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**[5162]-101**

**B.B.A. (Sem. I) EXAMINATION, 2017**  
**BUSINESS ORGANISATION AND SYSTEMS**  
**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Figures to the right indicate full marks.

1. What is retail trade ? What are its functions and importance. [15]

*Or*

Define Business Ethics ? Explain its principle and importance. [15]

2. Define the term Business ? Explain the requisites for success in a business. [15]

*Or*

State and explain various decisions in setting of an enterprise. [15]

3. Explain partnership with its merits and demerits. [15]

*Or*

What do you mean by business sector ? Explain any *two* sectors in detail. [15]

4. What is business communication ? State the importance of communication in moden business. [15]

P.T.O.

*Or*

What is Industrial Revolution ? Explain the effects of Industrial Revolution. [15]

**5.** Write short notes on (any *four*) : [20]

- (a) Social Responsibility
- (b) E-Commerce
- (c) Importance of Insurance
- (d) Location decision
- (e) Joint sector
- (f) Technological changes and business
- (g) Business plan.

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**[5162]-102**

**B.B.A. (First Semester) EXAMINATION, 2017**

**102 : BUSINESS COMMUNICATION SKILLS**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Draw figures or diagrams wherever necessary.

(iii) Figures to the right indicate full marks.

1. What do you mean by Communication ? Explain the communication process in detail. [15]

*Or*

What are objectives and importance of communication ? Explain in brief.

2. What is paralinguistic communication ? Explain its advantages and disadvantages. [15]

*Or*

Define Silent Communication. Write a note on Body Language and Proximity.

3. Distinguish between Oral and Written Communication. [15]

*Or*

Write an application letter for employment and draft a resume to Apple Bees Ltd. Solapur for the post Marketing Executive.

P.T.O.

4. Define art of listening. Explain the barriers of listening. [15]

*Or*

Explain lay out and components of business letter in detail.

5. Write short notes on (any *four*) : [20]

(a) Fax

(b) Phone Etiquettes

(c) Press Conference

(d) Agenda

(e) Voice Mail

(f) Group Discussion.

Total No. of Questions—5]

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[5162]-103

**B.B.A. (First Semester) EXAMINATION, 2017**

**103 : BUSINESS ACCOUNTING**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

*N.B.* :— (i) All questions are compulsory.

(ii) Figures to the right indicate full marks.

(iii) Use of simple calculator is allowed.

1. (A) State with reason whether the following statements are true or false (any six) : [6]

(a) Closing stock is always valued at cost price.

(b) Liabilities is something that outsiders owe to business.

(c) Carriage on purchase is also called as carriage outward.

(d) Goodwill is an intangible asset.

(e) Trade discount is an incentive for prompt payment.

(f) Withdraw of cash for payment of proprietors house rent is called drawings.

(g) Software refers to the physical device of the computer system.

P.T.O.

- (B) Fill in the blanks (any *six*) : [6]
- (a) The journal entries are posted in .....
  - (b) Amount invested in business is called as .....
  - (c) Permanent reduction in the value of fixed asset is called as .....
  - (d) According to ..... concept the business goes on and on.
  - (e) Cash deposited into bank is a ..... entry.
  - (f) Wages paid for installation of machinery must be debited to ..... A/c.
  - (g) ..... accounting is an economical & time saving device.

2. Write short notes on (any *three*) : [12]
- (a) Methods of depreciation
  - (b) Money measurement concept
  - (c) AS-6
  - (d) Bank Reconciliation Statement : need and importance.
  - (e) Significance of computerised accounting.

3. From the following Trial Balance of Shareef Ltd. Nagar as on 31st March, 2016 and the adjustments given below you are required to prepare Trading and Profit and Loss Account for the year ended on 31st March, 2016 and a Balance Sheet as on that date. [20]

*Adjustments :*

- (i) Closing stock was valued at 1,60,000.
- (ii) Create 5% for reserve for doubtful debts on debtors.
- (iii) Depreciation on motor vehicle and office furniture @ 5% p.a. and office equipment @ 10% p.a. was to be provided.
- (iv) Goods worth ₹ 20,000 were destroyed by fire and Insurance Co. admitted the claim for ₹ 16,000.
- (v) Goods costing ₹ 2,000 was taken for personal use by Mr. Shareef and it was included in debtors :

**Trial Balance as on 31st March, 2016**

| Particulars      | Debit ₹  | Particulars           | Credit ₹  |
|------------------|----------|-----------------------|-----------|
| S's Drawings     | 15,000   | S's capital           | 5,00,000  |
| Investment       | 2,00,000 | Sales                 | 15,10,000 |
| Motor vehicles   | 1,60,000 | Returns               | 20,000    |
| Office furniture | 40,000   | Reserve for bad debts | 15,000    |
| Cash in hand     | 11,000   | Discount              | 1,000     |
| Office equipment | 1,20,000 | Creditors             | 2,52,000  |
| Purchases        | 9,50,000 | Outstanding salaries  | 4,000     |
| Returns          | 30,000   |                       |           |

|                   |                  |                        |
|-------------------|------------------|------------------------|
| Carriage          | 7,000            |                        |
| Opening stock     | 2,80,000         |                        |
| Rent              | 60,000           |                        |
| Debtors           | 3,52,000         |                        |
| Salaries          | 50,000           |                        |
| Trade Expenses    | 6,000            |                        |
| General Expenses  | 12,000           |                        |
| Bad Debts         | 5,000            |                        |
| Discount          | 2,000            |                        |
| Prepaid Insurance | 2,000            |                        |
| Total             | <u>23,02,000</u> | <u>Total 23,02,000</u> |

4. Show Journal entries for the following in the books of Mr. Ahmed for January, 2016 : [18]

- (1) Started business with ₹ 30,000
- (3) Deposited ₹ 10,000 into Bank Current A/c
- (5) Supplied goods to Mahesh ₹ 15,000.
- (7) Bought goods from Somesh ₹ 3,000 @ 2% trade discount.
- (9) Paid to Rahim ₹ 1,240 for commission on sales.
- (11) Damaged goods received from Mahesh ₹ 150.
- (14) Spot purchases made ₹ 1,380.



- (15) Purchased furniture from Bose ₹ 12,000 for cash.
- (17) Salary paid to Tarun, a factory worker ₹ 2,400.
- (19) Purchased stationery from Dev and Co. ₹ 700.
- (21) Second hand goods sold @ ₹ 2,600 after a cash discount of ₹ 200.
- (24) Paid for carriage on sale ₹ 540.
- (26) Paid to Vishal ₹ 640 for installation of new machinery.
- (27) Invoiced goods to Raj ₹ 8,200 for cash.
- (29) Paid to Somesh on account ₹ 1,000.
- (31) Received ₹ 1,200 for interest on investment.

*Or*

Enter the following transaction in the cash-book of Jasmeen Traders, Pune in cash book with cash and Bank and discount column for October, 2016.

October :

- (1) Commenced business with cash ₹ 20,000 and bank ₹ 30,000 by Mrs. Jasmeen.
- (2) Bought office chairs for ₹ 1,600 from Dev Home for domestic purposes.
- (6) Sold to Akbar goods costing ₹ 1,600 @ 20% Trade discount, @ 10% cash discount and received cash in full.

- (8) Issued a crossed cheque of ₹ 3,780 net to Raj after deducting 10% cash discount for purchase of goods.
- (11) Received a cheque of ₹ 1,840 and cash of ₹ 400 from Ammar in full settlement of ₹ 2,300.
- (13) Deposited Ammar's cheque into Bank Current A/c
- (14) Paid by cheque to Ali ₹ 2,600 for payment of salary ₹ 1,800 and travelling expenses ₹ 800.
- (15) Bank informs that Ammar's cheque is returned dishonoured.
- (17) Purchased ₹ 200 revenue stamps from G.P.O.
- (19) Bank has credited our account with dividend of ₹ 1,000.
- (21) Received a crossed cheque of ₹ 1,140 from Yasmin in full settlement of ₹ 1,220.
- (23) Endorsed Yasmin's cheque to Hasan in part payment of ₹ 1,200.
- (25) Transferred ₹ 2,000 from Bank Savings A/c to Bank Current A/c.
- (27) Purchased a cash box of ₹ 5,000 from Lloyd Furnitures for cash.
- (29) Sama paid ₹ 2,400 directly into our Bank A/c.
- (31) Entire cash balance paid into bank.

5. Erun Manufacturing Co. Bibiviwadi purchased machinery on 1st July, 2010 for ₹ 2,10,000. It spent ₹ 15,000 on installation of the machinery on 5-7-2010. The life of the machinery is estimated as 5 years at the end of which its scrap value is expected to be ₹ 25,000. The company has decided to depreciate the machinery using Fixed Instalment Method. The company's financial year ends on 31st March every year. On 30th June. 2015, the company sold the machinery for a scrap value of ₹ 29,000.

Show the Machinery Account for the entire period in the books of the Erun Manufacturing Co., Bibiviwadi. [18]

*Or*

A pass-book of Ayat showed a bank balance of ₹ 5,000 on 31st December, 2016. Prepare a Bank Reconciliation Statement and show the bank balance as it would appear in the cash-book as on that date from the following information furnished to you :

- (1) The bank charged ₹ 120 as its commission for collecting outstation cheques and has allowed interest of ₹ 260 on bank balance.
- (2) The bank has paid ₹ 2,000 on the due date of a bill but it has not been entered in the cash-book.
- (3) The bill receivable of ₹ 580 which was discounted with the bank was dishonoured by the drawee on the due date.

- (4) A cheque of ₹ 4,200 collected and credited by the bank was wrongly recorded twice in the cash-book on the receipt side.
- (5) Three cheques of ₹ 2,320, ₹ 3,120 and ₹ 3,500 respectively were issued to suppliers but not presented for payment till 13th January.
- (6) The cheques and draft sent to the bank but not collected and credited amounted to ₹ 3,300.

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**[5162]-104**

**B.B.A. (First Semester) EXAMINATION, 2017  
BUSINESS ECONOMICS [MICRO]  
(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Illustrate with suitable diagram wherever required.

1. Explain briefly basic economic problem. [15]

*Or*

Define cross elasticity of demand. Explain different types of cross elasticity of demand. [15]

2. Explain the concept of law of supply and the factors affecting supply. [15]

*Or*

Discuss the short-run cost analysis. Explain relationship amongst Total, Average and Marginal Cost. [15]

3. Explain features of monopoly. How are price and output determined in short and long-run ? [15]

*Or*

Explain briefly non-price competition in monopolistic competition.

4. Explain briefly Marginal Productivity Theory of Wages. [15]

*Or*

Explain Modern Theory of Rent. [15]

P.T.O.

5. Write short notes on (any *four*) :

[20]

- (a) Circular flow of income
- (b) Average and Marginal Revenue
- (c) Equilibrium of firm and industry
- (d) Features of Duopoly
- (e) Income Elasticity of Demand
- (f) Innovation Theory of Profit.

Total No. of Questions—5]

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**[5162]-105**

**B.B.A. (Commerce Faculty) (Sem. I) EXAMINATION, 2017**

**BUSINESS MATHEMATICS**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All questions are compulsory.*

(ii) *Figures to the right indicate full marks.*

(iii) *Use of calculator is allowed.*

(iv) *Symbols have their usual meanings.*

**1. Attempt any *four* of the following :** [16]

(a) *Explain the concept of face value and market value.*

(b)  $A = \begin{bmatrix} 2 & 1 \\ 1 & 3 \end{bmatrix}$ ,  $B = \begin{bmatrix} 1 & 2 & -1 \\ 2 & -1 & 0 \end{bmatrix}$ . *Verify that  $(AB)' = B'A'$ .*

(c) *Anil invested Rs. 3,500 in 7% at Rs. 125. How much dividend will he get ? (Face value = 150).*

(d) *In a cattle breeding farm two types of fodder  $F_1$  and  $F_2$  are available. They cost Rs. 50 and Rs. 30 per unit. Each*

P.T.O.

fodder contains two types of nutrients  $N_1$  and  $N_2$  in different quantities. Each unit of  $F_1$  contains 2 units of  $N_1$  and 4 units of  $N_2$ . Each unit of  $F_2$  contains 3 units of  $N_1$  and 2 units of  $N_2$ . The minimum daily requirement of  $N_1$  and  $N_2$  of an animal is 6 units and 8 units respectively. Formulate this L.P.P. problem to minimize the cost.

- (e) A committee of 5 persons is to be formed out of 6 boys and 4 girls. In how many ways this can be done when :
- (i) One girl is included
- (ii) Two boys are included.
- (f) Obtain initial basic feasible solution using North West corner method for following transportation problem :

| Markets →<br>Sources ↓ | $D_1$ | $D_2$ | $D_3$ | $D_4$ | Supply |
|------------------------|-------|-------|-------|-------|--------|
| $O_1$                  | 5     | 2     | 4     | 3     | 22     |
| $O_2$                  | 4     | 8     | 1     | 6     | 15     |
| $O_3$                  | 4     | 6     | 7     | 5     | 8      |
| <b>Demand</b>          | 7     | 12    | 17    | 9     | 45     |

2. Attempt any *four* of the following : [16]

- (a) By investing Rs. 7,500 in a company paying 10% dividend, an income of Rs. 500 is received. What price is paid for each Rs. 100 share ?



- (b) Determine an initial basic feasible solution to the following transportation problem by using Matrix Minimum Method :

| Warehouses →<br>Factory ↓ | W <sub>1</sub> | W <sub>2</sub> | W <sub>3</sub> | W <sub>4</sub> | Supply |
|---------------------------|----------------|----------------|----------------|----------------|--------|
| F <sub>1</sub>            | 21             | 16             | 25             | 13             | 21     |
| F <sub>2</sub>            | 17             | 18             | 14             | 23             | 23     |
| F <sub>3</sub>            | 32             | 27             | 18             | 41             | 19     |
| <b>Demand</b>             | 11             | 15             | 17             | 20             | 63     |

- (c) How many different 6-digit numbers can be formed using the digits of the number 567724 ? How many of them are divisible by 2 ?
- (d) Use the matrix inversion method to find solution of equations :

$$x + 2y - z = 2,$$

$$3x + 8y + 2z = 10,$$

$$4x + 9y - z = 12.$$

- (e) Find  $n$  if :

(i)  $C_7^n = C_{11}^n$

(ii)  $C_{3n}^{18} = C_{2n+3}^{18}$ .

- (f) Discuss the difference between equity and preference share.

3. Attempt any *four* of the following : [16]

- (a) Hari and Shyam each invested Rs. 4,550 in 5½ at 91 and 7½ at 130 respectively. Whose investment is more profitable and by how much ?

- (b) Find  $n$  and  $r$ , if  $P_r^n = 720$  and  $C_r^n = 120$ .
- (c) Explain the diagonal matrix and scalar matrix with example.
- (d) The capital of a company consists of 10 lac, 8% cumulative shares of Rs. 10 each and 50 lac equity shares of Rs. 10 each. The company could not declared dividend on preference shares. In the third year company decided to pay 12% dividend on equity shares. Find the total amount paid by the company, by the way of dividend.

(e) If  $A = \begin{bmatrix} 4 & 6 & 6 \\ 1 & 3 & 2 \\ -1 & -4 & -3 \end{bmatrix}$ , find  $|A|$ .

(f) If  $P_{r-1}^{11} : P_{r-2}^{12} = 14 : 3$ , find  $r$ .

4. Attempt any *four* of the following : [16]

(a) Solve the following L.P.P. by graphical method :

Maximize :  $Z = 4x + 3y$

Subject to :  $x + 2y \leq 6$

$4x + y \geq 6$

$x \geq 2,$

$y \leq 3,$

$x, y \geq 0.$

- (b) Mr. A purchased a share of Rs. 100 for Rs. 2,000. The company declared a dividend of 40%. After receiving the dividend, he sells the share for Rs. 2,200. Find the average returns on his investment.
- (c) What is the transportation problem ? What is an unbalanced case in transportation problem ?
- (d) Test for consistency by matrix method and then solve the following equations :

$$5x + 3y + 7z = 4,$$

$$3x + 26y + 2z = 9,$$

$$7x + 2y + 10z = 5.$$

(e) If  $A = \begin{bmatrix} 1 & 3 & 3 \\ 3 & 1 & 3 \\ 3 & 3 & 1 \end{bmatrix}$ , find  $A^{-1}$ .

- (f) In how many ways can the letters of the word STORY be arranged so that :
- (i) T and Y are always together.
- (ii) T is always next to Y.

5. Attempt any *two* of the following : [16]

- (a) A firm manufacturing two types of electrical items A and B, can make a profit of Rs. 200 per unit of A and Rs. 300 per unit B. Both A and B make use of two essential components,

a motor and a transformer. Each unit of A requires 3 motors and 2 transformers while each unit of B requires 2 motors and 4 transformers. The total supply of components per month is restricted to 240 motors and 280 transformers. Formulate the above problem as L.P.P. to maximise the profit. Obtain the solution by graphical method.

- (b) Obtain initial basic feasible solution using Vogel's Approximation method for following transportation problem :

| Markets →<br>Sources ↓ | D <sub>1</sub> | D <sub>2</sub> | D <sub>3</sub> | D <sub>4</sub> | Supply |
|------------------------|----------------|----------------|----------------|----------------|--------|
| <b>A</b>               | 11             | 13             | 17             | 14             | 250    |
| <b>B</b>               | 16             | 18             | 14             | 10             | 300    |
| <b>C</b>               | 21             | 24             | 13             | 10             | 400    |
| <b>Demand</b>          | 200            | 225            | 275            | 275            |        |

Also find transportation cost.

- (c) (i) If  $A = \begin{bmatrix} 3 & -2 \\ 4 & -2 \end{bmatrix}$  satisfies the matrix equation

$$A^2 - kA - 2I = 0, \text{ find } k.$$

- (ii) Find the adjoint of the matrix D, where  $D = \begin{bmatrix} 2 & 5 \\ 3 & 7 \end{bmatrix}$

and show that  $D(\text{adj } D) = |D|I$ .

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**[5162]-106**

**F.Y. B.B.A. (Sem. I) EXAMINATION, 2017**  
**BUSINESS DEMOGRAPHY AND ENVIRONMENTAL STUDIES**  
**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) All questions are compulsory.

(ii) Figures to the right indicate full marks.

1. Define Demography. Explain the scope of demography in business and commerce. [15]

*Or*

Define “Population growth”. Explain the concepts of optimum population, over population and under population with suitable examples.

2. Discuss the importance of human resource in business and commerce. [15]

*Or*

Explain the concept of Age and Sex Pyramid with the help of suitable diagrams.

3. Define “Urbanization”. Discuss various problems of urbanization. [15]

*Or*

What do you mean by Fertility ? Explain the factors affecting fertility.

P.T.O.

4. Define the term “Environment”. Explain types of Environment with suitable examples. [15]

*Or*

What do you mean by the term “Environmental Pollution” ? Discuss the relationship between pollution and industrialization by giving suitable examples.

5. Write short notes on (any *four*) : [20]

- (i) Sex ratio
- (ii) Density of population
- (iii) Topography
- (iv) Migration
- (v) Oil Crisis
- (vi) Dependent population.

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**[5162]-201**

**B.B.A. (Second Semester) EXAMINATION, 2017**

**PRINCIPLES OF MANAGEMENT**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) All questions are compulsory.

(ii) Figures to the right indicate full marks.

1. Define Management. Explain basic functions of management.

*Or*

Describe the contribution made by F.W. Taylor towards scientific management.

2. Define 'Leadership'. Explain functions and qualities of effective Leader.

*Or*

What is forecasting ? Explain various techniques of forecasting.

3. Explain the Maslow's Need Hierarchy Theory of Motivation.

*Or*

Define control. Explain the need and importance of control.

P.T.O.

4. Write notes on :

- (a) Types of Planning
- (b) Importance of co-ordination.

*Or*

Explain the importance and principles of effective organisational communication.

5. Write short notes on (any *four*) :

- (a) Stress management
- (b) Matrix organisation
- (c) Management as a profession
- (d) Staffing
- (e) Management of crisis
- (f) Importance of motivation.



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**[5162]-202**

**F.Y. B.B.A. (II Sem.) EXAMINATION, 2017**

**PRINCIPLES OF MARKETING**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) Solve any *five* questions.

(ii) Figures to the right indicate full marks.

(iii) Illustrate with examples.

1. What is Marketing ? What are the different approaches to studying Marketing ? [16]
2. What is the Promotion Mix ? Bring out the significance of each element of the Promotion Mix. [16]
3. What is Market Segmentation ? Explain in detail the variables used to segment markets. [16]
4. What are the stages the product undergoes in its lifetime ? Explain with reference to costs incurred, sales generated and profits earned. [16]

P.T.O.

5. Explain the components of the Marketing Information Systems. [16]
6. Write short notes on any *four* : [4×4]
- (a) Sampling
  - (b) Skimming the Cream and Penetration Pricing Strategy
  - (c) E-Marketing
  - (d) Characteristics of Services
  - (e) Convenience goods.

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[5162]-203

**B.B.A. (Second Semester) EXAMINATION, 2017**  
**PRINCIPLES OF FINANCE**  
**(2013 Pattern)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Figures to the right indicate full marks.

1. What is financial management ? Explain role of finance manager. [15]

*Or*

(a) Distinguish between equity shares and debentures. [8]

(b) Write a note on importance of mutual fund. [7]

2. What is “Debenture” ? Explain features of debentures. [15]

*Or*

Explain public deposits and bank loan with their features.

3. What do you mean by capital structure ? Explain criteria for determining capital structure. [15]

*Or*

What is Capitalization ? Distinguish between overcapitalization and undercapitalization. [15]

4. Explain financial planning with process and limitations. [15]

*Or*

Write notes on :

(a) Venture capital

(b) Micro-finance.

P.T.O.

5. Write short notes on (any *four*) :

[20]

- (1) Reserves and surplus
- (2) Dividend policy
- (3) Bonus shares
- (4) Objectives of financial planning
- (5) Leasing
- (6) Basic considerations of financial planning.

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**[5162]-204**

**B.B.A. (II Sem.) EXAMINATION, 2017**

**BASICS OF COST ACCOUNTING**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Figures to the right indicate full marks.

(iii) Use of calculator is allowed.

1. (A) Fill in the blanks (any *five*) : [5]

(a) ..... is the technique and process of ascertaining the cost.

(b) In case of ..... costing, cost is ascertained for each job.

(c) Carriage outward is an example of ..... overhead.

(d) Any loss in excess of the estimated loss is known as .....

(e) The basic object of Cost Accounting is to .....

(f) ..... is also known as service costing.

P.T.O.

(B) State whether the following statements are true *or* false  
(any *five*) : [5]

- (a) Cost Accounting provides information to management for cost control.
- (b) Abnormal costs are charged to costing Profit & Loss Account.
- (c) Indirect Material is an example of overhead cost.
- (d) Process Costing is applicable to sugar industry.
- (e) Cost Audit is compulsory for all companies.
- (f) Absorption of overheads is the last step in the distribution plan of overheads.

2. Define Cost Accounting and explain the advantages of Cost Accounting. [15]

*Or*

Explain the Allocation and Apportionment of the overheads. State the difference between Allocation and Apportionment of overheads.

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

- (a) Advantages of Cost Audit
- (b) Absorption of overhead
- (c) Process Costing
- (d) Elements of Cost
- (e) Cost Unit.

4. The accounts of Yash Manufacturing Company for the year ended December, 2013 show the following : [16]

| <b>Particulars</b>                 | <b>₹</b> |
|------------------------------------|----------|
| Factory office salaries            | 6,500    |
| General office salaries            | 12,000   |
| Carriage outward                   | 4,300    |
| Carriage on purchases              | 7,100    |
| Bad Debts                          | 6,500    |
| Repairs of Plant and Machinery     | 4,400    |
| Rent, Rates, Taxes and Insurance : |          |
| Factory                            | 8,500    |
| Office                             | 2,000    |
| Sales                              | 4,50,000 |
| <b>Stock of Materials :</b>        |          |
| 31st December, 2012                | 62,800   |
| 31st December, 2013                | 48,000   |
| Income Tax                         | 1,500    |
| Material Purchased                 | 1,85,000 |
| Travelling Expenses                | 2,100    |
| Travellers Salaries and Commission | 8,800    |
| Productive Wages                   | 1,26,000 |
| <b>Depreciation :</b>              |          |
| Plant and Machinery                | 6,000    |
| Furniture                          | 300      |

|  |        |
|--|--------|
| Directors Fees                               | 6,500  |
| Gas and Water :                              |        |
| Factory                                      | 1,200  |
| Office                                       | 400    |
| Dividend                                     | 10,000 |
| General Expenses                             | 3,400  |
| Managers Salary (3/4 factory and 1/4 office) | 10,000 |

Prepare cost sheet giving the following information :

- (a) Material Consumed
- (b) Prime Cost
- (c) Factory Cost
- (d) Cost of Production
- (e) Total Cost
- (f) Net Profit.

5. (A) The following are the particulars relating to a contract which has begun on 1st January 2014 : [12]

| <b>Particulars</b> | <b>₹</b> |
|--------------------|----------|
| Contract Price     | 5,00,000 |
| Machinery          | 30,000   |
| Materials          | 1,70,600 |
| Wages              | 1,48,750 |
| Direct Expenses    | 6,330    |
| Cash received      | 3,51,000 |



|                                       |          |
|---------------------------------------|----------|
| Value of work certified               | 3,80,000 |
| Outstanding wages                     | 5,380    |
| Uncertified work                      | 19,000   |
| Overheads                             | 8,240    |
| Material returned                     | 1,400    |
| Material in hand 31st Dec., 2014      | 3,900    |
| Value of Machinery on 31st Dec., 2014 | 22,000   |

Prepare the Contract Account for the year 2014 and show the amount of work in progress as it would appear in the Balance Sheet of the year.

- (B) From the following data relating to the vehicle of Sai Transport Company, Pune, calculate the cost per kilometer and prepare the operating cost sheet : [12]

|                               |                |
|-------------------------------|----------------|
| Cost of the Vehicle           | ₹ 3,00,000     |
| Road License (Annual)         | ₹ 7,500        |
| Insurance Charges (Annual)    | ₹ 7,000        |
| Garage Rent (Annual)          | ₹ 6,000        |
| Salary to supervisor (Annual) | ₹ 12,000       |
| Cost of Petrol                | ₹ 60 per litre |
| Wages to driver (Annual)      | ₹ 10,000       |

Kilometers run per litre 50 kms

Repairs and Maintenance per km is ₹ 2

Estimated list of the vehicle is 1,00,000 kms.

Interest and other charges ₹ 15,000 (per annum).

Annual running of the vehicle 15,000 kms.

*Or*

Product Y is obtained after it passes through three distinct processes, you are required to prepare process accounts, showing the total cost and cost per unit of each process from the following information :

| Items    | Process |       |       |
|----------|---------|-------|-------|
|          | I       | II    | III   |
|          | ₹       | ₹     | ₹     |
| Material | 5,200   | 3,960 | 5,924 |
| Wages    | 4,000   | 6,000 | 8,000 |

Production overheads ₹ 18,000 to be apportioned on 100% of wages. 1,000 units @ ₹ 6 per unit were introduced in Process I :

| Actual Output | Unit | Normal Loss | Value of Scrap per unit |
|---------------|------|-------------|-------------------------|
|               |      |             | ₹                       |
| Process I     | 950  | 5%          | 4                       |
| Process II    | 840  | 10%         | 8                       |
| Process III   | 750  | 15%         | 10                      |

Total No. of Questions—5]

[Total No. of Printed Pages—7

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**[5162]-205**

**B.B.A.-I (Second Semester) EXAMINATION, 2017**

**BUSINESS STATISTICS**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) All questions are compulsory.

(ii) Figures to the right indicate full marks.

(iii) Use of calculator is allowed.

(iv) Notations have their usual meanings.

**1. Attempt any four of the following :** [4×4=16]

(a) What is classification ? Explain inclusive and exclusive classification.

(b) Draw the less than ogive curve for the following data :

| <b>Class</b> | <b>Frequency</b> |
|--------------|------------------|
| 0—10         | 5                |
| 10—20        | 8                |
| 20—30        | 15               |
| 30—40        | 10               |
| 40—50        | 6                |

And hence find the median from it.

P.T.O.

- (c) Explain the SRSWR and SRSWOR with illustration.
- (d) Average marks of 30 candidates were 40. Later on it was found that a score 47 was misread as 74. Find the correct average ?
- (e) Calculate Quartile Deviation for the following data :
- 26, 30, 35, 5, 6, 20, 40, 45, 11, 18, 15, 49, 60
- (f) Calculate coefficient of variation for the following data :
- 54, 61, 64, 69, 58, 59, 49, 47, 55, 50

2. Attempt any *four* of the following : [4×4=16]

- (a) What are the requirements of good sample ?
- (b) What is dispersion ? Explain absolute and relative measure of dispersion.
- (c) Represent the following information by a suitable diagram :

| Mode of Transport | No. of Passengers |
|-------------------|-------------------|
| Bus               | 1250              |
| Train             | 2250              |
| Aeroplane         | 100               |
| Private Vehicle   | 600               |
| Own Vehicle       | 500               |
| Total             | 5000              |

(d) Calculate median for the following frequency distribution :

| Marks    | No. of Students |
|----------|-----------------|
| Below 20 | 1               |
| 20—40    | 9               |
| 40—60    | 32              |
| 60—80    | 16              |
| 80—100   | 7               |

(e) Find combined mean and combined S.D. for the following data :

$$\text{Group—I} \quad \bar{x}_1 = 2100 \quad n_1 = 100 \quad \sigma_1 = 5$$

$$\text{Group—II} \quad \bar{x}_2 = 1500 \quad n_2 = 200 \quad \sigma_2 = 4$$

(f) If the correlation coefficient between X and Y is 0.8, find the correlation between :

(i) X and  $-Y$

(ii)  $2X$  and  $3Y$

(iii)  $X - 10$  and  $Y + 15$

(iv)  $X/2$  and  $Y/5$

3. Attempt any *four* of the following : [4×4=16]

(a) Write merits and demerits of arithmetic mean.

(b) Explain the scope of Statistics in Management Sciences.

- (c) Calculate Mode for the following grouped frequency distribution :

| <b>Class</b> | <b>Frequency</b> |
|--------------|------------------|
| 0—10         | 5                |
| 10—20        | 12               |
| 20—30        | 18               |
| 30—40        | 22               |
| 40—50        | 15               |
| 50—60        | 8                |

- (d) The regression equations are  $3X - Y = 5$  and  $4X - 3Y = 0$ .  
Find :

- (i) Arithmetic Mean of X and Y  
(ii) Correlation coefficient between X and Y.

- (e) The following data shows the performance of two batsman A and B :

|               | <b>Batsman A</b> | <b>Batsman B</b> |
|---------------|------------------|------------------|
| No. of Inning | 50               | 40               |
| Mean Runs     | 55               | 50               |
| S.D.          | 8                | 10               |

Which batsman is more consistent in score ? Why ?

- (f) State properties of regression coefficients.

4. Attempt any *four* of the following : [4×4=16]

- (a) What is Index Number ? Explain various problems in the construction of Index Number.

- (b) Calculate five yearly moving averages for the following time series :

| <b>Year</b> | <b>Production</b><br><b>(in Million Tonnes)</b> |
|-------------|---|
| 2001        | 10  |
| 2002        | 11  |
| 2003        | 9   |
| 2004        | 10  |
| 2005        | 15  |
| 2006        | 17  |
| 2007        | 15  |
| 2008        | 16  |
| 2009        | 20  |
| 2010        | 21  |

- (c) The following data represents the goals scored by two teams in football matches :

|                          |    |    |   |   |   |
|--------------------------|----|----|---|---|---|
| No. of goals scored      | 0  | 1  | 2 | 3 | 4 |
| No. of matches by Team A | 20 | 12 | 8 | 3 | 2 |
| No. of matches by Team B | 18 | 10 | 7 | 6 | 4 |

Which team scores more goals in an average ? Which team is more consistent ?

- (d) Calculate Lasperys, Paasches and Fishers Price Index Number from the information given below :

| Commodity | Base Year |          | Current Year |          |
|-----------|-----------|----------|--------------|----------|
|           | Price     | Quantity | Price        | Quantity |
| Cheese    | 18        | 2        | 24           | 25       |
| Bread     | 12        | 30       | 19           | 15       |
| Egg       | 20        | 15       | 30           | 15       |
| Milk      | 10        | 30       | 19           | 25       |

- (e) For a bivariate data :

Mean of X = 53, Mean of Y = 28,  $b_{yx} = -1.5$ ,  $b_{xy} = -0.2$

Find :

- (i) Correlation coefficient between X and Y
  - (ii) Estimate  $y$  when  $x = 60$
  - (iii) Estimate  $x$  when  $y = 30$
- (f) The mean and S.D. of 20 observation are 10 and 2 respectively. Later on it was found that observation 8 incorrect. Calculate A.M. and S.D. if :
- (i) The wrong observation is omitted
  - (ii) The observation is replaced by 12.

5. Attempt any *two* of the following : [2×8=16]

- (a) What is time series ? Explain various components of time series in detail.



- (b) Calculate Quartile Deviation and Coefficient of Quartile Deviation for the following data :

| <b>Class</b> | <b>Frequency</b> |
|--------------|------------------|
| 0—10         | 5                |
| 10—20        | 8                |
| 20—30        | 15               |
| 30—40        | 22               |
| 40—50        | 10               |
| 50—60        | 4                |

- (c) Following data are related to marks in Accountancy (X) and marks in Statistics (Y) of 10 candidates :

| <b>X</b> | <b>Y</b> |
|----------|----------|
| 66       | 68       |
| 65       | 67       |
| 68       | 67       |
| 68       | 70       |
| 67       | 65       |
| 66       | 68       |
| 70       | 70       |
| 64       | 66       |
| 69       | 68       |
| 67       | 66       |

- (i) Calculate regression coefficient, hence correlation coefficient.
- (ii) Estimate marks in statistics of a student who has scored 76 marks in Accountancy.

Total No. of Questions—5]

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**[5162]-206**

**B.B.A. (Second Semester) EXAMINATION, 2017**

**206 : BUSINESS INFORMATICS**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) Question No. 1 is compulsory.

(ii) Solve any *three* questions from Question No. 2 to Question No. 5.

(iii) Draw figures wherever necessary.

1. Write short notes on (any *four*) : [20]
  - (a) WWW
  - (b) RAM
  - (c) Files
  - (d) Internet
  - (e) MS-ACCESS.
  
2. (a) What is Computer ? Explain the Block diagram of computer. [10]  
(b) What is Input Device ? Explain any *two* input devices. [10]
  
3. (a) Explain Operating System. Explain the services provided by an O.S. [10]

P.T.O.

- (b) Perform the following : [10]
- (i)  $(15)_{10} = ( )_8$
  - (ii)  $(10111010)_2 = ( )_{16}$
  - (iii)  $(583)_{10} = ( )_8$
  - (iv)  $(111011101110)_2 = ( )_{16}$
  - (v)  $(10101)_2 = ( )_{10}$ .
4. (a) What are the difference between primary memory and secondary memory ? [10]
- (b) What is Normalization ? Explain the goals of Normalization. [10]
5. (a) Explain the following DOS Commands with example : [10]
- (i) Dir
  - (ii) Help
  - (iii) Cls
  - (iv) Attrib
  - (v) Date.
- (b) Explain SQL statements with example : [10]
- (i) DELETE
  - (ii) SELECT.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5162]-301**

**B.B.A. (Sem. III) EXAMINATION, 2017**

**301 : PERSONALITY DEVELOPMENT**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) All questions are compulsory.

(ii) Draw figures or diagrams wherever necessary.

(iii) Figures to the right indicate full marks.

1. What is Personality Development ? Explain in detail how do Cultural factors and Sibling Relations affect in developing one's personality ? [15]

*Or*

Define Attitude. Explain in detail the steps to build positive attitude. [15]

2. Define term Habits. Explain being proactive contributes in developing personality. [15]

*Or*

What is success ? Discuss in detail the Real and Imaginative Success. [15]

3. Define Self-Appraisal. Explain in detail tips for effective self-appraisal. [15]

*Or*

Define Self Introspection. Explain self introspection skills in the perspective of Personality Development. [15]

P.T.O.

4. Define Self Esteem. Explain the characteristics of High and Low Self Esteem. [15]

*Or*

Explain in detail the habit of “Begin with the end in mind”. [15]

5. Write short notes on (any *four*) : [20]
- (a) Mass Media builds personality
  - (b) Personality Traits
  - (c) Egoistic insult
  - (d) Body Language
  - (e) Character and Behavior
  - (f) Home Environment.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5162]-302**

**B.B.A. (Sem. III) EXAMINATION, 2017**

**BUSINESS ETHICS**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Figures to the right indicate full marks.

1. Define Ethics. Explain the importance of Ethics and causes of Unethical behavior. [15]

*Or*

Explain the importance and types of Business Ethics. [15]

2. What is Individual Ethics ? Explain in brief with example characteristics of Professional Ethical Code. [15]

*Or*

Explain the concept of Globalisation in relevance to Business Ethics. State the role of Business Ethics in developing civilized society. [15]

3. What is Corporate Social Responsibility ? Discuss the relation between Business ethics and Corporate social responsibility. [15]

*Or*

Explain the types of ethics according to functions of Business. [15]

P.T.O.

4. Explain the business ethics related to copyrights and trademarks. [15]

*Or*

Explain relation between business ethics and social justice. [15]

5. Write short notes on (any *four*) : [20]

(a) Moral and Ethics

(b) Social Audit

(c) Intellectual property rights and business ethics

(d) Functional ethics

(e) Global business network

(f) Business Ethics and Consumer Protection.

Total No. of Questions—5]

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[5162]-303

**B.B.A. (Third Semester) EXAMINATION, 2017**

**HUMAN RESOURCE MANAGEMENT AND**

**ORGANIZATIONAL BEHAVIOUR**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All questions are compulsory.*

(ii) *Figures to the right indicate full marks.*

1. What is human resource management ? Discuss the concept and functions of human resource management. [15]

*Or*

Discuss the role played by personnel manager in detail. [15]

2. What are the objectives of human resource planning ? Discuss the factors, which insurance estimation of human resources. [15]

*Or*

Define the concept of recruitment. What are the various sources of recruitment ? [15]

3. Discuss the need, importance and objectives of training. [15]

*Or*

What is performance appraisal ? Discuss various methods of performance. [15]

P.T.O.



4. What is organizational behaviour ? Discuss various models of organizational behaviour. [15]

*Or*

Discuss the concept of training and concept of development. Also distinguish between two. [15]

5. Write short notes on (any *four*) : [20]

- (1) Concept of organization change
- (2) Concept of management development
- (3) Wage and salary administration
- (4) Recruitment policy
- (5) Challenges before human resource management
- (6) Organizational behaviour across cultures
- (7) Distinguish between recruitment and selection.

Total No. of Questions—5]

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**[5162]-304**

**B.B.A. (Third Semester) EXAMINATION, 2017**

**MANAGEMENT ACCOUNTING**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) Attempt *All* questions.

(ii) Figures to the right indicate full marks.

1. Define Management Accounting with its functions and limitations. [16]

*Or*

Define Management Accounting and explain the difference between Management Accounting and Financial Accounting. [16]

2. What do you mean by analysis of financial statement ? Explain comparative statement in detail. [16]

*Or*

From the following financial statements and information, calculate :

(a) Debt Equity Ratio

(b) Debtors Turnover Ratio

(c) Net Profit Ratio

(d) Operating Expenses Ratio.

P.T.O.

**Balance Sheet as on 31-12-2012**

| <b>Liability</b>    | <b>(Rs.)</b> | <b>Assets</b>              | <b>(Rs.)</b> |
|---------------------|--------------|----------------------------|--------------|
| Share Capital :     |              | Gross Fixed                |              |
| Preference 7%       | 26,000       | Assets                     | 4,68,000     |
| Ordinary            | 1,30,000     | <i>Less</i> : Depreciation | 13,000       |
| Reserve and Surplus | 1,04,000     | Cash                       | 13,000       |
| Long-term loans     | 1,82,000     | Short-term                 |              |
| Creditors           | 41,600       | investments                | 39,000       |
| Other current       |              | Debtors                    | 52,000       |
| liabilities         | 2,600        | Inventories                | 78,000       |
| Provision for taxes | 33,800       |                            |              |
|                     | 5,20,000     |                            | 5,20,000     |

**Profit & Loss A/c for the year ending 31-12-2012**

| <b>Particulars</b>                                | <b>(Rs.)</b> |
|---|--------------|
| Net Sales   | 3,90,000     |
| <i>Less</i> : Cost of goods sold                  | 3,35,400     |
| Gross Profit                                      | 54,600       |
| <i>Less</i> : Administration and selling expenses | 22,750       |
| Operating Profit                                  | 31,850       |
| <i>Less</i> : Interest                            | 5,850        |
| Profit before tax                                 | 26,000       |
| <i>Less</i> : Tax                                 | 10,400       |
| Net profit after tax                              | 15,600       |

3. Explain funds flow analysis with causes of changes in working capital. [16]

*Or*

From the following forecasts of income and expenditure, prepare cash budget for the three months ending 30th Nov., 1999. The bank balance on 1st Sept. was Rs. 10,000. [16]

| <b>Month</b> | <b>Sales</b> | <b>Purchases</b> | <b>Wages</b> | <b>Factory Expenses</b> | <b>Office Expenses</b> |
|--------------|--------------|------------------|--------------|-------------------------|------------------------|
|              | (Rs.)        | (Rs.)            | (Rs.)        | (Rs.)                   | (Rs.)                  |
| July         | 80,000       | 40,000           | 5,600        | 3,900                   | 10,000                 |
| August       | 76,500       | 42,000           | 5,000        | 4,100                   | 12,000                 |
| September    | 78,000       | 38,500           | 5,800        | 4,200                   | 14,000                 |
| October      | 90,000       | 37,500           | 5,900        | 5,100                   | 16,000                 |
| November     | 95,000       | 43,000           | 5,900        | 6,000                   | 13,000                 |

- (a) A sales commission at 4% on sales and due in the month following in which the sales dues are collected is payable in addition to other expenses.
- (b) Fixed assets worth Rs. 65,000 will be purchased in September to be paid for in the following month.
- (c) Rs. 20,000 in respect of debenture interest will be paid in October.
- (d) The period of credit allowed to customers is 2 months and one month's credit is obtained from suppliers of goods.

- (e) Wages are paid on an average on the first and sixteenth of each month in respect of dues for the periods ending on the date preceding such days.
- (f) Expenses are paid in the month in which they are due.

4. What do you mean by Working Capital ? Explain various sources of working capital. [16]

*Or*

From the following, prepare a statement showing requirement of working capital : [16]

Level of production : 100000 units

|               | Amount per unit (Rs.) |
|---------------|-----------------------|
| Raw Material  | 5                     |
| Wages         | 2                     |
| Overheads     | 2                     |
| <hr/>         |                       |
| Total Cost    | 9                     |
| Profit        | 1                     |
| <hr/>         |                       |
| Selling price | 10                    |

**Addition Information :**

- (a) Raw material will be in stock for one month.
- (b) Material will be in process for one and a half month in which 100% of material will be consumed and 50% of wages and overheads will be required.

- (c) Finished goods will be in stocks for two months.
- (d) Credit allowed to debtors for one month and credit obtained by creditors is two months.
- (e) Cash balance available-30,000.

**5.** Write short notes on (any *four*) : [16]

- (a) Common size statements
- (b) Profitability Ratios
- (c) Objectives of Budget and Budgetary Control
- (d) Advantages of Ratio Analysis
- (e) Strategic Management Accounting
- (f) Trend Ratio.

Total No. of Questions—5]

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**[5162]-305**

**B.B.A. (Third Semester) EXAMINATION, 2017**

**BUSINESS ECONOMICS (MACRO)**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) All questions are compulsory.

(ii) Figures to the right indicate full marks.

(iii) Draw neat and well labelled diagram.

1. Explain briefly nature, scope and importance of Macro Economics. [15]

*Or*

Explain various approaches to measure National Income and the difficulty arises while calculating National Income.

2. Explain briefly Keynes's Psychological law of consumption. [15]

*Or*

Explain briefly Keynes's theory of Income and Employment.

3. Explain nature, characteristics and phases of business cycle. [15]

*Or*

What is inflation. Explain causes of inflation and measures to control inflation.

P.T.O.

4. Explain meaning of Fiscal Policy and its instrument. [15]

*Or*

Explain meaning of Monetary Policy and its instrument.

5. Write short notes on (any *four*) : [20]

(a) Aggregate Expenditure function

(b) Supply Side Economics

(c) Concept of Deflation

(d) Concept of Underemployment equilibrium

(e) Autonomous and Induced Investment

(f) Relationship between Income and Saving.



Total No. of Questions—5]

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[5162]-306

**B.B.A. (Third Semester) EXAMINATION, 2017**

**306 : INFORMATION TECHNOLOGY IN MANAGEMENT**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

***N.B.*** :— (i) *All* questions are compulsory.

(ii) Figures to the right indicate full marks.

1. What is difference between LAN and WAN ? Explain use of social networks in business. [15]

*Or*

Explain WWW. Describe creating database environment in detail. [15]

2. What is meant by “Understanding business values of information system” ? [15]

*Or*

Explain difference between system software and application software. [15]

3. What is DBMS ? Explain database approach to data management in detail. [15]

*Or*

What are different uses of ICT enabled applications in business ? [15]

P.T.O.

4. What are various applications of computer networks ? State advantages and disadvantages. [15]

*Or*

Explain current trends in IT management in detail. [15]

5. Write short notes on (any *four*) : [20]

- (a) Organizing data in traditional file
- (b) IT infrastructure in digital firm
- (c) Computer software
- (d) Components of DBMS
- (e) Categories of computers
- (f) Change management.

Total No. of Questions—5]

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**[5162]-401**

**B.B.A. (Fourth Semester) EXAMINATION, 2017**  
**PRODUCTION AND OPERATION MANAGEMENT**  
**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) All questions are compulsory.

(ii) Figures to the right indicate full marks.

(iii) Draw diagrams/sketch wherever necessary.

1. Define the explain the term 'Production Management'. Describe the objectives and functions of production management. [15]

*Or*

Explain the different types of Production System.

2. What is Product Development ? Explain the stages of product development. [15]

*Or*

Define 'Production Control'. Explain the objectives and factors determining production control.

3. Define the term 'Productivity'. Explain the factors influencing productivity. [15]

P.T.O.

*Or*

Define and explain 'Ergonomics'. State the various components of ergonomics.

4. What is Just-In-Time ? Explain the objectives and basic elements of JIT. [15]

*Or*

What is meant by Quality Circles ? State the benefits and limitations of Quality Circles.

5. Write short notes on (any *four*) : [20]

(a) Types of plant layout

(b) Product design

(c) Product policy of an organisation

(d) Objectives of production planning

(e) Importance of production control

(f) Labour productivity

(g) Benefits of six sigma.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5162]-402**

**B.B.A. (Fourth Semester) EXAMINATION, 2017**

**402 : INDUSTRIAL RELATIONS AND LABOUR LAWS**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Figures to the right indicate full marks.

1. Explain about the Trade Union Movement in India. [15]

*Or*

Discuss the various approaches towards the study of IR. [15]

2. Explain about the three-tier system of Adjudication. [15]

*Or*

Explain the types of WPM. [15]

3. Explain the provisions regarding Annual leave with wages according to the Factories Act. [15]

*Or*

Explain the powers and duties of Authorities under Industrial Dispute Act, 1946. [15]

4. Explain the concept of Fund under Trade Union Act, 1926. Discuss in detail how the fund is spent. [15]

*Or*

Explain the various provisions relating to payment of wages under Payment of Wages Act, 1936. [15]

P.T.O.

**5.** Write short notes on (any *four*) :

[20]

- (a) Board of Conciliation
- (b) Prerequisites of Collective Bargaining
- (c) Concept of Recognised Trade Union
- (d) Penalties under Minimum Wages Act, 1948
- (e) Court of Enquiry
- (f) Concept of Strikes.

Total No. of Questions—5]

[Total No. of Printed Pages—6

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**[5162]-403**

**B.B.A. (Fourth Semester) EXAMINATION, 2017**

**BUSINESS TAXATION**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Figures to the right indicate full marks.

1. Explain in detail taxation structure in India. [16]

*Or*

Discuss method of valuation of different perquisites for the purpose of Income Tax.

2. State/Define income. Explain any *ten* incomes exempted u/s 10 from tax. [16]

*Or*

State the deductions allowed from gross total income u/s 80 to an individual assessee.

3. (A) Write short notes on (any *two*) : [8]

(a) Person

(b) Meaning of Salary

(c) Types of Capital Gain

(d) Slab of Income Tax.

P.T.O.

(B) Mr. Rahul purchased a house property on 17th September, 1979 for Rs. 2,00,000. He spent Rs. 2,00,000 for constructing first floor in 1983-84 and Rs. 3,00,000 for constructing second floor in 1990-91.

The Fair Market Value of the property on 1st April, 1981 was Rs. 10,00,000. He sold the property on 30th September, 2016 for Rs. 2,00,00,000 and paid brokerage @ 2% of sale value. Calculate his capital gains for A.Y. 2017-18.

Cost Inflation Index :

1983-84-116, 1990-91-182, 2016-17-1125. [8]

4. Mr. Tejas, a production manager in Aashi Pvt. Ltd. which is engaged in Manufacturing computers, given the following particulars of income for the relevant Assessment Year 2017-18 : [12]

(i) Basic Salary Rs. 60,000 p.m.

(ii) Advance Salary Rs. 20,000 p.a.

(iii) Commission Rs. 70,000 p.a.

(iv) Entertainment allowance Rs. 30,000 p.a.



- (v) A rent-free unfurnished Bungalow has been provided in Delhi belonging to the company. Its fair rent is Rs. 15,000 p.m. The company has provided the facilities of watchman and cook each of whom is being paid a salary of Rs. 750 p.m.
- (vi) Employer has provided free use of 1398 CC car for official as well as personal purpose. Expenses are paid by the employer Rs. 50,000 (out of which 30% is attributable towards personal purpose). Car can also be used by the family member of Mr. Tejas sum of Rs. 6,000 is recovered from him for using the car for private purpose.
- (vii) The employer pays a sum of Rs. 2,400 on account of profession tax on behalf of Mr. Tejas.
- (viii) Aashi Pvt. Ltd. gifts a computer manufactured by it, on its founder day to Mr. Tejas (Cost of the computer to employer being Rs. 24,900).
- (ix) Employer's contribution towards recognized provident fund is Rs. 90,000 p.a.

Compute Income from salary of Mr. Tejas for Financial Year 2016-17.

*Or*

The following is the Profit and Loss Account of Mr. Chavan for  
the year ended 31st March, 2017 : [12]

| <b>Particulars</b>                      | <b>Amt.</b><br>(Rs.) | <b>Particulars</b>               | <b>Amt.</b><br>(Rs.) |
|---|----------------------|----------------------------------|----------------------|
| To Salary                               | 1,60,000             | By Gross Profit                  | 4,20,000             |
| To Rent and Taxes                       | 60,000               | By Commission                    | 42,000               |
| To Commission                           | 16,000               | By Sundry Receipts               | 4,200                |
| To Advertisement                        | 15,000               | By Interest on<br>Fixed Deposits | 35,000               |
| To Reserve for<br>future losses         | 8,000                | By Gift from friend              | 2,900                |
| To Depreciation                         | 20,000               |                                  |                      |
| To Legal Expenses<br>on I.T. proceeding | 2,000                |                                  |                      |
| To Conveyance                           | 8,400                |                                  |                      |
| To Stationery                           | 15,200               |                                  |                      |
| To Bonus                                | 16,000               |                                  |                      |
| To Contribution to R.P.F.               | 12,500               |                                  |                      |
| To Interest on Capital                  | 13,000               |                                  |                      |
| To Net Profit                           | 1,58,000             |                                  |                      |
|   | 5,04,100             |                                  | 5,04,100             |

**Additional Information :**

- (i) Depreciation allowable under Income Tax rule is amounted to Rs. 18,000.
- (ii) Rent and taxes includes Rs. 8,000 as property tax on residential house of Mr. Chavan.
- (iii) Advertisement includes Rs. 12,000 as the cost of permanent signboard fixed on the premises.
- (iv) Sundry receipts Rs. 4,000 are in respect of recovery of personal loan given to a friend of Mr. Chavan.
- (v) Contribution by the employer to R.P.F. due on 31st March, 2017 Rs. 4,000 was deposited on 25th June, 2017.

You are required to compute taxable income from business for A.Y. 2017-18.

5. Mr. Rajiv is working in ABC Ltd. Kolkata. He has furnished the following details of his income for the Financial Year 2016-17 : [20]

- (i) Basic Salary Rs. 28,000 p.m.
- (ii) D.A. Rs. 17,200 p.m.
- (iii) Transport allowance (For coming to office and going back to his residence) Rs. 1,800 p.m.

- (iv) His contribution to the companies R.P.F. is Rs. 32,000 and the employer contributes an equal amount.
- (v) House rent Rs. 60,000. From it he paid Rs. 6,000 municipal tax and Rs. 15,000 for interest on loan taken for construction of house.
- (vi) Agricultural income from land outside India Rs. 30,000.
- (vii) Income from Business Rs. 45,000.
- (viii) Short term Capital Gain Rs. 25,000.
- (ix) Interest on Government Securities Rs. 13,500.
- (x) Income from units of UTI Rs. 4,500.
- (xi) He paid LIP Rs. 20,000.
- (xii) Repayment of loan borrowed for higher education of his son Rs. 59,000 including interest Rs. 29,000.
- (xiii) He paid donation to the Government for the promotion of family planning Rs. 5,000 and Rs. 5,000 for Prime Minister's drought relief fund.
- (xvi) Professional tax Rs. 2,500.

Compute the total income and of tax liability for A.Y. 2017-18.

Total No. of Questions—5]

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**[5162]-404**

**B.B.A. (Fourth Semester) EXAMINATION, 2017**

**404 : INTERNATIONAL BUSINESS**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) All questions are compulsory.

(ii) Figures to the right indicate full marks.

(iii) Draw diagrams wherever necessary.

1. According to Bertil Ohlin, “trade arises due to the differences in the relative prices different goods in different countries.” Explain in detail the assumption and criticism of Factor Endowment theory. [15]

*Or*

Discuss the reasons for formation of regional grouping and its impact. [15]

2. What is Foreign Exchange Risk Management ? Give the methods of Foreign Exchange Risk Management. [15]

*Or*

Critically evaluate with suitable examples the financing policies of International Monetary Fund. [15]

3. Evaluate the role and performance of World Trade Organisation with particular reference to developing countries. [15]

*Or*

Explain the meaning of Multinational Corporations and describe its role and importance in international business. [15]

P.T.O.

4. Explain the objectives and strategy of India's Trade Policy (2009-2014). [15]

*Or*

**Case Study :**

**Ranbaxy : Indian Pharma goes Global**

From humble beginning in small town Amritsar to a global presence in the key markets of the U.S., the U.K., Europe, South America and Africa, the pharmaceutical company has a goal of becoming a \$ 5 billion company by 2012, making it a fine Indian multinational. Ranbaxy has ground presence in 34 countries, sells its products in 100 nations with about 17 manufacturing units spread across seven countries of which eight in India, four in the U.S. and one each in Ireland, Malaysia, Nigeria, Vietnam and China. It has two R & D centres in Gurgaon near Delhi. In 2003, the company recorded net consolidated sales of \$ 969 million, registering 22 percent growth over the previous years \$ 764 million. Net profits at \$ 159 million, up 14 percent last year.

Ranbaxy seen itself on being one of the top five generic drug players. And to translate there objectives and to optimize value creation, the company has adopted a multipronged strategy which includes acquisition of generic brands overseas, strong emphasis on brand marketing in the U.S. and Europe and entering new high-potential markets with value added product offering. Analysis tracking the sector say that getting to the \$ 5 billion mark in sales would mean growing by 20 percent each year for the next 10 years.

For many years, the company's international operations were restricted to Malaysia, Thailand and Nigeria, with more than half the business coming from the domestic market. But, after serving in on the U.S. markets, Ranbaxy entered this high-margin market. The full-fledged fray into the U.S. markets also seems to have been market only planned. First, the Company's Global Depositors were listed on a Luxembourg stock exchange in 1994; it made its first acquisition in the U.S. market by buying at a generics company, Ohm laboratories, in 1947, and formally entered in the U.S. market with its own brands in 1998 by 2001, the company's later from the U.S. crossed \$ 100 million.

While currently over 70 percent of the company's turnover comes from the international markets, Europe has emerged an another important process, its growth in the European markets was helped along by the acquisition of RPG Avents in France, which contributed \$ 17 million in the quarter. This has emerged in the largest market for the company in Europe followed by the U.K. and Germany.

While the company is expanding its operations internationally, the growth strategy also focuses on enhancing market share in India.

The domestic market accounts for 18% of its sales. The company

is looking of narrowing the gap with No. 1 company, Glaxo Smith and overtaking it. Research is another focus area for the Delhi-based drugs major. The major research focus is in the areas of analogy, anti-infective, respiratory, anti-inflammatory and metabolic disorders segments.

However, there are some risk factors, including excessive competition among Indian players, failure of recent challenge litigations and authorized generics. Speaking of competitions, in the U.S. both Ranbaxy and Lupin have competed for ceftin or cefroxime axetil, an antibiotic. Ranbaxy enjoyed the generics monopoly in ceftin for 18 months until July. Several generics companies then launched the product and for prices of the product crashed by 80-85 percent. Sales of the antibiotic fell from \$ 46 million in the January-March, 2003 to \$ 4 million this year. Another issue is that of authorized generics wherein the innovator company which owns the product authorises agencies company to launch a generics version. Also, with a presence in about 100 countries. Currently the regulations and the health insurance companies in both the U.S. and Europe are in favour of generics. But, the regulatory norms could change, "An analyst added. Another challenge that company faces is managing the huge 8,000 strong workforce. Brar's stepping down from the top position after 25 years has led to some chain."



**Questions :**

- (a) What are the risk factors Ranbaxy would be facing in its global alliances ?
- (b) Discuss the market entry and product strategies of Ranbaxy.
- (c) Discuss the environmental factors affecting the Pharma industry players in the international markets.

**5.** Write short notes on (any *four*) : [20]

- (a) Spot and Forward Exchange Rate
- (b) Objectives of India Trade Policy
- (c) Functions of SAARC
- (d) Features of Derivatives
- (e) Importance of MNC's.

Total No. of Questions—5]

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**[5162]-405**

**S.Y. B.B.A. (Fourth Semester) EXAMINATION, 2017**

**405 : MANAGEMENT INFORMATION SYSTEM**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All questions are compulsory.*

(ii) *Figures to the right indicate full marks.*

1. Explain the Management Information system with its need and purposes along with objectives. [15]

*Or*

Explain the structure and concept of MIS.

2. Explain Decision-Making Process along with classical and administrative model. [15]

*Or*

What is competitive advantages ? Explain the use of information in it.

3. What is prototyping ? Explain it with rapid development tool. [15]

*Or*

Explain the Ethical and Social dimension of MIS.

P.T.O.

4. Explain Group Decision Support System with its components. [15]

*Or*

Discuss the intellectual property rights as related to IT Services and Products.

5. Write short notes on (any *four*) : [20]

(a) Herbert Simen Model

(b) Artificial Intelligence

(c) Types of Information

(d) Quality Assurance

(e) Knowledge Based Expert System

(f) Spiral Model.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5162]-501**

**B.B.A. (Fifth Semester) EXAMINATION, 2017  
SUPPLY CHAIN AND LOGISTICS MANAGEMENT  
(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All questions are compulsory.*

(ii) *Figures to the right indicate full marks.*

1. What is Supply Chain Management ? Explain concepts and objectives of supply chain management. [15]

*Or*

What is Marketing Channel ? What are the functions of Marketing Channels ?

2. Define Physical Distribution. How to participants in physical distribution process ? [15]

*Or*

What is Procurement ? Explain in detail management suppliers selection.

3. What is Channel Conflict ? Explain various techniques to resolve channel conflicts. [15]

*Or*

Explain in detail integrated marketing channels.

P.T.O.

4. What is warehouse and dispatch management ? Explain in detail layout Docking and Marshalling Warehouse safety management. [15]

*Or*

Distinguish between E-Business and E-Business practice.

5. Write short notes on (any *four*) : [20]

- (a) Types Inventory
- (b) Components of Supply Chain
- (c) Performance Appraisal
- (d) Logistics
- (e) Customer Relationship Management
- (f) E-Tendering.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5162]-502**

**B.B.A. (Sem. V) EXAMINATION, 2017  
ENTREPRENEURSHIP DEVELOPMENT  
(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) All questions are compulsory.

(ii) Figures to the right indicate full marks.

1. Define the term 'Entrepreneur, Manager and Intrapreneur'. Explain the importance of Entrepreneurship. [15]

*Or*

Define the term 'Unemployment'. Explain in detail the problems of Unemployment. [15]

2. What is meant by 'Opportunity Search' ? Explain the techniques of opportunity search. [15]

*Or*

What is Preliminary Project Report (PPR) ? Explain the importance and controls of PPR. [15]

3. Define the term 'Business Plan'. Explain in detail the elements/contents of Business Plan. [15]

*Or*

Write a detailed note on assistance scheme of Maharashtra Industrial Development Corporation (MIDC) and Micro. Small and Medium Enterprise (MSME). [15]

P.T.O.

4. Explain in detail the self employment schemes of Government of Maharashtra. [15]

*Or*

Describe the Entrepreneurial Career of Kiran Muzumdar Shaw. [15]

5. Write short notes on (any *four*) : [20]
- (a) Self-Employment Vs. Entrepreneurship
  - (b) Techniques of market survey
  - (c) Business planning process
  - (d) Angel funding
  - (e) Rajiv Gandhi Udyami Mitra Yojana (RGUMY)
  - (f) Entrepreneurial qualities of Azim Premji.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5162]-503**

**B.B.A. (Sem. V) EXAMINATION, 2017**

**503 : BUSINESS LAW**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Figures to the right indicate full marks.

1. Define and explain 'Proposal' in a Contract. Explain the rules for Valid Proposal. [15]

*Or*

"No Consideration, No Contract." Explain the statement with exceptions. [15]

2. Explain the doctrine of 'Caveat Emptor' with exceptions to it. [15]

*Or*

Define and explain the concept of "Goods". Discuss the different kinds of Goods. [15]

3. Define a 'Company'. Explain the procedure of Registration of a company. [15]

*Or*

Define 'Prospectus' and 'Statement in lieu of Prospectus'. What are the liabilities for Mis-statement in Prospectus ? [15]

P.T.O.



4. Discuss the provisions of 'Appeal' and Penalties' under the Right to Information Act, 2005. [15]

*Or*

Explain the following terms with reference to the Right to Information Act, 2005 : [15]

- (a) Information
  - (b) Competent Authority
  - (c) Right to Information
  - (d) Appropriate Government.
5. Write short notes on (any *four*) : [20]
- (a) Public Information Officer
  - (b) Free Consent
  - (c) Unpaid Seller's lien
  - (d) Types of Company
  - (e) Electronic Record
  - (f) Discharge of Contract.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5162]-504**

**T.Y. B.B.A. (Fifth Semester) EXAMINATION, 2017**

**RESEARCH METHODOLOGY**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Figures to the right indicate full marks.

(iii) Draw neat and well labelled diagrams wherever necessary.

1. What is Research ? Explain the importance of Research. [15]

*Or*

What is Secondary Data ? Explain the types of sources of secondary data. [15]

2. What is Sampling Design ? Explain the types of sampling. [15]

*Or*

What is Survey method ? Explain the types of survey. [15]

3. What is Hypothesis ? Explain the hypothesis testing. [15]

*Or*

What is Questionnaire ? Explain the essentials of good questionnaire. [15]

4. Explain the following : [15]

(a) Interview method

P.T.O.

- (b) Editing
- (c) Codification.

*Or*

What is Research Paper ? Explain the structure of research paper. [15]

**5.** Write short notes on (any *four*) : [20]

- (a) Basic Research Process
- (b) Hypothesis
- (c) Respondents
- (d) Project Report
- (e) Group Discussion.

Total No. of Questions—5]

[Total No. of Printed Pages—5

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**[5162]-505**

**B.B.A. (Fifth Semester) EXAMINATION, 2017**

**(A) ANALYSIS OF FINANCIAL STATEMENTS**

**(Specialisation-I : Finance)**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Figures to the right indicate full marks.

(iii) Use of calculator is allowed.

1. What do you mean by Financial Statements ? Explain the various concepts and conventions used in preparing such statements. [16]

*Or*

(A) Distinguish between Funds Flow Statement and Cash Flow Statement. [8]

(B) What do you mean by Inter-firm Comparison ? Explain its advantages. [8]

2. What is meant by analysis and interpretation of financial statements ? Explain its significance in the modern business. [16]

P.T.O.

Or

- (A) What is ratio analysis ? Explain its limitations. [8]  
(B) Distinguish between Common Size Statement and Comparative Statements. [8]
3. Write short notes on (any *two*) : [8]  
(1) Trend Analysis  
(2) Types of Financial Analysis  
(3) Capital Gearing Ratio  
(4) Steps in Financial Statement Analysis.
4. (A) Balance Sheets of ANB Limited as on March 31, 2015 and 2016 are as follows :

**Balance Sheets**

| <b>Liabilities</b>     | <b>31-3-2015</b> | <b>31-3-2016</b> |
|------------------------|------------------|------------------|
| Share Capital          | 50,000           | 70,000           |
| Profit & Loss Account  | 26,400           | 20,900           |
| 7% Debentures          | 55,000           | 45,000           |
| S. Creditors           | 14,000           | 26,000           |
| Bills Payables         | 7,200            | 8,500            |
| Provision for Taxation | 6,000            | 8,000            |
|                        | <u>1,58,600</u>  | <u>1,78,400</u>  |
| <b>Assets</b>          | <b>31-3-2015</b> | <b>31-3-2016</b> |
| Fixed Assets           | 70,000           | 83,800           |
| Investments            | 35,000           | 35,000           |
| Stock                  | 32,000           | 32,200           |
| S. Debtors             | 11,000           | 13,000           |
| Cash                   | 10,000           | 14,000           |
| Prepaid Insurance      | 600              | 400              |
|                        | <u>1,58,600</u>  | <u>1,78,400</u>  |

*Additional informations :* [10]

- (1) During the year company purchased fixed assets costing Rs. 25,000. Similarly fixed assets costing Rs. 7,000 (WDV Rs. 4,200) disposed off at Rs. 3,500.
- (2) 7% Debentures of Rs. 10,000 were redeemed at 10% premium.
- (3) Tax paid during the amount amounted to Rs. 7,500.

Find out cash from operations for year ended 31st March, 2016.

- (B) The following information is provided by Vinod Industries for year ended 31st March, 2016 :

|                                  |   |
|----------------------------------|---|
| Sales                            | Rs. 40,00,000 (of which 10% cash sales) |
| Gross Profit Ratio               | 20%                                     |
| Current Ratio                    | 2.2 : 1                                 |
| Stock Turnover Ratio             | 8 Times                                 |
| Average Collection Period        | 40 Days (360 days a year)               |
| Current Liabilities to Net Worth | 50%                                     |
| Fixed Asset to Net Worth         | 70%                                     |
| Sales to New Worth               | 4 Times                                 |

Find out Net Worth, S. Debtors, Closing Stock, Cash in Hand, Fixed Assets, Current Liabilities. [10]

5. The Financial Position of X Limited as on 31st March 2015 and 31st March 2016 was as follows :

**Balance Sheets of X Ltd.**

| <b>Liabilities</b>          | <b>31-3-2015</b> | <b>31-3-2016</b> |
|-----------------------------|------------------|------------------|
| 8% Preference Share Capital | 1,00,000         | 40,000           |
| Equity Share Capital        | 3,50,000         | 4,50,000         |
| Reserve Fund                | 40,000           | 70,000           |
| Profit & Loss Account       | 30,000           | 48,000           |
| S. Creditors                | 55,000           | 83,000           |
| Bills Payable               | 20,000           | 16,000           |
| Proposed Dividend           | 42,000           | 45,000           |
| Provision for Taxation      | 40,000           | 50,000           |
|                             | <u>6,77,000</u>  | <u>8,02,000</u>  |
| <b>Assets</b>               | <b>31-3-2015</b> | <b>31-3-2016</b> |
| Goodwill                    | 1,00,000         | 80,000           |
| Building                    | 2,00,000         | 1,70,000         |
| Plant and Machinery         | 80,000           | 1,85,000         |
| S. Debtors                  | 1,50,000         | 2,50,000         |
| Stock                       | 87,000           | 59,000           |
| Bills Receivable            | 25,000           | 18,000           |
| Cash and Bank               | 20,000           | 30,000           |
| Preliminary Expenses        | 15,000           | 10,000           |
|                             | <u>6,77,000</u>  | <u>8,02,000</u>  |

*Additional informations :*

- (1) Interim Dividend of Rs. 22,500 has been paid during the year 2015-16.

- (2) During the year Income tax paid amounted to Rs. 35,000.
  - (3) Company redeemed 8% Preference Shares of Rs. 60,000 @ 5% premium
  - (4) Depreciation charged on Building and Plant amounted to Rs. 30,000 and Rs. 16,000 respectively.
  - (5) A part of plant was sold for Rs. 20,000 (W.D.V. Rs. 25,000)
- Prepare statement showing changes in working capital and Funds Flow Statement for year ended 31st March, 2016 along with necessary working notes. [20]



Total No. of Questions—6]

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**[5162]-506**

**T.Y. B.B.A. (Fifth Semester) EXAMINATION, 2017**

**SALES MANAGEMENT**

**Special Paper I**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) Solve any *five* questions.

(ii) Figures to the right indicate full marks.

(iii) Illustrate with examples.

1. What is Sales Management ? Bring out the importance of Sales Management. [16]
2. Explain Sales Planning. What are the different types of Sales Plans ? [16]
3. Explain the process of staffing in a Sales Organisation. What are the qualities of a Sales Manager ? [16]
4. What is Personal Selling ? What are the different types of Sales Calls ? [16]
5. Explain Sales Force Evaluation and Control. What are the methods of Sales Force Evaluation ? [16]

P.T.O.

**6.** Write short notes on (any *four*) :

[4×4]

- (a) Sales Leads
- (b) Training on the job
- (c) Sales Motivation Programs
- (d) Fringe Benefits
- (e) Reducing Defection.

Total No. of Questions—5]

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**[5162]-507**

**T.Y. B.B.A. (Fifth Semester) EXAMINATION, 2017  
HUMAN RESOURCE MANAGEMENT—PRINCIPLES AND  
FUNCTIONS**

**505-C (HR Specialisation)**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) All questions are compulsory.

(ii) Figures to the right indicate full marks.

(iii) Draw neat and well labelled diagrams wherever necessary.

1. Define HRM. Explain in detail the objectives of Human Resource Management. [15]

*Or*

What is Promotion ? Explain the various types of promotion.

2. What is Human Resource Planning ? Explain the process of HRP. [15]

*Or*

Define Recruitment. Explain the factors affecting recruitment.

3. Define Management Development Programme. Explain the methods of MDP. [15]

*Or*

Explain in detail the essentials of Good Record and Good Report.

P.T.O.

4. What is Performance Appraisal ? Explain the various modern techniques of P.A. [15]

*Or*

Explain Voluntary Retirement Scheme along with its merits and demerits.

5. Write short notes on (any *four*) : [20]

- (a) Audit Report
- (b) Job Design
- (c) Effects of Excess Manpower
- (d) Performance Management System
- (e) Transfer
- (f) E-selection.

Total No. of Questions—6]

[Total No. of Printed Pages—2

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**[5162]-508**

**B.B.A. (Fifth Semester) EXAMINATION, 2017**

**MANAGEMENT OF SERVICES**

**Special Paper I**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) Q. No. 1 is compulsory.

(ii) Attempt any *four* from the remaining.

(iii) Figures to the right indicate full marks.

1. (a) What are services ? Explain characteristics of services. [10]  
(b) Explain dependency of manufacturing on services. [10]
2. Explain in detail distinctive characteristics of service operations. [15]
3. Define forecasting demand for services. Explain the techniques of forecasting demand for services. [15]
4. What do you mean by New Service Development ? Explain the process cycle of new service development. [15]

P.T.O.

**5.** Define Franchising. Explain benefits and issues of franchising. [15]

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

(a) Healthcare

(b) Service Package

(c) The Psychology of waiting

(d) ISO 9000

(e) Service off-shoring.

Total No. of Questions—7]

[Total No. of Printed Pages—2

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**[5162]-509**

**B.B.A. (Fifth Semester) EXAMINATION, 2017**

**505 E : AGRICULTURAL AND RURAL DEVELOPMENT**

**Paper-I (Special)**

**(Agriculture Business Management)**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) Attempt any *five* questions.

(ii) *All* questions carries equal marks.

1. Describe the role of the Indian Planning in the agricultural development of the country.
2. What are the various government programmes for the rural development ? And explain the TRDP in detail.
3. Explain the various constraints in agri-business management.
4. What is the role of co-operative institutions in Agri-business.
5. Explain the role of NGOs in promotion of export of agricultural produce.

P.T.O.

- 6.** Write a detailed note on backward and forward in institutional linkages.
- 7.** Write short notes on (any *four*) : [4 marks each]
- (a) RRBS
  - (b) Role of Commercial Banks
  - (c) NEPS
  - (d) Agricultural taxation
  - (e) AFZ.



Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5162]-510**

**B.B.A. (Fifth Semester) EXAMINATION, 2017**

**LONG TERM FINANCE**

**506-A : Finance Specialization—II**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

- N.B. :—** (i) All questions are compulsory.  
(ii) Figures to the right indicate full marks.  
(iii) Use of calculator is allowed.

1. (A) From the following figures, calculate operating, financial and combined leverage of SK Ltd. and SP Ltd. : [10]

| <b>Particulars</b>         | <b>SK Ltd.</b> | <b>SP Ltd.</b> |
|----------------------------|----------------|----------------|
| Selling price per unit     | ₹ 75           | ₹ 75           |
| Profit Volume Ratio        | 40%            | 60%            |
| Fixed Costs                | ₹ 40,00,000    | ₹ 60,00,000    |
| <b>Capital Structure :</b> |                |                |
| Equity Capital             | ₹ 20,00,000    | ₹ 35,00,000    |
| Term Loan                  | ₹ 15,00,000    | ₹ 10,00,000    |
| Production Capacity        | ₹ 2,00,000     | ₹ 3,50,000     |
|                            | units p.a.     | units p.a.     |
| Capacity Utilisation       | 90%            | 80%            |

- (B) SSP Ltd. issues 10% debentures for ₹ 2,00,000, Rate of income tax is 40%. Calculate the cost of debt if the debentures are issued : [5]

- (1) At par  
(2) At a discount of 10%  
(3) At a premium of 10%.

P.T.O.

2. Discuss in detail about owned funds and borrowed funds. [15]

*Or*

Explain the objectives and functions of ICICI.

3. Describe the various factors affecting capital structure. [15]

*Or*

What are different types of dividend policy followed by the companies ?

4. Explain retained earnings as internal source of finance. Also enumerate its advantages and limitations. [15]

*Or*

What is capital structure ? Explain the various theories of capital structure.

5. Write short notes on (any *four* out of six) : [20]

- (1) Trading on Equity
- (2) Bonus Shares
- (3) UTI
- (4) Lease Financing
- (5) Declaration of dividend
- (6) Techniques of capital budgeting.

Total No. of Questions—6]

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[5162]-511

**B.B.A. (Fifth Semester) EXAMINATION, 2017**

**516-B : MARKETING : RETAIL MANAGEMENT (Specialisation-II)  
(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) Question No. 6 is compulsory.

(ii) Attempt any 4 from remaining.

(iii) Figures to the right indicate full marks.

1. Define Retailing. Explain drivers of retail change in India. [15]
2. Define the term retail location. Explain the factors to be considered in retail location. [15]
3. Define concept of merchandise planning. Explain in detail the process of merchandise planning. [15]
4. Explain the brief below mentioned retail strategies : [15]
  - (a) Expansion strategy
  - (b) Pricing strategy
  - (c) Differentiation strategy.

P.T.O.

5. Discuss Indian Malls Vs. Western Countries Malls. [15]

6. Write short notes on (any *four*) : [5×4]

(a) Automatic Vending Machines (AVM)

(b) Store facade

(c) Growth strategy

(d) Bar coding

(e) RFID

(f) Promotion mix in retailing

(g) Visual merchandising.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5162]-512

**B.B.A. (Fifth Semester) EXAMINATION, 2017**

**HUMAN RESOURCE MANAGEMENT**

**506-C Special Paper II**

**(Human Resource Practices)**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

***N.B.*** :— (i) *All* questions are compulsory.

(ii) Figures to the right indicate full marks.

1. What do you mean by 'strategy' and 'strategic management' ? Explain the characteristics of strategic management. [15]

*Or*

Explain good working conditions for workers as well as importance of working conditions. [15]

2. Give meaning of 'Organisational Development Programme'. Explain the phases and objectives of organisational development programme. [15]

*Or*

Define the term 'employee discipline'. Explain the need and objectives of 'Employee Discipline'. [15]

P.T.O.

3. What is E-HR Record ? Explain the characteristics and types of E-HR Records. [15]

*Or*

Define the term 'Job Description'. Explain in detail the uses and limitations of 'Job Description'. [15]

4. What is 'Executive Compensation' ? Explain the importance and methods of 'Executive Compensation'. [15]

*Or*

What is 'E-job Design' ? Explain the recent trends and advantages of 'E-job Design'. [15]

5. Write short notes on (any *four*) : [20]

- (a) Work Scheduling
- (b) Causes of Industrial Accidents
- (c) Objectives of Organisational Development
- (d) Procedure of Grievance
- (e) E-HR Audit
- (f) Organisational Development Culture.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5162]-513

B.B.A. (Fifth Semester) EXAMINATION, 2017

MARKETING SERVICES

(Specialisation-II Service Sector Management)

(2013 PATTERN)

Time : Three Hours

Maximum Marks : 80

*N.B.* :— (i) All questions are compulsory.

(ii) Figures to the right indicate full marks.

1. What is Service Marketing ? Describe the classification of services with suitable examples. [15]

*Or*

Explain the various strategies for improving service quality. [15]

2. What is TQM ? Explain customer satisfaction measurement techniques. [15]

*Or*

What is Marketing Mix ? Explain extended P's of service marketing mix. [15]

3. What are the various problems faced by marketers of services ? What strategies do you suggest to overcome these problems ? [15]

*Or*

Explain various approaches to service competition. [15]

P.T.O.

4. Explain in detail the main elements of promotional mix in the context of service marketing. [15]

*Or*

Comment on the technological development in marketing of financial products in India. [15]

5. Write short notes on (any *four*) : [20]

- (a) Benchmarking
- (b) Physical evidence
- (b) Tourism service
- (d) Education services
- (e) Consultancy services
- (f) Gaps in quality.



Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5162]-514

**T.Y. B.B.A. (Fifth Semester) EXAMINATION, 2017**

**506E : AGRI BUSINESS MANAGEMENT**

**(International Agricultural Systems)**

**Special Paper II**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Figures to the right indicate full marks.

1. Explain in detail American system of farming. [16]

*Or*

Explain in detail Chinese system of farming. [16]

2. Discuss India's new patent regime. [16]

*Or*

Discuss initiatives taken for export promotions with suitable examples. [8]

3. (a) Agreement on Agricultural (AOA) [8]

(b) Agricultural SEZs.

4. Explain meaning and significance of FDI. Also discuss FDI *Vs.* Exports in relation to Agriculture. [16]

P.T.O.

*Or*

Write a note on genetically modified crops. [16]

5. Write short notes on (any *four*) : [16]

- (a) Israel farming system
- (b) Ecologically farming and sustainable agriculture
- (b) Agro Processing Zones (APZs)
- (d) Controversy regarding Agricultural Subsidies
- (e) Agro Export Zones (AEZs)

Total No. of Questions—6]

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**[5162]-601**

**B.B.A. (Sixth Semester) EXAMINATION, 2017**

**BUSINESS PLANNING AND PROJECT MANAGEMENT**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All* questions carry equal mark.

(ii) Solve any *five*.

1. Define planning and explain its Advantages and Limitations. [16]
2. What are the qualities of project manager ? Explain in detail the special demands on the project manager. [16]
3. Explain in detail the method of estimating project budgets. [16]
4. What are the fundamentals purpose of control ? Explain in detail the three types of control process. [16]
5. Define project audit. Explain in detail steps of the project audit life cycle. [16]

P.T.O.

**6.** Write short notes on (any *four*) :

[4×4=16]

- (a) Advantages of forecasting
- (b) Matrix based organisation
- (c) Forms of charter
- (d) Crystal ball 2000
- (e) Project life cycle
- (f) Financial audit Vs. Project audit.

Total No. of Questions—5]

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**[5162]-602**

**T.Y. B.B.A. (Sem. VI) EXAMINATION, 2017**

**602 : EVENT MANAGEMENT**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) All questions are compulsory.

(ii) Figures to the right indicate full marks.

(iii) Draw neat and well labelled diagrams wherever necessary.

1. Assume that you are organising an Intercollegiate Sports Fest. As an Event Manager, give an outline for organising the Event. [15]

*Or*

Your college is organising an Intercollegiate Dance Competition. Identify the During Event Activities. [15]

2. Define Event Management. Explain the various types of events in detail. [15]

*Or*

Define Event. Discuss the characteristics of Charitable Event and Artistic Expression Events in detail. [15]

3. Explain in detail the role of technology in Event Management. [15]

*Or*

Explain the various Networking Components for promotion of Events. [15]

P.T.O.

4. Explain in detail the various strategic alternatives arising from competitive analysis. [15]

*Or*

Explain Brand Building. State how events help in Building the Brand. [15]

5. Write short notes on (any *four*) : [20]
- (i) 5 C's of Event
  - (ii) Problems Associated with Traditional Media
  - (iii) Venue
  - (iv) Revenue Generating Customers
  - (v) Reach Interaction Matrix
  - (vi) Functions of Event Managements.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5162]-603

**B.B.A. (Sixth Semester) EXAMINATION, 2017**

**MANAGEMENT CONTROL SYSTEM**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) All questions are compulsory.

(ii) Figures to the right indicate full marks.

1. Define Management Control. Explain characteristics and principles of Management Control. [15]

*Or*

Define concept of management control. Discuss the nature and problems of control. [15]

2. What is Management Control System ? Explain Management Control System in Service and Non-profit Organization. [15]

*Or*

What is project ? Explain its aspects and factors affecting project. [15]

3. Define Production Control. Explain need and procedure of Production control. [15]

*Or*

What is project planning ? Explain various dimensions of project planning. [15]

P.T.O.

4. Define Marketing Control System. Explain process and importance of marketing control system. [15]

*Or*

What is meant by decision support system ? Explain the characteristics of decision support system. [15]

5. Write notes on (any *four*) : [20]

- (a) Determination of stock levels
- (b) Inventory Control
- (c) Methodology of Implementing Management Controls
- (d) Design of Management Control System
- (e) Responsibility centre
- (f) Expert System.



Total No. of Questions—7]

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**[5162]-604**

**B.B.A. (Sixth Sem.) EXAMINATION, 2017**

**E-COMMERCE**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) Question No. 7 is compulsory.

(ii) Answer any *four* out of the remaining.

(iii) Figures to the right indicate full marks.

1. Explain type of Electronic payment media. [15]
2. Define Cyper attack. Explain types of Cyber attack. [15]
3. What is E-Commerce ? Explain advantages and disadvantages of E-Commerce. [15]
4. What is E-Advertising ? Explain advantages and disadvantages of E-Advertising. [15]
5. What is Cyber Law ? Explain with its types. [15]
6. Explain E-Cycle of Internet Marketing. [15]

P.T.O.

7. Write short notes on (any *four*) :

[20]

- (a) E-Branding
- (b) Goals of E-Commerce
- (c) Viruses
- (d) Phishing
- (e) Hacking
- (f) E-Money
- (g) E-Marketing.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5162]-605**

**B.B.A. (Sem. VI) EXAMINATION, 2017**

**FINANCIAL SERVICES**

**(Specialization III : Finance)**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) All questions are compulsory.

(ii) Figures to the right indicate full marks.

1. What is a Financial System ? Give a brief overview of the Indian Financial System. [15]

*Or*

What is a Derivative Security ? Distinguish between futures and options.

2. Define money market. Explain money market instrument in brief. [15]

*Or*

What do you mean by venture capital ? Explain in detail types and stages of it.

3. Explain the role of SEBI as a regulatory Authority in primary market. [15]

*Or*

Define 'Mutual Fund'. What are Major Advantages of Investment through mutual funds ?

P.T.O.

4. What are financial intermediaries ? Discuss their role in the financial system. [15]

*Or*

What do you mean by 'Credit Rating' ? Analyse the important features of it.

5. Write short notes on (any *four* out of six) : [20]
- (i) IPO
  - (ii) Factoring Services
  - (iii) IRDA - Role
  - (iv) Activity Based Costing
  - (v) Inflation Accounting
  - (vi) Structure of Banking System in India.

Total No. of Questions—6]

[Total No. of Printed Pages—2

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**[5162]-606**

**BBA (Sem. VI) EXAMINATION, 2017**  
**ADVERTISING AND SALES PROMOTION**  
**(Specialisation III : Marketing)**  
**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) Question No. 6 is compulsory.

(ii) Solve any *four* questions from Question Nos. 1 to 5.

(iii) Figures to the right indicate full marks.

(iv) Illustrate with examples.

1. Define Advertising and Sales Promotion. Give the difference between traditional and modern advertising. [16]
2. Design layout format for FMCG product and throw light on different components of advertisement layout. (Student can select any FMCG product of their choice.) [16]
3. What do you mean by advertising media ? Write a detailed note on factors affecting media selection. [16]
4. Define a brand and describe the brand management process in detail. [16]

P.T.O.

5. Define Advertising. State its types and functions in detail. [16]
6. Write short notes on (any *four*) : [16]
- (a) Cross promotion
  - (b) Surrogate selling
  - (c) Internet advertising
  - (d) Brand Equity
  - (e) The Drug and Magic Remedies Act, 1954.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5162]-607**

**B.B.A. (Sem. VI) EXAMINATION, 2017**

**605-C : LABOUR LAWS**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Figures to the right indicate full marks.

1. Explain National Labour Policy of India with special reference to reforms and recent developments. [15]

*Or*

Explain in brief various Authorities under Labour Laws in India. [15]

2. State the provisions relating to ‘Contributions’, under the Employee’s State Insurance Act, 1948. [15]

*Or*

Explain in brief various kinds of benefits under the Employee’s State Insurance Act, 1948. [15]

3. Elaborate the schemes under the Employee’s Provident Funds and Miscellaneous Provision Act, 1952. [15]

*Or*

Explain the applicability and contribution to the Employee’s pension scheme under the Employees Provident Funds and Miscellaneous Provision Act, 1952. [15]

P.T.O.

4. State the provisions relating to Regulation of conditions of work of children under the Child Labour (Prohibition and Regulation) Act, 1986. [15]

*Or*

Explain the provisions relating to the payment of Maternity Benefits available under the Maternity Benefits Act, 1961. [15]

5. Write short notes on (any *four*) : [20]
- (a) International Labour Organisation
  - (b) Membership of the Fund
  - (c) ESI Corporation
  - (d) International Programme on Elimination of Child Labour
  - (e) Penalties under Child Labour Act
  - (f) Powers and Duties of Inspector under Maternity Benefits Act, 1961
  - (g) Maternity Benefits in case of Miscarriage and Death.



Total No. of Questions—6]

[Total No. of Printed Pages—2

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**[5162]-608**

**BBA (Semester VI) EXAMINATION, 2017**

**605-D : SPECIALISATION : SPECIAL SERVICES OF  
MARKETING IN INDIA**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) Solve any *five* questions.

(ii) Each question carries equal marks.

(iii) Illustrate with examples.

1. Explain the concept of Services. Bring out the role and significance of Services in the Indian Economy.
2. Explain the marketing mix for Banking Services.
3. What are the salient features of Indian Tourism Marketing ? Explain the process of segmenting the Tourism Market.
4. Discuss emerging trends of Political Marketing in light of the recent Assembly Elections held in the State.
5. Discuss the 7 Ps of the Health Care Services.

P.T.O.

**6.** Write short notes on (any *four*) :

(i) Self Service

(ii) Entertainment Services

(iii) Airline Services

(iv) Marketing of Higher Education

(v) Cellular Services.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5162]-609**

**T.Y. B.B.A. (Sixth Semester) EXAMINATION, 2017**

**AGRI. BUSINESS MANAGEMENT—III**

**(605-E : Recent Trends in Agri. Business)**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 80**

**N.B. :—** (i) *All questions are compulsory.*

(ii) *Figures to the right indicate full marks.*

1. Explain in detail Impact of International Agri. Business on Indian Economy. [16]

*Or*

How Agricultural Research & Education affected Agri. Business ?  
Explain in detail with suitable examples. [16]

2. Explain in detail the contribution of Processing of Agricultural Products in the development of Agri. Business in India. [16]

*Or*

Explain in detail Poultry Industries. [16]

3. (a) Agricultural Insurance. [8]  
(b) Agricultural Retailing. [8]

P.T.O.

4. Discuss the Role of Dairy Industry in development of Agri. Business in India. [16]

*Or*

Explain the importance of Co-operative Management, Co-operative Marketing and Co-operative Institutions in development of Agri. Business.

5. Write short notes on (any *four*) : [16]
- (a) Contract Farming
  - (b) Cotton Textiles Industry
  - (c) Sugar Industry
  - (d) Agricultural Finance
  - (e) Bureau of Indian Standards (BIS)
  - (f) Agricultural Marketing.

Total No. of Questions—4]

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**[5162]-610**

**B.B.A. (VI Semester) EXAMINATION, 2017**

**606-A : CASES IN FINANCE**

**(Specialization II : Finance)**

**(2013 PATTERN)**

**Time : Two Hours**

**Maximum Marks : 50**

- N.B. :—** (i) Question No. 1 is compulsory  
(ii) Attempt any *two* from the remaining.  
(iii) Figures to the right indicate full marks.

1. Project X and Project Y has a cost of Rs. 10,000. Cost of capital for both the projects is 12%. The projects expected net cash flows are as follows : [20]

| <b>Year</b> | <b>Project X</b> | <b>Project Y</b> |
|-------------|------------------|------------------|
| 0           | (10,000)         | (10,000)         |
| 1           | 6,500            | 3,500            |
| 2           | 3,000            | 3,500            |
| 3           | 3,000            | 3,500            |
| 4           | 1,000            | 3,500            |

Calculate each projects' payback period, Net Present Value (NPV), Internal Rate of Return and Profitability Index.

P.T.O.

Discount factor :

|        | @ 12% | @ 18% | @ 19% | @ 15% | @ 14% |
|--------|-------|-------|-------|-------|-------|
| Year 1 | 0.893 | 0.847 | 0.840 | 0.870 | 0.877 |
| Year 2 | 0.797 | 0.718 | 0.706 | 0.756 | 0.769 |
| Year 3 | 0.712 | 0.609 | 0.593 | 0.658 | 0.674 |
| Year 4 | 0.636 | 0.506 | 0.497 | 0.572 | 0.592 |

2. Following is the Capital Structure of ABC Ltd. :

|   |               |
|---|---------------|
| (i) Equity share capital<br>(1,60,000 Equity Shares of Rs. 10 each) | Rs. 16,00,000 |
| (ii) Retained Earnings  | Rs. 5,00,000  |
| (iii) Debentures (@ 8%)   | Rs. 7,00,000  |
| Total   | Rs. 28,00,000 |

*Additional Information :*

- (1) Equity shares are currently getting dividend @ 15% and market price quoted is Rs. 17 per share. Expected growth rate is 6%
- (2) Debentures are issued at par and tax rate for the company is 60%.
- (3) Company would like to go for further expansion of the project. Additional funds required for the same is estimated to Rs. 5,00,000. Management decided to take Long Term Loan from the Bankers @ 15% per annum.  
Calculate Weighted Average Cost of Capital under Existing Capital Structure and also under Revised Capital Structure. [15]

3. Prepare statement showing Working Capital Requirement to finance a level of activity of 50,000 units : [15]

|               |           |
|---------------|-----------|
| Particulars   | Cost p.u. |
| Raw material  | Rs. 50    |
| Direct labor  | Rs. 20    |
| Overheads     | Rs. 30    |
| Total cost    | Rs. 100   |
| Profit        | Rs. 20    |
| Selling price | Rs. 120   |

- (1) Average raw material in stock 1 month.
- (2) Average material in process 0.5 month (50% completion stage with full material consumption) .
- (3) Credit allowed by supplier 1 month.
- (4) Credit allowed to debtors 1 month.
- (5) Time lag in payment of wages 10 days.
- (6) Time lag in payment of overheads 30 days.
- (7) Cash balance Rs. 1,00,000.
- (8) Assume 360 days in a year.

4. ABC Private Limited Company is planning an investment in new project. The investment budget of the company is Rs. 3,00,000. The company has the following two investment alternatives : [15]

| <b>Particulars</b> | <b>Project A</b> | <b>Project B</b> |
|--------------------|------------------|------------------|
| Investment         | 30,00,000        | 30,00,000        |
| Useful life        | 5 years          | 6 years          |
| Cost of capital    | 12%              | 12%              |
| Cash inflows :     |                  |                  |
| Year 1             | 7,00,000         | 8,00,000         |
| Year 2             | 10,00,000        | 8,00,000         |
| Year 3             | 9,00,000         | 8,00,000         |
| Year 4             | 8,00,000         | 8,00,000         |
| Year 5             | 4,00,000         | 6,00,000         |
| Year 6             | —                | 2,00,000         |

Find which project the company should select on the basis of :

(a) Payback period method

(b) Net present value method.

Discount factor @ 12% :

|        |       |
|--------|-------|
| Year 1 | 0.893 |
| Year 2 | 0.797 |
| Year 3 | 0.712 |
| Year 4 | 0.636 |
| Year 5 | 0.567 |
| Year 6 | 0.507 |



Total No. of Cases—4]

[Total No. of Printed Pages—7

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**[5162]-611**

**B.B.A. (Sixth Semester) EXAMINATION, 2017  
606-B : CASES IN MARKETING  
(Specialization—IV : Marketing)  
(2013 PATTERN)**

**Time : Two Hours**

**Maximum Marks : 50**

INSTRUCTIONS TO THE CANDIDATES:

- 1) CASES NO.1 IS COMPLUSORY
- 2) SOLVE ANY TWO CASES FROM CASE NO : 2 TO 4 .

Q.CASE NO.1

**COMPETITIVE ANALYSIS AND THE DEVELOPMENT OF A BRAND**

**COMPLACENCY CAN BE THE BIGGEST ENEMY OF RETAILERS (20)**

"There's no need to ask the price - it's a penny" was the proud claim of Marks and Spencer a hundred years ago. From the start, it had developed a unique position in its market - an emphasis on low price, wide range and good quality. Over time, the Marks and Spencer position has been steadily developed, along with its profitability. By the 1990s it looked unstoppable as a retailer, as it progressively expanded its product range from clothing to food, furnishings and financial services. The world seemed to be waiting for M&S to exploit, and despite disappointing starts in the US and Canada, it developed steadily throughout Europe and the Far East. Then, just like any star who has been put on a pedestal, the media began to savage the company. After a sudden drop in profits and sales during 1998, critics claimed that the company had lost its position in the market place. It appeared to be like a super tanker, ploughing straight ahead with a management that had become much less adaptable to change than its nimbler competitors.

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Many observers had commented on the fact that the company did not have a marketing department until 1998. Marketing, at least in terms of advertising the brand, had become so important to its competitors, but had never been high on Marks & Spencer's agenda. According to Media Monitoring Services, M&S's total media spending between Dec 1997-Nov 1998 was just £4.7 million, almost a drop in the ocean compared to the spending of Sainsburys (£42.1m); Tesco (£27.5m); and Woolworths (£21.5m). While other retailers had worked hard on building a brand image, M&S has relied on the quality of its stock to do the talking. The argument was that everyone knew what they were getting with M&S underwear or shirts - good quality at fair, but not cheap, prices. Similarly with food, M&S's offering was about quality rather than price. M&S believed its customers knew what the brand stood for and advertising was much less important than ensuring that it could obtain the right products at the right price.

In 1998, M&S looked to marketing to help turn around its performance, describing its new marketing division for UK retail as "a significant development in our retailing philosophy". Many suspected that M&S's conversion to marketing had been encouraged by the example set by the star of modern retailing, Tesco. There are many similarities between the problems facing M&S and those which Tesco faced a decade previously. In the early 1990s Tesco was a brand which looked like it had seen better days. The retailer's format was tired, its stores poorly laid out and the positioning of the company was still based on its founder's principle of 'pile it high and sell it cheap'. Its arch-rival, Sainsbury's, was regarded as the more upmarket store for the middle classes, who shopped for quality food in a more pleasant environment. Since then, Tesco had innovated with improved store designs, petrol stations, coffee shops, a new fascia, the Tesco Clubcard and 24-hour store opening. The list of Tesco's marketing initiatives seemed to be unstoppable, in an attempt to keep one step ahead of its competitors.

In contrast, M&S had failed to keep pace with customer service. In many issues of retail development, such as out-of-town shopping centres, Sunday opening and loyalty cards, it had lagged behind its main competitors. While it has stood still, the likes of Tesco and Sainsbury's marched ahead until there was no longer much that felt exceptional about the M&S shopping experience. Analysts argued that M&S had

failed to make its store layouts help shoppers bring clothing together to make outfits. In a typical M&S store, all jackets would be located in one area and all cardigans in another, for example. Its competitors had made much greater progress in bringing together co-ordinated sets of clothing which would encourage shoppers to spend more. M&S has also been criticized for making things difficult for customers by not accepting payment by major credit cards.

In response to its current troubles, the newly created marketing department of M&S launched its first national campaign for retail towards the end of 1998. The ads followed an initial attempt at regional TV advertising earlier in the year, which the company was said to be very pleased with. The newly appointed Chief Executive claimed "It's not that people don't like what we're selling, but that we haven't got the message across. There are an awful lot of people who love us for our knickers, but they don't love our home furnishings because they don't even know they are there." Many critics thought the problems were much more deep-seated and blamed the store's problems on the fact that its autumn fashions were seen as dull and uninspiring, and out of touch with consumers' preferences. Greater authority was pledged to the marketing department when it came to new product design.

In response to its pledge to listen to what its customers wanted, new designers were brought in to try and give the company's ranges more sparkle. The company even thought the previously unthinkable by proposing to stock manufacturers' own branded products, instead of relying entirely on M&S's own label products. If customers wanted to obtain variety at M&S, the new thinking was that the company must adapt and offer it. Another area identified for development was direct marketing of fashion products - an area where the company had begun to lag behind its rivals who had developed interactive web sites.

Serious questions remained about the company. How quickly could it change in response to its changed environment? The company had not been known for speedy decision making, so probably a major structural overhaul was essential before it could get down to the serious business of adapting to customers' changing needs. Also, there was a great danger of changing the company's position too far and too

fast, thereby alienating its traditional customers without gaining sufficient new ones. As a warning of how not to change, M&S's rival Laura Ashley had repositioned itself so radically from its original format that it now failed to gain the support of any major group. M&S had itself tried to become more fashion conscious during the mid-1980s with similar effect, and had to make a hasty retreat to its traditional, more staid image.

### **CASE STUDY REVIEW QUESTIONS**

1. What do you understand by positioning, and what tools are available to Marks and Spencer to give it a positioning advantage?
2. There has been a lot of debate about whether the existence of a marketing department can actually be harmful to services companies because it absolves everybody else of marketing responsibilities. What then, do you make of M&S's decision to introduce a marketing department?
3. What are the dangers to M&S of moving its market position too far and too fast? How can it try to alleviate these problems?

### **CASE NO .2 :**

**(15)**

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

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

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

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

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

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

**Case No. 3 :**

(15)

For many years McDonald's enjoyed worldwide success built on a few well-known, highly standard conditions. The company with the golden arches served a simple menu — hamburgers, French fries, and milk-shakes or soft drinks. The food was priced low, its quality was consistent, and it was served speedily from establishments that all looked alike and were extremely clean.

In recent years, however, McDonald's has seen its growth rate slow down and its dominant market position slip. Why? The changes that have been occurring in the company's external environment.

Let's start with the population scene. For many years McDonald's main customer group was young couples with several kids. Today, people are marrying at a much later age and families have fewer children. So McDonald's traditional customer base is eroding. Then there are the cultural changes. Also consumers have become more health conscious. Let's face it — burgers, fries and shakes (the foundation of McDonald's success) are not exactly at the top of the dietitian's menu recommendations today.

Consumers want convenience. In the past, they hopped in the car and drove to McDonald's. Today they can pop something into the microwave oven or phone Domino's to have a pizza delivered. Another challenge came as consumers became more concerned about their physical environment. McDonald's polystyrene hamburger packaging was attacked by people who demand the use of recycled and/or biodegradable products. Paralleling all these challenges were the growing number and effectiveness of competitors.

Questions :

- (a) List out and discuss the major environmental changes being faced by McDonald's.
- (b) What should be the course of action to regain its dominant market position and to tackle competition?

**CASE NO 4 :**

(15)

In April 2013, Cadbury India's foreign parent acquired Pfizer's interests in the confectionary business for \$4.2 billion. That included the Warner – Lambert product portfolio, known best for Halls, Clorets and Chiclets.

The new strategy centers on Halls, a throat lozenge that enjoyed immense popularity in India until some years ago when it was overtaken by Vicks, Polo and now, Chlormint.

Historically, Halls has been a strong brand in South and West India. That's probably because, according to research conducted by Warner-Lambert, consumers in those regions prefer the menthol flavor, rather than just sweet candy. Cadbury is now planning to aggressively make a dent in the northern and the eastern regions, where awareness levels of the brand Halls have been dismal.

The company is still chalking out its strategies for this, but promotional schemes and heavy advertising will play an important part.

But while Cadbury plans to pull out the stops to make Halls a successful brand, it's important to know the irritations caused to the brand in the past. Up until the early 1990's, Halls was one of the leading cough lozenge brands: industry sources say its 'brand awareness' was as high as 90 percent. But things went downhill from 1997 onward.

The focus remained on enhancing the brand's visibility – crucial for an impulse purchase category. For this, the company introduced long, vertical dispensers and jars for storing Halls at even Kirana shops. In what may appear to be a contrarian move, it also brought down its advertising spends –from about Rs.18 crore in 1997-98 to Rs.6-7 crore in 2000.

But there was a reason: marketing wisdom dictates that it is better to avoid high ad spends on small-category product. The sales network was also realigned to make it more region-focused with the result that inventory levels came down from 20 weeks in the mid-1990s to three weeks by 2000.

The next step was a positioning shift in 2001. Since Procter and Gamble's lozenge brand, Vicks, was already selling on the medicinal platform of curing coughs and colds (and was sold mainly through chemists), Warner-Lambert decided to create a distinction for Halls. From the cough-and-cold platform, Halls has always targeted young adult men. And, most importantly, Warner-Lambert reverted to the original 50 paise price tag.

Warner-Lambert's efforts did pay off. From a Rs. 30-crore brand in 1999-2000, Halls is now valued at Rs. 40 crore. Industry sources say its market share, too, has increased to about 30 percent. Now Cadbury plans to take Halls forward. As the Marketing Consultant answer the following questions:

Questions:

- a) How would you change the image of halls to make it more favourable?  
(Media/Packaging/PR/Ad campaign)?
- b) What sales promotion would you recommend to induce purchase of halls?
- c) How would you measure the success of your advertising and promotion?

Total No. of Questions—4]

[Total No. of Printed Pages—5

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**[5162]-612**

**B.B.A. (Sixth Semester) EXAMINATION, 2017**  
**606-C CASES IN HUMAN RESOURCE MANAGEMENT**  
**SPECIALIZATION IV (HRM)**  
**(2013 PATTERN)**

**Time : Two Hours**

**Maximum Marks : 50**

**N.B. :—** (i) Q. No. 1 is compulsory

(ii) Solve any *two* cases from Q. Nos. 1, 2, 3.

1. What is 'Case Study' ? Explain the important characteristics of case study method. [10]

2. Case No. 1 :

The foundry has always been regarded as one of the worst places to work in the Kale manufacturing company. The work is hot dirty and heavy. Brawn rather than brains is considered the Chief requirement to get the job done. Yet according to the job evaluation plan, "Physical Ability" and "Working Conditions" are weighted relatively lower than "responsibility", "training" and "skill". As a consequence, most of the foundry jobs are rated at the bottom of the wages scale.

In recent years it has become increasingly difficult to get employees for the foundry management has had to take men who could not

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get jobs elsewhere thus further lowering the already low social status of the foundry job in the eyes of the other men in the plant. The whole matter has now reached a crisis. There are now 17 vacancies in the foundry and it is impossible to hire new men at the evaluated rate.

*Questions :*

- (i) Analyse the case. [5]
- (ii) How should this problem be handled ? [5]
- (iii) Should management completely revise wages in foundry but not in other department. [5]
- (iv) Why workers are not available in foundry job ? [5]

**3. Case No. 2 :**

Dinesh a machine operator, worked as a mechanist for Ganesh, the supervisor Ganesh told Dinesh to pick up some trash that had fallen from Dinesh's work-area and Dinesh replied, "I won't do the janitor's work."

Ganesh replied "When you drop it. You pick it up" Dinesh became angry and abusive calling Ganesh a number of names in a loud vice and refusing to pick up the trash. All employees in the departement heard Dinesh's comments.

Ganesh had been trying for two weeks to get his employees to pick up trash in order to have cleaner workplace and prevent accidents. He talked to all employees in a weekly departmental meeting and to each employee individually at least once. He stated that he was

following the instructions of the General Manager. The only objection came from Dinesh.

Dinesh has been with the company for five years and in this department for six months. Ganesh had spoken to him twice about excessive alcoholism but otherwise his record was good. He was known to have quick temper. This outburst by Dinesh hurt Ganesh badly. Ganesh told Dinesh to come to the office and suspended him for one day for insubordination and abusive language to supervisor. The decision was within company policy and similar behaviours had been punished in other department.

After Dinesh left Ganesh's office, Ganesh phoned the HR Manager, reported what he had done and said that he was sending a copy of the suspension order for Dinesh's file.

*Questions :*

- (i) Analyse the case. [5]
- (ii) How would you rate Dinesh's behaviour ? [5]
- (iii) Do you assess any training needs of employees ? [5]
- (iv) Do you think that suspension of Dinesh is a proper action ? [5]

**4. Case No. 3 :**

A workman who committed a grave misconduct was issued a charge sheet which was followed by a domestic enquiry. In the enquiry the charges were proved. Taking into consideration the gravity of the misconduct and past record of service the management had decided

to dismiss the workman from service. Accordingly he was served the dismissal order but since there was a conciliation matter pending before the Assistant Commissioner of Labour (Central) though not connected with the dismissal matter, the management had to file an application for approval of its action u/s 33 (2) (b) of the I.D. Act accordingly the management had passed the dismissal order but in the meanwhile the workman went on total strike for reasons not connected with the dismissal case. The matter went for conciliation before the Assistant Commissioner of Labour (Central) Delhi. In the meanwhile the Union President (an outsider) brought pressure on the chairman of the corporation to remit the punishment of dismissal to the workman on humanitarian grounds. The dismissed workman was an important functionary of the Union. Before the CC-19 (Central), Delhi a comprehensive agreement was reached to resolve the on-going strike and one of the clauses was that the management had agreed to remit dismissal and demote the workman for a period of three years and transfer him to a far off place incidentally demotion was not included in the list of punishments in this establishment. The workman in question who was in W-IV grade with Rs. 944 basic was demoted to W-11 grade and transferred to a far off location copies of the office order together with relevant portions of the settlement were sent to the payroll department for implementation. Since demotion was unknown earlier in that organisation many doubts were raised. Finally the payroll department trained the following questions and sought clarification from the personnel department.

*Questions :*

- (i) In demotion should the present basic salary be protected ? [5]
- (ii) Is the demotion cumulative or not ? [5]
- (iii) If the present basic salary is beyond the maximum of the lower pay scale how should it be treated. [5]
- (iv) What will happen to his seniority while he is in demoted grade ? [5]

Total No. of Questions—4]

[Total No. of Printed Pages—5

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**[5162]-613**

**B.B.A. (VI Semester) EXAMINATION, 2017**

**CASES IN SERVICE SECTOR MANAGEMENT (606-D)**

**(2013 PATTERN)**

**Time : Two Hours**

**Maximum Marks : 50**

**N.B. :—** (i) Q. No. 1 is compulsory

(ii) Solve any *two* from Q. Nos. 2 to 4.

(iii) Figures to the right indicate full marks.

1. Case No. 1 :

[20]

In the recent past, Indian civil aviation sector has grown manifold. 'Open Sky to All' policy adopted by the Govt. of India in 1992 clears the entry of Private carriers into the field. The monopoly of state owned carrier ends up with the entry of several new players in the industry and many more are about to enter the arena. Apart from the state-owned airline, a number of private companies have entered the arena, thereby providing more choices to the passenger.

Today, air travel is no more the monopoly of the rich and the mighty. With the arrival of cheap airline carriers in India, air travel has become simpler and cheaper. The high growth rates in air travel services in the country is likely to continue in future also. Now, airline has become a common man's vehicle and revolutionized the

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way a common Indian traveler used to travel. The airlines are adding more and more cities to their list of destinations covered throughout the country.

Therefore, it can be said that the domestic airlines of India have made traveling easier for the masses. More and more people are opting for traveling by air, because they save a lot of time in traveling, as compared to other means of transportation. But it has been observed that Airlines are not providing services adequately to their client users, resulting in dissatisfaction among the passengers right from booking the ticket to boarding the aircraft. It is observed a large number of consumer disputes arise out of deficiency in service provided by the airlines.

*Frequently Occurring Problems are :*

- Cancellation/Rescheduling of Flights/Delays are normal practice.
- Poor responses while enquiring on phones.
- Misinformation provided by Airlines staff when called on phones.
- Promised services are not provided.
- Long procedure in getting refund or even denial of refund at proper check-in time at the last moment due to over booking or some unknown reasons.
- Misleading advertisement luring passengers inviting free travel.
- Loss of baggage for which compensations are not paid or when paid it is very meager.
- Pilferage of baggage.
- No proper guidance when the passengers are in harness.
- Misbehaviour at the counter.

*Questions :*

- (a) Construct an effective service marketing strategy profile for a new airline company.
- (b) What measures should the airline companies take to avoid customer dissatisfaction ?

**2.** Case No. 2 : [15]

The following case highlights the business functioning of “High Star”, the world’s leading cruise company. The 9/11 attacks and the recession in the US Economy hit the travel industry hard and high star also had to face the consequences of a declining economy.

High star is one of the world’s leading cruise companies with 12 brands in its fold. It mainly operates in North America, Europe and Australia. High Star has a fleet of 78 ships, each with a capacity to accommodate 600 to 4300 customers.

High Star offers various vacation packages ranging from 7 to 14 days. Some packages even extend upto 30 days. They segmented their vacation packages into three categories—contemporary, premium and luxury—based on the nature of the tours, quality of customer service and the itinerary of the vacation. The key destination the carnival covers includes Alaska, the Caribbean, Europe the Panama Canal, the Mexican Riviera, the South Pacific, Asia Hawaii, etc.

*Questions :*

- (a) SWOT analysis is the key taks before planning a service strategy. Do a SWOT analysis for High star cruises.
- (b) Suggest how High Star can improve its business and customer satisfaction.

3. Case No. 3 : [15]

Online Shopping is undoubtedly on an upward trajectory. But, here's the kicker : While 43% of sales are influenced by online, online sales account for only about 9% of retail. It's still an impressive figure, but it also shows that there's huge room for improvement. There are still groups of online shoppers who refuse to buy online- and your great products, competitive prices, or easy check out have little to do with it.

Bargain-hunting web shoppers say they're willing to part with more cash for great customer service.

*Questions :*

- (a) What service related issues are faced by online shoppers which demotivate them to use this channel ?
- (b) List the service related factors that an e-commerce website should provide to its customers.

4. Case No. 4 : [15]

The courier industry in India has come a long way from its origin in modern form in 1980s and thereafter. The industry has grown in size and reach. A significant number of players have scaled up their operations to match the contemporary, world-class professional environment. The industry has invested in information technology systems and set up good processes and proprietary systems capable for handling large volumes.

The Indian courier industry size is estimated at Rs. 14,000 crores in 2015-16. As a premium segment, the courier industry is a small



but significant segment of the logistics industry. It is one of the fastest growing segments of the industry. The industry is expected to grow at 17% per annum to Rs. 20,000 crores in the next three years.

The economic growth in the country and the consequent trade growth will be primary growth driver for the courier industry. The growth in current customer industry segments and expansion into new industry segments will be demand drivers for the courier industry. In addition, increase in reach through expansion of network and new products like temperature-controlled logistics, services for importers and others will provide additional growth of the industry.

The courier industry serves as a key enabler for business by providing time-bound logistics services to customer industry segments. Besides providing critical services and aiding economic growth, the courier industry in India has significant to the economy.

*Questions :*

- (a) Discuss about internet and its role in managing demand in courier services industry.
- (b) Explain the role of people in courier services.
- (c) Explain the importance of process in courier services.

Total No. of Questions—4]

[Total No. of Printed Pages—2

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**[5162]-614**

**B.B.A. (Sixth Semester) EXAMINATION, 2017**

**AGRI. BUSINESS MANAGEMENT**

**(606 E : Cases in Agri. Business Management)**

**(2013 PATTERN)**

**Time : Two Hours**

**Maximum Marks : 50**

**N.B. :—** (i) Question No. 1 is compulsory.

(ii) Solve any 2 from the remaining 3.

(iii) Figures to the right indicate full marks.

1. Rajiv a young dynamic graduate decide to start Tissue Culture Nursery on his own agricultural land. Consider yourself as an expert advisor in Tissue Culture and advise Rajiv on the following points : [20]

(a) Resources required for Tissue Culture.

(b) Own Contribution and Financial Assistance from Banks and other institutions.

(c) Technical support required.

(d) Business and marketing strategies including import procedure.

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- 2.** Ramesh is a farmer from Ratnagiri. He developed his own Alphanso Garden. He wants to develop byproducts of mango. Suggest him : [15]
- (a) Resources required for byproducts
  - (b) Marketing strategies
  - (c) Financial Assistance.
- 3.** Suresh has a limited cultivative agricultural land. He is totally dependent on agricultural income. Advise him on the following points : [15]
- (a) Use of modern technology in the agricultural land.
  - (b) Maximum output ways from the agricultural land.
  - (c) Any other suggestions for improvement of income.
- 4.** Rampur is an ideal village. The main business of the village is agriculture. The villagers in panchayat discuss on the issue of water conservation and decide to form water conservation society. Suggest them various techniques of water conservation and the advantages of each technique. [15]