- b) Leasing & Hire Purchasing.
- c) Housing Finance.
- d) Securitization.



Total No. of Questions : 6]

SEAT No. :

P3774

[Total No. of Pages : 2

[5265] - 47

M.B.A.

**305 (C) - VISUAL BASIC AND ORACLE
(2008 Pattern) (Semester - III) (Paper - III)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

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

Emp (eno, ename, brithdate, gender, salary, deptno., designo)

Dept (deptno, Dept-name).

Designation (designo, desig-name)

- a) Drop "gender" column from Emp table.
- b) Display designation wise total number of employees.
- c) Display list of employee who belongs to either deptno 10 or 20 and having salary greater than 5000.
- d) Display list of employees working in "HR" Dept.
- e) Display the list of employees who is having 2 'H' in their name.
- f) Display list of employees along with Designation name.

Q2) Write a procedure which will accept a number and prints whether it is prime or not.

Also write calling program.

[10]

OR

Write a function which will accept a number and prints sum of its alternate digits.

Also write calling program.

P.T.O.

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

- a) PL/SQL features.
- b) Constraints.
- c) Locks in oracle.
- d) Report writing commands in SQL.
- e) Numeric Functions in SQL.

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

- a) Locked of Combo box.
- b) Stretch property of Image.
- c) Border style of frame.
- d) Multiline property of Text Box.
- e) Value property of option button.
- f) Interval property of Timer.

Q5) Write a ADO code for table Book with fields : Book_id, Book_name, Author, Publisher & perform Add, Edit, Delete & View first, Next, Last, Previous facility.

Do proper validations. **[12]**

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

- a) String functions in VB.
- b) Control statements in VB.
- c) Data types in VB.
- d) Event Driven programming.



Total No. of Questions : 7]

SEAT No. :

P3775

[Total No. of Pages : 1

[5265] - 48

M.B.A.

OPERATIONS AND MATERIALS SPECIALISATION

305 - D : Supply Chain & Logistics Management

(2008 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

- Q1)* Discuss the differences between improving customer service through faster and more consistent transportation, higher inventory levels and /or expanded number of warehouses.
- Q2)* Compare and contrast strategic and tactical transportation decisions.
- Q3)* What are the challenges that logistics faces as a process, rather than on a functional basis. Describe each challenge and explain how it may be overcome.
- Q4)* Discuss the role of internet as an enabler in the evolution of world class supply chains.
- Q5)* Compare and contrast modern day global supply chains with traditional distribution channels.
- Q6)* Compare and contrast the transport principles of economy of scale and economy of distance. Illustrate how they combine to create efficient transportation.
- Q7)* Explain how constraints in manufacturing are inter-related with a company's decision regarding volume and variety.



Total No. of Questions : 6]

SEAT No. :

P3776

[Total No. of Pages : 2

[5265] - 49

M.B.A.

HUMAN RESOURCE MANAGEMENT

**305 - E : PERSONNEL ADMINISTRATION - APPLICATION &
PROCEDURE**

(2008 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

- 1) *All questions carry equal marks.*
- 2) *Question No. 5 is compulsory.*
- 3) *Solve any 4 from remaining questions.*

Q1) Discuss the meaning of Personal Audit and its importance in personnel administration?

Q2) Draft a warning letter to an employee coming late on his duties repeatedly?

Q3) Discuss the challenges faced by modern personnel manager?

Q4) Write short notes on any (2) :

- a) Notice and circular.
- b) PF Returns.
- c) Time keeping.
- d) Superannuation.

P.T.O.

Q5) Calculate the bonus for current year for following employees. Who worked for 12 months.

| <u>Persons</u> | <u>Basic + DA per month</u> |
|----------------|-----------------------------|
| 1) Mr. A | Rs. 2500/- |
| 2) Mr. B | Rs. 3500/- |
| 3) Mr. C | Rs. 7300/- |
| 4) Mr. D | Rs. 12500/- |

at the rate of 8.33% and 20%.

- Q6)** a) How organization maintain healthy environment around factory?
b) Draft notice for employees to intimate them for change in Shift timing from 07.00 AM to 07.30 AM from October 01, 2012?



Total No. of Questions : 7]

SEAT No. :

P3777

[Total No. of Pages : 1

[5265] - 50

M.B.A.

I.B.M. SPECIALIZATION

**305 - F : Environmental and Global Competitiveness
(2008 Pattern) (Semester - III)**

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) Define 'Borderless World Concept'. Explain in detail the nature and scope of 'Borderless World'.

Q2) What is International Business Environment? Explain various environmental forces influencing International Business.

Q3) What is World Competitiveness? Explain different indicators of World Competitiveness.

Q4) Discuss the Comparative Cost Advantage theory of International Business.

Q5) Discuss how global business gets affected by geographical aspects of various countries. Give suitable examples.

Q6) What is Competitive Advantage? Explain the different competitive forces in detail.

Q7) Write short notes on :

- a) Commercial Geography.
- b) G 33.
- c) Factor Endowment.



Total No. of Questions : 7]

SEAT No. :

P3778

[Total No. of Pages : 1

[5265] - 51

M.B.A.

**401 : ENTREPRENEURSHIP DEVELOPMENT & 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 answers must be specific and relevant to the question.*
- 4) *Illegible answer sheets will not be assessed.*

Q1) How are the following characteristics

- a) Persistent problem solving.
 - b) Continuous seeking of feedback, and
 - c) Internal locus of control
- related to successful entrepreneurs?

Q2) What do you mean by EDP? Explain the need for an EDP for techno-entrepreneurs. List the objectives of such an EDP for techno-entrepreneurs. Discuss various phases involved in such an EDP.

Q3) The greatest problem of women entrepreneurs is that they are women. Discuss.

Q4) What is the need for and significance of the preparation of a project report for an aspiring entrepreneur? Explain with the example of a first generation entrepreneur who has just passed out of the MBA programme and wants to start his own chain of automated car washing centres.

Q5) How do entrepreneurial dimensions of individuals, organizations and societies interact to give birth to new ventures?

Q6) How have SFCs contributed to the development of small-scale enterprises in the country?

Q7) Write notes on any two :

- a) Financial schemes offered by various financial institutions.
- b) Elements of Business Plan.
- c) Entrepreneurial Success and Failure : Reasons and Remedies.



Total No. of Questions : 6]

SEAT No. :

P3779

[Total No. of Pages : 4

[5265] - 52

M.B.A.

402 - IBM : 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) Adam Smith's theory of Absolute Cost Advantage & Ricardo's theory of comparative Cost Advantage has entrance International business - Explain. What assumptions have been made in the theory of comparative Cost Advantage.

Q2) What are the causes of political risk that may impact a firm? What are the different means adopted by companies to deal with the political risks in International business?

Q3) Explain the functions of WTO. Describe the dispute resolution mechanism of WTO.

Q4) Comment on India's competitive advantages in the field of IT & ITES.

Q5) Write short notes on (Any Three) :

- a) Types of Letter of Credit.
- b) Balance of Trade.
- c) ASEAN.
- d) SAFTA.
- e) Forward Transactions.

P.T.O.

SECTION - II

(Case Study)

Q6) Enron's Indian Negotiation Debacle

In the early 1990s, the US energy giant Enron, decided it needed to diversify by expanding its growth abroad with emerging countries. In June of 1992, Enron engaged in negotiations with the government of India. Enron had identified the state of Maharashtra, the third largest state in India with a population of roughly 79 million, and containing India's commercial capital of Mumbai, to negotiate a major energy project. Maharashtra was governed by the Congress Party.

Negotiations began with both the state government and with the Maharashtra State Electricity Board (MSEB). Enron's mega project proposal was for the construction of a US\$3 billion, 2015-megawatt power plant. As a great deal of liquefied natural gas would be required to power the plant, Enron decided it would import this gas from a joint venture that Enron had with Qatar which was 1200 miles away. Being the largest project ever undertaken in India, Enron proposed that the project be broken down into 2 phases. Initially, in phase 1 they proposed to produce 695 megawatts and would use locally produced natural gas. Phase 2 would produce 1,320 megawatts and for this they would use the natural gas imported from Qatar. Enron chose the town Dabhol, situated on the Indian Ocean as the project site.

The most important element of the deal was to secure a long term purchaser of electricity to lock in long term debt financing and to generate a sufficient return to investors in the project. In order to realize the project, MSEB, the only potential buyer available, would have to enter into a long term contract with the Dabhol Power Project Company. In less than five days a memorandum of agreement was signed. It was agreed that the Dabhol project would charge no more than 2.40 rupees (7.3 cents US) per kilowatt hour to MSEB.

Three problems immediately emerged:

- a) First, the World Bank, acting as a consultant to the Indian government said that the project would produce an excess capacity of electricity for years and would be too costly in comparison to the more traditional sources of fuel, such as coal, already in use. Enron responded by launching a successful campaign by promoting the positive environmental impact of its project.
- b) The second problem entailed the Enron's projected 26.52 rate of return to its shareholders. India's central government and the government of Maharashtra disagreed and countered with a 20% return as being more reasonable. Ultimately they agreed on 25.22%.

- c) The third major hurdle was mounting public opposition to the project and concerns raised over the electricity tariff, government official bribery, and about the project not being open to competitive bidding.

Despite this mounting opposition, negotiations continued.

Enron joined with two other US firms, General Electric and Bechtel, each holding 10% as junior partners. In December, of 1993, MSEB signed the power purchase agreement with Enron thereby inaugurating the Dabhol Power Project.

As the project commenced, public opposition to the project swelled as activists and an assortment of differing organizations challenging the legitimacy of the project filed suit against the project in the India High Court. As elections loomed in Maharashtra in March of 1995, the opposition parties, the Shiv Sena Party and the Bharatiya Janata Party (BJP) used their opposition to the project as a primary election issue. Focusing on a nationalistic viewpoint they alleged that the proposed electricity tariff was excessive and would hurt the poor. As a consequence, the Shiv Sena and BJP coalition won the elections and tossed the incumbent government. An investigation was carried out into the overall project in May which subsequently resulted in MSEB cancelling the power purchase agreement with the Dabhol Power Company. At this point in the project, US\$300 million had already been invested and Enron and its partners were facing a daily loss of US\$250,000 each day the project was delayed.

As per the terms of the original agreement, Dabhol and its partners initiated arbitration proceeding against MSEB and the Maharashtra government. The government in turn launched legal action to invalidate the arbitration action alleging that illegal means had been employed to secure the contract. Maharashtra's government officials responsible for the investigation also stated firmly they had no wish to consider renegotiation.

In the fall of 1995, Enron managed to persuade the government of Maharashtra to reopen negotiations which would take place in the fall. Subsequently, Chief Minister Joshi announced that a review panel would carry out a review of the project. The review panel not only began to discuss the restructuring with Enron executives, they also heard the major opponents to the deal. The major issues entailed the electricity tariff, the capital costs of the project, the payment plan and also the environment.

In terms of the renegotiation, MSEB gained a 30% partnership with Enron and its interest reduced from 80% to 50%. The original electricity the plant would produce was actually increased from the initial proposed outage of 2,015 megawatts to 2,410 after the completion of phase 2. Capital cost was reduced from US\$2.85 billion to US\$2.5 billion and the tariff was lowered from 7.03US cents to 6.03US cents subject to the cost of fuel and inflation.

In January of 1996, the Maharashtra government agreed to the renegotiation proposal submitted by the review panel. After much internal debate, the Indian government gave their approval and extended their guarantee of Maharashtra's obligations. Enron dropped their arbitration proceedings and Maharashtra dropped its counter suit. Despite these agreements, the project still could not continue because a host of various groups including unions, activists and other public interest groups filed 24 legal actions in the courts in an effort to stop the project. The courts ruled that the project could not proceed until all these suits were heard. Eventually the courts dismissed the last suit in December of 1996.

In May of 1999, phase 1 of the project was completed and the plant began to operate while Enron sought and obtained financing of US\$1.87 billion for phase 2 which they expected to complete toward the end of 2001. Not long after the phase 1 of the plant began to operate however, MSEB was no longer able to pay for the electricity it had negotiated. By 2001, MSEB had accumulated a debt of US\$45 million forcing the Dabhol Power Company to close down and file suit against MSEB, the central government and the government of Maharashtra. That same year Enron's collapse was total. After a string of financial setbacks, Enron declared bankruptcy.

Questions;

- 1) What have been the reasons for debacle of Enron?
- 2) Explain what strategy should have been used to keep the project on?



Total No. of Questions : 7]

SEAT No. :

P3780

[Total No. of Pages : 1

[5265] - 53

M.B.A.

403 : CURRENT TRENDS IN MANAGEMENT

(2008 Pattern) (Semester - IV)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) How is knowledge management architecture important for its implementation?
Write the process of knowledge management and its Importance.

Q2) Define Six Sigma & explain process of its implementation.

Q3) Differentiate between (Any two) :

- a) TPM Initiatives & TQM initiative in Manufacturing Organization.
- b) BPO & KPO.
- c) Implicit & Explicit Knowledge Assets.

Q4) "Good corporate governance is a key to investor confidence" Comment on above statement and discuss with recent example.

Q5) "Organization can spread themselves through Merger & Acquisition". Illustrate the statement from Strategic aspect.

Q6) What are critical success factors for world class manufacturing? Can Indian industries compete with development countries in this respect?

Q7) Write short notes on (any two) :

- a) e-learning.
- b) JIT.
- c) Lean Manufacturing.
- d) Theory of constraint.



Total No. of Questions : 7]

SEAT No. :

P3781

[Total No. of Pages : 2

[5265] - 54

M.B.A.

SPECIALIZATION : MARKETING

404 - A : Services Marketing

(2008 Pattern) (Semester - IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) a) Discuss the concept & importance of quality in Services. **[6]**

b) Explain PZB Gaps Model in detail. **[8]**

Q2) a) "Customers shall be treated as Co-producers" - Comment. **[7]**

b) Write detail note on - Self Service Technologies. **[7]**

Q3) "Servicescapes can act as differentiation factor" - Do you agree? Explain the significance of Physical evidence in case of Health Clubs. **[14]**

Q4) What is Services Marketing Triangle? Also suggest the techniques to motivate & empower the service employees working for Airlines Services. **[14]**

Q5) What are the reasons for gap between demand & supply of services? Also discuss the challenges in services marketing due to that & what techniques are used by service providers to reduce these gaps. **[14]**

P.T.O.

- Q6)** a) Define 'Services' & discuss various features of Services. [6]
b) Explain 7P's of Services Marketing. [8]

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

- a) Service Profit Chain.
b) Goods-Services Continuum.
c) Role of Relationship Marketing in Services marketing.



Total No. of Questions : 7]

SEAT No. :

P3782

[Total No. of Pages : 1

[5265] - 55

M.B.A.

FINANCIAL MANAGEMENT SPECIALISATION - IV

**404-B : Indirect Taxation
(2008 Pattern) (Semester - IV)**

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) Write short notes (any two) : [14]

- a) Tax Audit under VAT.
- b) Transaction Value.
- c) Non-resident dealer.
- d) Excisable goods.

Q2) What is VAT? Explain its applicability. [14]

Q3) Explain meaning, definition and nature of the Central Excise Act. [14]

Q4) Define Service Tax. Explain any five taxable services under Service Tax.[14]

Q5) Explain the importance of show Cause Notice under Central Excise Act and describe provision related thereto. [14]

Q6) Explain provision of chargeability under Central Excise Act. [14]

Q7) Write the Registration procedure under VAT. [14]



Total No. of Questions : 7]

SEAT No. :

P3783

[Total No. of Pages : 1

[5265] - 56

M.B.A. (Management Faculty)

**404-C : EMERGING TRENDS IN INFORMATION TECHNOLOGY
(2008 Pattern) (Semester - IV) (Elective - VI)**

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) A National Insurance Company has head office and five branches in the city. All the branches and head office are computerized and connected to each other through networks. As a system consultant suggest suitable Business Continuity Plan (BCP) assuming occurrence of threat to branch offices in near future. **[15]**

Q2) Explain the terms Internet, Intranet and extranet. **[10]**

Q3) What is GIS? Explain any two Application of GIS. **[10]**

Q4) What is Knowledge and explain types of Knowledge & KM Tools. **[10]**

Q5) What is E-Governance? Explain various models of E-Governance. **[10]**

Q6) Define E-Learning and explain Logistics & Supplier Chain Management. **[10]**

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

- a) BPO.
- b) ATM.
- c) Warehouse Management.
- d) CBT & WBT.



Total No. of Questions : 7]

SEAT No. :

P3784

[Total No. of Pages : 1

[5265] - 57

M.B.A.

404 - D : OPERATIONS STRATEGY

(2008 Pattern) (Semester - IV)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) Explain how the role of operations has evolved in the organisational chart and has assumed strategic importance. What according to you will be the strategic role of Operations Management in 2020?

Q2) From an operations perspective, how are core competence and distinctive capabilities related to operations strategy?

Q3) What are Porter's generic strategies? How do they affect operations decisions?

Q4) Explain the importance of process selection in system design. Briefly describe the five type of processes and indicate the situations in which they would be used?

Q5) From an operations perspective what are the typical performance measures for quality speed of delivery and flexibility? What should be the criteria of the management to adopt a particular performance measure?

Q6) What is Six sigma? Describe the literal implications of Six Sigma quality? How does it relate to process capability?

Q7) Write short notes on (Any Two) :

- a) Down sizing.
- b) Lean manufacturing.
- c) Order Qualifiers.



Total No. of Questions : 6]

SEAT No. :

P3785

[Total No. of Pages : 1

[5265] - 58

M.B.A.

HRM SPECIALISATION

404 - E : Labour Welfare

(2008 Pattern) (Semester - IV)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

- Q1)** a) State precisely the scope and objectives of Labour Welfare. [10]
b) Describe theories of Labour Welfare. [15]

Q2) Explain the need and importance of workers participation in Management. [15]

Q3) Discuss about mental and social health and its impact on productivity. [15]

Q4) Describe the Welfare, Safety and Health provisions under the plantation Act 1951 and the Motor Act 1952. [15]

Q5) Explain the role of Government and Management in improving the Labour Welfare. [15]

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

- a) ILO.
- b) Welfare and Productivity.
- c) Workers education and Labour Welfare.
- d) Non-statutory Welfare Agencies.
- e) Corporate Social Responsibility.



Total No. of Questions : 7]

SEAT No. :

P3786

[Total No. of Pages : 1

[5265] - 59

M.B.A.

404 - F : INTERNATIONAL BUSINESS OPERATIONS

(2008 Pattern) (Semester - IV)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) Explain the role of Make or Buy in international business operations. **[14]**

Q2) Explain the role of quality in the International business and its impact on business development. **[14]**

Q3) Discuss the term Join Ventures, Strategic alliance in brief? **[14]**

Q4) Write a note on critical issues in International Operation Planning. **[14]**

Q5) Give the role of technology in the management of global products. **[14]**

Q6) Discuss the interface of International Business Operation with International Marketing Function. **[14]**

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

- a) Benchmarking International Operations.
- b) Factory Act.
- c) Role of Layout in IBO.
- d) Outsourcing.



Total No. of Questions : 9]

SEAT No. :

P3787

[Total No. of Pages : 2

[5265] - 60

M.B.A.

**405 - A : MARKETING STRATEGY AND RELATIONSHIP
MARKETING**

(2008 Pattern) (Semester - IV)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

SECTION - A

- Q1)** Define the terms Policy, Objectives and goal. How does the traditional view of business mission, differ from the new approach? Examine the perspective of new approach?
- Q2)** How the position of a product in its Life cycle be located? What is the strategic significance of maturity phase in PLC? Explain with suitable example.
- Q3)** What do you mean by offensive and defensive competitive strategies? Discuss in detail.
- Q4)** How the customer satisfaction measured and monitored. Illustrate with suitable examples?
- Q5)** Differentiate between the market leader strategy and market niche strategy with suitable examples? Explain Push-Pull promotion strategy?

P.T.O.

SECTION - B

Q6) "Customer retention is becoming more important than getting new customers". Discuss with examples.

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

- a) Customer perceived value.
- b) Customer Acquisition and Customer Defection.
- c) Components (key concepts) of Relationship Marketing (CRM).
- d) IT in CRM.

Q8) Discuss in detail the six market frameworks in relationship marketing.

Q9) Explain the concept of Database Marketing? Discuss the Data Warehousing and Data Mining.



Total No. of Questions : 7]

SEAT No. :

P3788

[5265]-61

[Total No. of Pages : 1

M.B.A.

FINANCIAL MANAGEMENT SPECIALISATION - V

405-B: International Finance

(2008 Pattern) (Semester-IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) State the objectives & role played by World Bank and International Monetary Fund (IMF).

Q2) Discuss the various factors responsible for the emergence & growth of the Eurocurrency market.

Q3) "Indian rupee is gaining importance in the global market". Do you agree? Justify your answer.

Q4) What are the constituents of foreign exchange market? How does the RBI regulate the foreign exchange market?

Q5) State & explain the different methods of Trade Settlement in International Trade.

Q6) What do you mean by Hedging? Discuss the various tools of Hedging in Foreign Exchange.

Q7) Write notes on (ANY TWO):

- a) Use of IT in International Finance.
- b) Loan Syndication.
- c) International Accounting Standards.



Total No. of Questions : 7]

SEAT No. :

P3789

[5265]-62

[Total No. of Pages : 1

M.B.A.

**405-C: SOFTWARE PROJECT MANAGEMENT & IT
MANAGEMENT**

(2008 Pattern) (Semester-IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain project planning phase in detail also explain contents of project plan. **[15]**

Q2) What care is taken while purchasing hardware & software in IT industry. **[10]**

Q3) What is quality assurance? Explain various techniques of assuring quality. **[10]**

Q4) Explain project tracking. What methods are used for it? **[10]**

Q5) What care is taken while setting a computer centre? **[10]**

Q6) What is software configuration management? Why it is required? **[10]**

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

- a) Chief programmer team.
- b) Version control.
- c) Work breakdown structure.
- d) Earned value analysis.



Total No. of Questions : 7]

SEAT No. :

P3790

[5265]-63

[Total No. of Pages : 1

M.B.A.

**405-D: TECHNOLOGY MANAGEMENT
(Production and Materials Management Specialization)
(2008 Pattern) (Semester-IV)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Is technological change and Industrial relation has any correlation? Explain.

Q2) a) Discuss role and significance of management of technology.

b) Impact of technology on society and business.

Q3) Explain product development with linkage between technology, development and competition.

Q4) Explain key principles of technology strategy with framework for formulating technology strategy.

Q5) Highlight and discuss issues in technology diffusion and absorption.

Q6) Explain technology transfer process and discuss outsourcing strategies issues.

Q7) Write notes on any two of the following:

- a) Technological leadership.
- b) Impact of technology on society.
- c) Forms of technology.
- d) Integration of people and technology.



Total No. of Questions : 7]

SEAT No. :

[Total No. of Pages : 2

P3791

[5265]-64

M.B.A. - II

**405-E: LABOUR LAWS
(Semester-IV)(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) a) When the following Acts become applicable to the organisation. **[15]**

- i) Employees p.f. Act.
- ii) ESI Act.
- iii) Maternity Benefit Act.
- iv) Workmens Compen. Act.
- v) MRTU & PULP Act.

b) Explain the role of 'Conciliation Officer' under Sect. & of I.D. Act. **[10]**

Q2) Explain in brief the highlighting features of (i) EDLI Scheme and (ii) Pension Scheme under the EPF Act 1952. **[15]**

Q3) When Industrial Employment standing orders Act 1946 becomes applicable. Explain the procedure for getting the "Standing Orders" certified from labour commissioner. **[15]**

Q4) Explain the "Principles of Natural Justice" and its importance while Awarding punishment to acused. **[15]**

Q5) Explain the benefits under ESI Act. When each of such benefit becomes applicable. **[15]**

P.T.O.

Q6) What is 'Employment Injury' under the W.C. Act 1923. What are different types of 'Disablements' for which compensation is payable? **[15]**

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

- a) Nature of Maternity Benefit.
- b) Unfair labour practices on the part of Union.
- c) Illegal strike/Lockout.
- d) Contribution and Benefit Periods under ESI Act.
- e) Rights of Recognised union under MRTU & PULP Act.



Total No. of Questions : 7]

SEAT No. :

P3792

[5265]-65

[Total No. of Pages : 1

M.B.A.

405-F: FOREIGN EXCHANGE MANAGEMENT

(2008 Pattern) (Semester-IV)

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 the various players in Foreign exchange market. Discuss the role played by each of them. **[10]**

Q2) Which are the financial institutions in international trade? Explain how each of them help in International Trade. **[15]**

Q3) Explain the term 'Letter of Credit'. What is the mechanism of Letter of Credit. Illustrate with an example. **[15]**

Q4) Explain in details the various documents involved in International Trade. **[15]**

Q5) Explain in details how fixed and flexible exchange rate system have influenced international monetary developments? How are these two different from each other. **[15]**

Q6) Explain the various methods of International Trade settlements? Explain features of each in details. **[15]**

Q7) Write Short note any three: **[15]**

- a) F.O.B.
- b) Forfeiting.
- c) LOERMS.
- d) E.C.G.C.
- e) Futures and options.



Total No. of Questions : 7]

SEAT No. :

P3793

[5265]-66

[Total No. of Pages : 1

M.B.A.

MARKETING MANAGEMENT SPECIALISATION - VI

406-A: Product and Brand Management

(2008 Pattern) (Semester-IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Describe different stages of product life cycle and suggest suitable strategies for each stage.

Q2) What are similarities and differences between product-focused organisation and market-focused organisation?

Q3) Explain in brief:

- a) Estimating market & sales potential.
- b) Sales forecasting planning for involvement in International market.

Q4) Explain Aaker and BRANDZ models of brand equity.

Q5) What are the factors that affect product management decisions?

Q6) “People have more faith in brands rather than products”. Critically analyse the statement with role and importance of branding.

Q7) Write Short notes on (Any two):

- a) Celebrity endorsement.
- b) Brand revitalisation.
- c) Brand valuation.
- d) New product development.



Total No. of Questions : 7]

SEAT No. :

P3794

[5265]-67

[Total No. of Pages : 2

M.B.A.

**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) What is financial engineering? Discuss step-by-step approach in detail.

Q2) Explain the cost benefit analysis with its importance for strategic financial management of business.

Q3) Explain in detail the accounting disclosures for ethical financial management.

Q4) Explain the various approaches to product pricing.

Q5) Discuss in detail 19 S' model of SFM, with its importance with respect to successful financial management of business.

Q6) Write short notes on any two:

- a) Benchmarking practices.
- b) Design and implementation of VRS.
- c) Captive buying and captive funding.

P.T.O.

Q7) Shree Ram Co. Ltd. is manufacturing variety of shampoo. They are launching a new product which is targeted towards middle income group. There were two similar products of two different companies one of them was Sunshine which was priced at Rs. 75 per litre. Where as the other one was 'Organic' which was priced at Rs. 78 per litre. Sunshine had almost 78% of market share what should be the pricing strategy of Shree Ram Co. Ltd. if it wants to capture the market.



Total No. of Questions : 6]

SEAT No. :

P3795

[5265]-68

[Total No. of Pages : 1

M.B.A.

COMPUTER SPECIALIZATION

406-C: Business Applications

(2008 Pattern) (Semester-IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Q. No. 1 and Q. No. 6 are compulsory.*
- 2) *Attempt ANY THREE from the remaining.*
- 3) *State your assumptions clearly.*

Q1) Explain sales order system with the help of data flow diagram, ERD, table layout and sales analysis report. **[20]**

Q2) Explain the procedure of BOM processing. **[10]**

Q3) Explain the procedure for preparation of computerised Trial Balance. State format and limitations of trial balance. **[10]**

Q4) Explain the mandatory deduction heads. Design proforma for computerised payslip. **[10]**

Q5) Explain the services provided through Internet Banking. Also explain drawbacks of Internet banking. **[10]**

Q6) Write notes on: (ANY FOUR) **[20]**

- a) Inventory of Medicines.
- b) Services in Five star hotel.
- c) Material procurement.
- d) Employee training.
- e) Down Time analysis.
- f) Ratio analysis.



Total No. of Questions : 7]

SEAT No. :

P3796

[5265]-69

[Total No. of Pages : 1

M.B.A.

PRODUCTION AND MATERIALS MANAGEMENT

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Attempt any five questions.*
- 2) *Give examples or draw suitable diagrams wherever necessary.*
- 3) *All questions carry equal (14) marks.*

Q1) Explain the Quality Policy & Quality Objectives. How it can build Quality culture in the organization?

Q2) What do you understand by the concept of Customer Driven Quality Cycle? Explain the concept with suitable example, like automotive industry.

Q3) Explain the principles of Ishikawa Fishbone Diagram. How this technique is useful in identifying the root cause of any problem.

Q4) Explain the concept of Quality Control and Quality Assurance. State the similarity and difference between them.

Q5) Explain the 7 QC tools (Quality Control). Explain any 4 QC tools.

Q6) Explain concept of Quality Philosophy. Discuss the Quality Philosophy of Juran and Crosby.

Q7) Write Short notes (Any two):

- a) Six Sigma Quality.
- b) Acceptance Sampling.
- c) Cost of Quality.
- d) TQM.



Total No. of Questions : 7]

SEAT No. :

P3797

[5265]-70

[Total No. of Pages : 1

M.B.A.

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Define the term strategic human resource management. Distinguish between HR strategies & business strategies.

Q2) Elaborate the strategic leadership styles in Mergers & Acquisitions.

Q3) Explain the term values. Elaborate the strategic importance of personal values & business ethics.

Q4) “It is remarked that HR is a value added function” - Do you agree? Justify.

Q5) What do you mean by compensation strategy? Elaborate the types of fringe benefits.

Q6) Explain the co-relation between Quality of work-life balance & work-life balance, with examples.

Q7) Write Short Notes on (Any two):

- a) VRS.
- b) Flexi Timings.
- c) Virtual organisation.
- d) WTO.
- e) Competency Mapping.



Total No. of Questions : 7]

SEAT No. :

P3798

[5265]-71

[Total No. of Pages : 1

M.B.A.

INTERNATIONAL BUSINESS SPECIALISATION - V

406-F: International Financial Management

(2008 Pattern) (Semester-IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Discuss the significance of International Finance. Explain the advantages & risk involved in International Finance.

Q2) What is Spot Exchange Market? Explain the features of Spot Exchange Market.

Q3) What is Hedging? Explain the various external techniques of Hedging in foreign exchange.

Q4) Write a detail note on short term financial markets.

Q5) Explain the meaning and characteristic features of American Depository Receipts (ADRs).

Q6) Discuss 'Portfolio Analysis' and Portfolio Selection' in the context of International Finance.

Q7) Write Short Notes (Any TWO):

- a) Exchange Risk & Exchange Exposure.
- b) Gold & Dollar standards.
- c) Rollover forward contracts.

