

Total No. of Questions : 6]

SEAT No. :

P1292

[5365]-11

[Total No. of Pages : 1

M.B.A.

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) What is planning? Explain the nature importance and steps of planning.

Q2) What is controlling? Explain the types and techniques of controlling?

Q3) “Stress has to be managed” Justify the same.

Q4) Explain in brief the Harberg’s theory of motivation.

Q5) Define conflict Explain in brief the types & conflicts.

Q6) Write short notes on (any two):

- a) Fundamental concept & OB.
- b) Importance & staffing.
- c) Centralisation.
- d) Leadership.



Total No. of Questions :7]

SEAT No. :

P1293

[5365]-12

[Total No. of Pages : 2

M.B.A.

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Define and explain in brief following:

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

Q2) Define Marginal Costing and explain with example PV Ratio, Margin of safety and BEP.

Q3) Differentiate between:

- a) Capital Expenditure & Revenue Expenditure.
- b) Management Accounting and Financial Accounting.

Q4) Write short notes on any two:

- a) Cash Discount & Trade Discount.
- b) Tangible Assets & Intangible Assets.
- c) Labour turnover.
- d) Idel time.

P.T.O.

Q5) The expenses budgeted for production of 10000 units in a factory are as under.

	Cost Per Unit (Rs.)
Materials	70
Labour	25
Variable overheads	20
Fixed overheads (100000)	10
Variable Expenses (Direct)	5
Distribution Expenses (20% fixed)	7
Selling Expenses (10% fixed)	13
Admn Expenses (Rs. 50,000)	5
	<hr/>
	155
	<hr/>

Prepare a budget for 6000 units & 8000 units.

Assume Admn Expenses are fixed.

Q6) Identify the overheads with cost centers.

Q7) Who are the users of financial statements & Accounting information Explain.



Total No. of Questions :7]

SEAT No. :

[Total No. of Pages :1

P1294

[5365] - 13

M.B.A

MANAGERIAL ECONOMICS

MBA - 103 : Managerial Economics

(2008 Pattern) (Semester - I)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) Define 'Managerial economics'? Explain how the manager can make use of the concepts, namely, price elasticity of demand and supply. **[14]**

Q2) Explain the law of variable proportions with a production schedule. **[14]**

Q3) Define 'equilibrium of a firm'. Show how a firm reaches it equilibrium in the short run under monopoly. **[14]**

Q4) Describe any two pricing strategies. **[14]**

Q5) a) What are the steps involved in project evaluation? **[14]**
b) How the firms make their investment appraisal before decision making?

Q6) Discuss the needs for government intervention in the economy. Which tools are used in present times? **[14]**

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

- a) Cartels.
- b) Break even analysis.
- c) Product differentiation.
- d) opportunity cost.



Total No. of Questions : 6]

SEAT No. :

P1295

[5365]-14

[Total No. of Pages : 3

M.B.A.

**104 : STATISTICAL AND QUANTITATIVE METHODS
(2008 Pattern) (Semester - I)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Q. No. 1 and 4 are compulsory.*
- 2) *Attempt any one question from remaining questions of each section.*
- 3) *Use of scientific calculator is not allowed.*
- 4) *Graph paper will not be provided, draw all graphs on answer paper.*

SECTION - I

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

Size	4.5-7.5	7.5-10.5	10.5-13.5	13.5-16.5	16.5-19.5
Frequency	14	24	38	20	4

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

Class	10-19	20-29	30-39	40-49	50-59
Frequency	5	10	15	12	15

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

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

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

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

Q2) a) For the data about the heights of boys and girls studying in a college. **[8]**

	Boys	Girls
Number	400	100
Avg. Height	68 inches	65 inches
Variance	9	4

P.T.O.

- i) Which group has more consistent heights?
 ii) What is combined standard deviation of the heights?
- b) If $r_{12} = 0.8$, $r_{13} = 0.4$ and $r_{23} = 0.56$ find the value of $r_{12.3}$, $r_{13.2}$. [7]

Q3) a) Find the association between literacy and unemployed? [8]

Total population of locality - 10000

Total literates in locality - 1290

Total unemployed in locality - 1390

Total unemployed and literates - 820

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

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

SECTION - II

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

Minimize $Z = 25x + 30y$

Subject to

$$4x + 3y \geq 60$$

$$2x + 3y \geq 36$$

$$x, y \geq 0$$

b) Solve following Maximization Assignment problem. [10]

Jobs →

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

Q5) a) Customer arrives at box office window, being managed by single individual according to a Poisson distribution with mean rate of 30 per hour. The time required to serve a customer has an exponential distribution with mean of 90 seconds. Find the average waiting time of customer. Also find average number of customer in the system and average queue length? **[8]**

b) pay off of three acts X, Y, Z and the states of nature of L, M, N are given below :

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

The probabilities of the states of nature are 0.3, 0.4 & 0.3 respectively. Calculate EMV for the above data and select the best act. **[7]**

Q6) a) Find the optimum strategies for A & B in the following game. Also obtain value of game. **[8]**

		B's Strategy		
		B1	B2	B3
A's Strategy	A1	9	8	-7
	A2	3	-6	4
	A3	6	7	-7

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

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

Simulate the rainfall for ten days using following random numbers : 67, 63, 39, 55, 29, 78, 70, 06, 78, 76. Find average rainfall.



Total No. of Questions : 7]

SEAT No. :

P1296

[Total No. of Pages : 1

[5365]-15

M.B.A

105: LEGAL ASPECTS OF BUSINESS

(2008 Pattern) (Semester-I)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates

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

Q1) Define contract. What is meant by Impossibility of performance of contract. **[14]**

Q2) a) Distinguish between sale and Agreement to sale. **[7]**

b) Auction sale. **[7]**

Q3) Define bill of Exchange. Prepare the draft of same by giving specific characteristics. **[14]**

Q4) Define company. Explain “Memorandum of Association” and “Articles of Association” of a company. **[14]**

Q5) What are the “Unfair Trade Practicesses” under the consumer protection act 1986? Give examples. **[14]**

Q6) Explain provisions relating to digital signature and electronic Governance. **[14]**

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

- a) Trade mark
- b) Holder and Holder in due course
- c) Coveate emptor
- d) Duties & liabilities of agent & principle.



Total No. of Questions : 6]

SEAT No :

P 1297

[5365]-16

[Total No. of Pages :2

M.B.A.

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Marketing Manager is considered to be mixer of Marketing ingredient. How is Marketing mix so important for Marketers?

Q2) What is market Segmentation, targeting and positioning? How it is distinct and relevant for marketing decision maker?

Q3) What is marketing environment? How does Micro and Macro environment compliment each other?

Q4) What is the nature and content of marketing Plan? Prepare the marketing plan for TV manufacturing Company.

Q5) Marketing starts with analyzing marketing opportunities and ends with Customer satisfaction. Explain the important stages of consumer buying process with it's marketing relevance.

P.T.O.

Q6) Write short notes on any two.

- a) Marketing control Tools and techniques.
- b) Social responsibility of marketing organization.
- c) Marketing organization types.
- d) Core concept of marketing.



Total No. of Questions : 7]

SEAT No :

P 1298

[5365]-21

[Total No. of Pages : 1

M.B.A.

**201 : MARKETING MANAGEMENT
(2018 Pattern) (Semester - II)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain in detail the Product mix & Product line decisions with suitable examples. Imagine you are a Marketing manager of FMCG company to develop Product mix and Product line decisions.

Q2) Explain the various stages in developing, testing and launching a new Product.

Q3) What are the various types of Pricing strategies used by different companies.

Q4) What is a channel design decision? Explain with suitable examples.

Q5) Briefly discuss the important elements of Promotion Mix.

Q6) What are the additional three P's of Marketing mix? How it is managed by service organization? Explain with suitable examples.

Q7) Write short notes : (Any Two)

- a) Product Life cycle.
- b) Personal selling.
- c) Advertising V/s Sales Promotion as Promotion Tool.
- d) Packaging - A silent Salesman.

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Total No. of Questions :7]

SEAT No. :

P1299

[5365]-22

[Total No. of Pages : 3

M.B.A-I

202 : FINANCIAL MANAGEMENT

(2008 Pattern) (Semester-II)

Time : 3 Hours]

[Max. Marks : 70

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

Q1) Explain the functions of Financial Management. **[14]**

Q2) Write short notes (Any Two) : **[14]**

- a) Dividend Policy
- b) Causes of under capitalization
- c) Types of leverages
- d) Internal Rate of Return

Q3) ABC Limited is considering an investment in project costing Rs. 12,00,000. Expected cash flow (Before tax & depreciation) are as under. **[14]**

Year	Rs.
1	3,00,000
2	3,00,000
3	4,50,000
4	4,50,000
5	7,50,000

Calculate :

- a) Pay Back Period
- b) NPV if cost of capital is 10% P.V

Factors at 10% are

Year	
1	0.909
2	0.826
3	0.751
4	0.683
5	0.621

P.T.O.

Q4) Complete the Balance sheet from the given data :

[14]

G. Profit (20% of sales)	Rs. 60,000
Shareholder's Equity	Rs. 50,000
Credit sales to total sales	80%
Total Assets Turnover	3 times
Inventory Turnover (To cost of sales)	8 times
Average collection period (360 days a year)	18 days
Current Ratio →	1.6
Long Term Debt to Equity	40%

Balance Sheet

<u>Liabilities</u>	<u>Rs</u>	<u>Assets</u>	<u>Rs</u>
Creditors	?	Cash	?
		Debtors	?
Long Term Debts	?	Inventory	?
Equity	<u>50,000</u>	Fixed Assets	<u>?</u>
	?		?

Q5) Prepare a statement showing working capital requirement for a level of activity of 156000 unit.

R. M. @ Rs. 90 per unit
 Direct Labour @ Rs. 40 per unit
 Overheads @ Rs 75 per unit
 Profit @ Rs. 60 per unit
 Selling price @ Rs. 265 per unit

- a) R. M. in stock on an average for 1 month.
- b) W/P (50% complete) on an average for two weeks.
- c) Finished goods on an average for one month.
- d) Credit allowed by supplies is one month
- e) Debtors are allowed 2 months credit.
- f) Wages time lag in payment 1½ weeks.
- g) Overheads time lag is one month.
- h) 20% of sales are for cash.
- i) Cash in hand and at bank are expected Rs. 60,000
(Assume 4 weeks is equal to one month)

[14]

Q6) Balance sheets of ABC Ltd.

<u>Liabilities</u>	<u>31/3/10</u>	<u>31/3/11</u>	<u>Assets</u>	<u>31/3/10</u>	<u>31/03/11</u>
Equity capital	30,00,000	400000	Goodwill	1,15,000	90000
8% Redeemable	1,50,000	100000	Land & Building	200000	170000
Pref. shares					
Gen. Reserves	40,000	70000	Plant	80000	200000
P&L A/C	30,000	48000	Debtors	160000	200000
Prop. Dividend	42,000	50000	Stock	77000	109000
Creditors	55000	83000	Bills Receivable	20000	30000
Bills Payable	20000	16000			
Taxation provision	40,000	50000	Cash in hand	15000	10000
			Bank Balance	10000	8000
<hr/> Total	<hr/> 677000	<hr/> 817000	<hr/> Total	<hr/> 6,77000	<hr/> 817000

- Depreciation charged on plant & land and Bldgs. 10,000 & 20,000 respectively for 2010-11
- Interim dividend of Rs. 20000 has been paid in 10-11.
- Income tax paid during 2010-11 is Rs. 35,000

Prepare funds flow statements

[14]

Q7) Explain the concept of leverages. Briefly explain the types of leverages. **[14]**



Total No. of Questions : 7]

SEAT No. :

P3961

[Total No. of Pages : 1

[5365]-23

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

203 : HUMAN RESOURCE MANAGEMENT

(2008 Pattern) (Theory)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

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

Q1) What is HRM and explain the difference between Personnel Management and HRM.

Q2) What is HRP? Describe various sources of recruitment.

Q3) What is Performance Appraisal? Explain in detail the methods of Performance appraisal.

Q4) Define Training? Enumerate various methods of training.

Q5) Define Compensation benefits. Explain the components of compensation.

Q6) Explain Grievance Procedure process in detail.

Q7) Write short notes on (any two) :

- a) Dismissal
- b) Layoff
- c) Job Evaluation
- d) Job Enrichment



Total No. of Questions : 7]

SEAT No :

P 1300

[5365]-24

[Total No. of Pages :2

M.B.A.

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) What is Operations Management? Explain the nature and scope of operations management. Discuss. **[14]**

Q2) Describe various methods of manufacturing. Explain Project Production and Batch Production with suitable example. **[14]**

Q3) What are the strategic importance of plant location and plant layout? Discuss the principles of Plant Layout by giving examples. **[14]**

Q4) Distinguish between PERT and CPM. Explain the terms “Network Crashing” in detail giving a suitable example. **[14]**

Q5) What is Maintenance? Explain importance and types of maintenance in detail with suitable example. **[14]**

P.T.O.

Q6) Explain the importance of control charts? State its types and explain the same with reference to statistical quality control. **[14]**

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

- a) Method Study.
- b) KANBAN.
- c) Concept of TPM
- d) Standard time for operation.

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Total No. of Questions : 7]

SEAT No. :

P2736

[Total No. of Pages : 2

[5365]-25

M.B.A. (Semester - II)

205 : MATERIALS AND LOGISTICS MANAGEMENT

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) State the interface of Materials Management with other functions of Management. How could a tradeoff between Logistics Cost and Inventory Costs be achieved to maintain a high customer service level? **[14]**

Q2) Explain the basic EOQ model with Suitable example and diagram. **[14]**

Q3) Why is MRP essential for Organisation? Explain BOM with examples. **[14]**

Q4) State the steps involved in negotiations. Explain the purchase cycle. **[14]**

Q5) What Value Engineering possibilities could be there for the product "WRITING PEN"? Detail out the Value Analysis process for the same. **[14]**

Q6) Discuss the Principles of Material Handling? How could costs be controlled by using appropriate material handling equipments. **[14]**

P.T.O.

Q7) Write short notes (Any Two)

[14]

- a) Master Production Schedule
- b) VED, HML
- c) Vendor Management
- d) Global Sourcing



Total No. of Questions : 7]

SEAT No :

P 1301

[5365]-26

[Total No. of Pages :2

M.B.A.

MIS-206 : MANAGEMENT INFORMATION SYSTEM

(2008 Pattern) (Semester - I)

Time : 3 Hours

[Max. Marks : 70

Instructions to the candidates:

- 1) *Q1. and Q7. are compulsory.*
- 2) *Solve any four question from remaining.*
- 3) *Figures to right indicate full marks.*
- 4) *State your assumptions clearly.*

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

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

Q2) What is EIS? Explain characteristics and benefits of EIS. **[10]**

Q3) Explain in detail “Herbert Simon Model” in Decision making Process. **[10]**

Q4) Explain prototyping model of Information System Development. **[10]**

Q5) What is MIS? Explain applications of MIS. **[10]**

P.T.O.

Q6) What is topology? Explain any two in details.

[10]

Q7) Write a short notes on given below (any three)

[15]

- a) CASE Tools.
- b) Attributes of good information.
- c) Data Mining.
- d) DSS.



Total No. of Questions :6]

SEAT No. :

P1302

[5365]-31

[Total No. of Pages : 7

M.B.A.

301 : BUSINESS POLICY AND STRATEGIC MANAGEMENT

(Semester - III) (2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Discuss, with relevant examples, the statement: “Major opportunities or threats usually result from an interaction among key environmental trends rather than from a single external event or factor”.

Q2) Give an example of each of the following:

- a) Market Penetration, Market Development, Product Development.
- b) Forward Integration, Backward Integration, Horizontal Integration.
- c) Concentric diversification, Horizontal diversification, Conglomerate Diversification.
- d) Joint Venture, Strategic Alliance, Parenting.
- e) Divestiture, Liquidation, Retrenchment.

Q3) What are the three generic strategies suggested by Michael Porter? What are the:

- a) Prerequisites to implement each of these 3 strategies.
- b) Advantages of these 3 strategies.
- c) Limitations of these 3 strategies.

Q4) Are functional strategies interdependent, or can they be formulated independently of other functions. What would be the impact of mass customization strategy on various functional strategies of a company?

P.T.O.

Q5) Write short notes on any three:

- a) Learning Organization.
- b) BCG Matrix.
- c) McKinsey 7S framework.
- d) Balanced Scorecard.
- e) Virtual Value Chain.

Q6) Case :

Chand Machine Tools

Chand Machine Tools is a medium sized company producing general machine tools for the engineering industry, such as flatbed and turret lathes (used for turning operations), shaping, milling, drilling and grinding machines. The dominant players in this market are Hindustan Machine Tools Limited, which has a significant share of domestic sales. The other players include Widia Ltd., PMT Machines Pvr. Ltd., EMA India Ltd., Gremach CNC Ltd. and Kulkarni Power Tools Ltd.

The sales of construction equipment & machinery, cement machinery, chemical machinery and agriculture machinery were Rs. 1544 million, Rs.1353 million, Rs.18.52 billion and Rs.3480 million respectively in year 1999-2000. A slowdown in the Indian economy since mid-1999 had seen a lack of adequate business opportunities in the home market of all user industries. The figures for the metal working machine tool sub-sector are given in Tables 1 and 2.

Table 1 : Import of Metal-Working Machine Tools - 2000

[Value in Rs. million]

Machine Type	Quantity	Value
Metal-Cutting Machine Tools		
EDMs (Total)	13	19.890
Lathes & Automats (Total)	132	191.123
Boring-Milling Machines (Total)	42	235.193
Milling Machines (Total)	127	135.307
Drilling Machines (Total)	67	87.307
Threading/Tapping Machines	42	53.113
Grinding Machines (Total)	186	434.730
Honing, Polishing & Other		
Super-Finishing Machines	108	94.844
Gear-cutting Hobbing Machines	64	167.851
Other Metal-Cutting Machines	570	1,157.196
Total Metal-Cutting Machine Tools	1,529	3,657.739
Total Metal-Working Machine Tools	1,812	4,258.271

Output by domestic metalworking machine tool manufacturers in 2000-01 declined by 14 per cent. This was the fourth year of decline for the Indian machine tool industry, since 1997, Much of this fall was due to subdued investment by all the major users/ segments of machine tools, except Defence.

Table 2 : Production & Export of Metal-Working Machine Tools - 2000

[Value in Rs. million]

Machine Type	Production		Export	
	(Qty)	(Value)	(Qty)	(Value)
Metal-Cutting Machine Tools				
EDMs (Total)	277	211.289	27	46.597
Lathes & Automats (Total)	1,327	1,697.759	137	65.958
Boring-Milling Machines (Total)	24	131.449	0	0
Milling Machines (Total)	382	343.685	10	10.725
Drilling Machines (Total)	578	213.019	20	4.305
Threading/Tapping Machines	13	4.600	0	0
Grinding Machines (Total)	660	642.444	40	46.126
Honing, Polishing & Other Super-Finishing Machines	759	217.771	1	4.320
Gear-cutting Hobbing Machines (Total)	61	215.502	3	11.610
Other Metal-Cutting Machines	41	15.885	8	0.477
Total Metal-Cutting Machine Tools	4,551	5,147.061	264	207.819
Total Metal-Working Machine Tools	4,991	6,300.396	316	328.413

Exports:

For four consecutive years, the manufacturing sector witnessed lack of orders and downturn; demand for metal-forming machines fell by average 24%. The decrease was caused due to a colossal 40% fall in output of conventional metal forming machine tools as well. Competition from imports is expected to rise, further hurting margins. In view of the slow growth in the Indian economy, most Indian machine tool manufacturers focused on potential overseas markets for business opportunities. Engineering exports went up from US\$ 22 million in 1960-61 to US\$ 6781 million in 2000-01.

Given that the industry is labour-intensive, India has an advantage over the west. The industry has to undergo a radical shift in its paradigm thinking. It has to provide low-cost, high quality, lean manufacturing solutions. The majority of Indian engineering firms are pursuing a systematic approach to quality control and standardization so as to carve our adequate market positioning in the competitive world market-place. Engineering industry in India has to update its technology base and diversify its manufacturing range in tune with global market requirements. More than 2500 firms from the engineering sector have already acquired ISO 9000 accreditation.

Chand Machine Tools is in the process of acquiring ISO 9000 accreditation. Simultaneously, it has to invest in adopting eco-friendly manufacturing techniques.

Future Outlook:

Machine tool demand largely depends on growth in sectors like automobiles. Since this sector managed good growth in the recent past, machine tool demand too was reasonable. With global majors in the automotive sector giving greater attention to localization, the domestic machine tool industry is benefiting. For instance, Toyota has started its local manufacturing in Bangalore and gradually increased Outsourcing of components and parts from local vendors. The initial outlay for the component manufacturing facility was around Rs. 250 crore but by using Indian tools and tooling solutions, it has significantly lowered its cost structure. Hyundai's export engine is almost totally dependent on the

local vendors to cut down cost. Ford, which has ensured a high degree of indigenization for its mid-size car Ikon, is now looking at making India the regional component and vehicle-sourcing hub.

Auto and auto component, power, transport and defense sectors are driving the machine tool industry and many small and medium companies in the past two quarters have had full orders. Chand Machine Tools was not lagging behind. This has spurred many companies to start expanding their manufacturing capacities. After four years of downturn, the Rs. 1,800-crore machine tool industry is upbeat over the prospects of an estimated Rs. 4,000 crore demand by automobile, power, transport and the defence sectors in the country.

According to industry sources, public sector HAL is going in for modernization of all its units. The modernization is expected to be to the tune of Rs. 1,500 crore and small and medium machine tool companies are to get 40% of the total orders. The overall demand has also been driven by PSUs like HAL, BHEL, BEML and Indian Railways. BHEL, a public sector company, which has bagged many power projects in the country, is also outsourcing some orders to the tune of Rs. 600 crore. The railways is also using domestic machine tool fixtures worth Rs. 200 crore for building General Motors locomotives. Ordnance factories under the defence sector, especially after the Indo-Pak friendly talks, is said to be spending substantial amounts to revamp their factories. Projects like the Mumbai-Pune Expressway-on the anvil-will also help the industry through the slump.

Expert Opinions:

According to one expert source, “.....the machine tools industry was never very healthy. It is too fragmented with many small players. Even Mysore Kirloskar, one of the few big players, has had to close down its operations in the face of shrinking demand. The level of consumption is very poor. Every big corporate house is building its own in-house machines. Many are buying CKD kits, eliminating the use of machine tools. The future for the machine tool industry is very bleak. Some entities will disappear.....”

Also there are some who believe that Indian machine tools are not comparable

in terms of quality and price to foreign ones. So the industry is vulnerable to competition from cheap and high-quality imports from countries like Taiwan. However, a recent study by National Council for Applied Economic Research, based in Delhi, forecast that future trends indicate that India will emerge as a promising market for all categories of machine tools over the next decade.

Governmental Action:

Being an integral sector, the Government considered growth of the machine tool industry to have an immense bearing on the entire economy, especially India’s manufacturing industry. It is also considered crucial for development of the country’s strategic segments such as Defense, Railways, Space, and Atomic Energy. Indigenous machine tools have the highest impact on capital output ratios.

The Government, in an attempt to encourage modernization, has decided to lower the import duties for such products, which have been moved from the ‘restricted import’ category to the “open general license” category.

The Company:

the company has had a good year. There has been a 15% increase in its net sales and profitability over 1999. The financial performance of the company for the last 5 years is given in Table 3.

Table 3 : Financial Performance of Chand Machine Tools

[Value in Rs. million]

	1999	1998	1997	1996	1995
Net Sales	83.1	72.7	77.7	80.1	80.0
Cash Flow	7.6	4.1	6.8	7.7	8.1
Investments (tangible Assets)	5.3	5.6	6.9	7.8	7.6
Net Profit	1.6	-(0.7)	1.7	2.7	4.6
Shareholder’s Equity	26.8	25.3	26.5	25.9	23.6
Non-financial Debts	3.8	8.3	7.7	4.7	4.2
Earnings per Share (Rs.)	0.62	-(0.28)	0.67	1.11	1.85

Note: All values in Rs. (Crores)

Mr. Suresh Chand, the Managing Director of Chand Machine Tools, is wondering where all this is going to take the company. He has been talking to a firm in Germany for updating his technology. The company was planning an investment of Rs. 25 crores in the new project. He wonders if this would be a wise move.

Discussions:

Read the case carefully and help Mr. Chand in solving his problem by:

- Making a SWOT Analysis of Chand Machine Tools.
- Creating a PESTLE Analysis of the Machine Tools Industry.
- Helping Mr. Chand to draw up the Vision, Mission and Value Statements of Chand Machine Tools.
- Using the issue tree to analyze Mr. Chand's problem and provide your suggestions of what he should do and why.



Total No. of Questions :7]

SEAT No. :

P1303

[5365]-32

[Total No. of Pages : 2

M.B.A.

302 - MANAGEMENT CONTROL SYSTEMS

(2008 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) “Control is the central function in any organization”. Do you agree with this statement? Justify your answer with suitable illustrations.

Q2) What are Corporate Level strategies and Business Unit Strategies? Who are involved in framing such strategies and what are the key strategic issues?

Q3) What do you understand by Goal Congruence? Explain the factors those influence the goal congruence.

Q4) What is profit center? State the pre-requisites for successful implementation of profit center system.

Q5) “Budgetary Control is one of the important tools for controlling an organization”. Elucidate.

Q6. Write Short notes on (Any Two):

- a) Committed costs
- b) Management Audit
- c) Functions of Controller
- d) Du Pont Analysis

P.T.O.

Q7) A division of ABC Ltd has assets of ₹ 35,00,000, Capital invested is ₹ 25,00,000 and Net Operating Income of ₹ 10,00,000.

Ignoring taxes:

- a) What is the Division's ROI?
- b) If the weighted average cost of capital is 15%. What is the EVA?
- c) If management uses ROI as the performance measure, what effects on management behaviour do you expect?
- d) If management uses EVA as the performance measure, what effects on management behaviour do you expect?



Total No. of Questions :7]

SEAT No. :

[Total No. of Pages :2

P1304

[5365] - 33

M.B.A.

MARKETING RESEARCH

303 A : Marketing Management

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

- 1) *Q. No.7 is compulsory.*
- 2) *Attempt any four questions out first six questions.*
- 3) *All questions carry equal marks.*
- 4) *Use of electronic calculator is allowed.*

Q1) Describe principle of projection & various projective techniques with applications of each. **[14]**

Q2) An advertising agency claims that sales of client's brands increased after its advertising campaign. Advise the client to set up an appropriate experimental design. Which design do you suggest & why? What are the errors associated with experimental designs? **[14]**

Q3) Design a questionnaire to study consumer behaviour for studying customer preferences with respect to online shopping of fashion garments & accessories. **[14]**

Q4) Describe different sampling methods. Which method will you suggest for an opinion poll to study chances of a politician in assembly elections to be held in pune. **[14]**

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

- a) Conjoint analysis.
- b) Stapel Scale
- c) Cool Hunting.

P.T.O.

Q6) A company carried out market survey of 60 males to study percentage of college males who would consume six or more glasses of carbonated beverages per week. It was found that 58% male students are likely to consume at least 6 glasses per week. The company would like to make sure that more than 50% males would have this consumption. Can the company be confident about 58% found in research. Specify null hypothesis. Test the hypothesis at 0.05 confidence level with $Z = 0.54$ and sample size = 60. **[14]**

Q7) Life Insurance company would like to carry out a market survey to study satisfaction level of its customers as compared to customers of private sector insurance firms.

- a) Design a research proposal. **[9]**
- b) Define population for the study by specifying sampling unit & sampling elements. How will you calculate sample size, if non-probability sampling method is to be used. **[5]**



Total No. of Questions :7]

SEAT No. :

P1305

[Total No. of Pages :4

[5365] - 34

M.B.A.

303 - B : ADVANCED FINANCIAL MANAGEMENT

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) Answer true or false along with justification for the following questions relating to the free cash flow hypothesis. **[18]**

- a) Companies with high operating earnings have high free cash flows.
- b) Companies that commit to paying a large portion of their free cash flow as dividends do not need debt to add discipline.
- c) The free cash flow hypothesis for borrowing money makes more sense for firms in which there is a separation of ownership and management.

Q2) Businesses with severe capital rationing constraints should use IRR more than NPV. Do you agree? Explain. **[13]**

Q3) This question reviews some of the difficulties encountered in interpreting accounting numbers. **[13]**

- a) Give four examples of important assets, liabilities, or transactions which may not be shown on the company's books.
- b) How does investment in intangible assets, such as research and development, distort accounting ratios? Give at least two examples.
- c) Explain the three ways in which accelerating inflation affects earnings and profitability ratios based on historical-cost accounting.

P.T.O.

- Q4) a)** A company paid a dividend of Rs. 1.75/ share during the current year. It is expected to pay a dividend of Rs. 2 / share during the next year. Investors forecast a dividend of Rs. 3 and 3.5 / share respectively during the two subsequent years. After that it is expected that annual dividends will grow at 10% / year. If current market price of share is Rs. 35/ share, then is it advisable to buy this share? **[4]**
- b) The following information is available from the Balance Sheet of a company: Equity Share Capital: 20,000 shares of Rs. 10 each = Rs. 2, 00, 000. Reserves and Surplus: Rs. 1,30,000. 8% Debentures: Rs 1,70,000. The rate of tax for the company is 50% current level of equity dividend is 12%. Calculate Weighted Average Cost of Capital (WACC).[4]
- c) Write short note on IFRS. **[5]**

- Q5)** Suhas Enterprise is considering an investment proposal of Rs. 2,00,000, The expected returns during the life of the investment are as under: **[13]**

Year-1

Event	Cash Inflow(Rs.)	Probability
i.	80,000.00	0.3
ii.	1,20,000.00	0.5
iii.	1,00,000.00	0.2

Year-2

	Rs. 80000.00		Rs. 1,20,000.00		1,00,000.00	
	Cash (Rs.)	Probability Inflows	Cash (Rs.)	Probability Inflows	Cash Inflows	Probability
I	1,50,000	0.2	2,00,000	0.1	2,50,000	0.2
II	2,00,000	0.6	3,00,000	0.8	4,00,000	0.5
III	2,50,000	0.2	4,00,000	0.1	6,00,000	0.3

Using 10% as the cost of capital, advise about the acceptability of the proposal

Q6) Summarize balance sheet of ABC limited as at 31 st December 2009 & 2010 are given below (Rupees). **[13]**

Particulars	2009	2010
Liabilities		
Share Capital	4,50,000.00	4,50,000.00
General Result	3,00,000.00	3,10,000.00
Profit & Loss Account	56,000.00	68,000.00
Creditors	1,68,000.00	1,34,000.00
Provision for Tax	75,000.00	10,000.00
Mortgage loan	-	2,70,000.00
TOTAL	10,49,000.00	12,42,000.00
Assets		
Fix Assets	4,00,000.00	3,20,000.00
Investments	50,000.00	60,000.00
Stock	2,40,000.00	2,10,000.00
Letters	2,10,000.00	4,55,000.00
Bank	1,49,000.00	1,97,000.00
	10,49,000.00	12,42,000.00

Additional Information

- a) Investments costing Rs. 8,000 where sold during the year 2010 for Rs. 8500.
- b) Provisions for tax made during the year was Rs.9000.
- c) During the year part of fix assets costing Rs. 10,000 was sold for Rs. 12000 and the profit was included in profit ans loss account.
- d) Dividend paid during the year amounted to Rs. 40,000. You are required to prepare a statement of sources and uses of cash.

Q7) Consider a firm that has existing assets in which it has capital invested of Rs. 100 crores. the after tax operating income on assets in place is Rs.15 crores. the return on capital employed of 15% is expected to be sustained to perpetuity, and company has a cost of capital of 10%. Estimate the present value of EVA of the firm from its assets in place. **[13]**



Total No. of Questions :7]

SEAT No. :

P1306

[Total No. of Pages :2

[5365] - 35

M.B.A

COMPUTER MANAGEMENT SPECIALIZATION - I

MBA - 303 C : Software Engineering

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) Maharashtra sports and recreation department has decided to hold a national level sport competition in pune. It has decided to computerize all the activities that are going to take place in the competition.

The requirements are as follows.

- To Maintain data of the participants, representing different states and taking part in different types of sports competitions. There is a team of at the most seven players representing every state.
- To maintain the records of performance of the participants in the league rounds.
- To maintain the result of the sport events such as the winners of Gold, Silver and Bronze medal.
- To maintain the umpires data and their specialization in various events.
- To maintain complaints received by the participants.

Ready information base of world records in also to be made available for comparison purpose.

- a) Draw ER Diagram

P.T.O.

- b) Draw Context level and First level Data Flow Diagrams. [20]
- Q2)** Explain the various Fact Finding techniques in detail. [10]
- Q3)** Explain Spiral Model in detail. [10]
- Q4)** Explain “Computer aided Software Engineering” in detail. [10]
- Q5)** Global computer institute admit the students by following the procedure given below.
- a) Student having more than or equal to 60% marks in graduation is accepted for special batches.
 - b) Students having marks between 45% to 60% are accepted for regular batches and remaining students are rejected.
 - c) 20% additional fees are taken from students who opt for prime time batches.
 - d) 5% discount is given to the students if fees are paid on or before 28th Aug.
- Draw Decision Tree and Decision Table for the above case. [10]
- Q6)** Explain the stages of SDLC in detail. [10]
- Q7)** Write short notes on: (Any Two) [10]
- a) Object oriented Modeling.
 - b) Types of System.
 - c) Feasibility Study.
 - d) Reverse Engineering.



Total No. of Questions :7]

SEAT No. :

P1307

[Total No. of Pages :2

[5365] - 36

M.B.A.

303 - D : INVENTORY MANAGEMENT & MATERIALS

REQUIREMENT PLANNING

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) What is Inventory? Explain the Inventory functions and different types of Inventory with suitable examples.

Q2) What are the considerations for Customer Satisfaction in Inventory Management? Discuss Inventory Strategic.

Q3) Explain the Inventory Control technique. Discuss Strategies to increase Inventory Turns with suitable example.

Q4) Why EOQ is used while ordering the inventory? Discuss the EOQ model of Inventory control with Quantity discount.

Q5) What are the different types of data required for MRP? Explain with suitable example.

P.T.O.

Q6) What is concept of outsourcing? Explain manufacturing industry, which are the factors influence the industry for making the items in House or to buy from the supplier.

Q7) Write note on (Any Two).

- a) Safety Stock.
- b) Zero Inventory.
- c) Evaluation of Materials Function.
- d) Dependent Demand Make or buy decisions.



Total No. of Questions :7]

SEAT No. :

P1308

[Total No. of Pages :2

[5365] - 37

M.B.A

HRM SPECIALIZATION

303 - E : Labour Laws - I

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) Discuss the objectives of Gratuity Act and when the employer is not liable to pay the Gratuity. **[14]**

Q2) Explain in detail Available and Allocable surplus under the Bonus act 1965. **[14]**

Q3) Define wages under payment of wages act and discuss authorized deductions under the act. **[14]**

Q4) Explain Health and Safety provisions under The Bombay Shops and Establishments act 1948. **[14]**

Q5) Explain in detail provisions for Residential hotels, Restaurants and Eating houses. Explain Registration process for Establishments. **[14]**

P.T.O.

Q6) Explain the important provisions of minimum and maximum bonus under Payment of Bonus act. **[14]**

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

- a) Health provisions under Factories Act.
- b) Welfare of contract labour.
- c) Minimum wages.
- d) Eligibility for Gratuity.
- e) Concept of bonus.



Total No. of Questions :7]

SEAT No. :

P1309

[Total No. of Pages :2

[5365] - 38

M.B.A.

303 F : INTERNATIONAL MARKETING

(2008 Pattern) (Semester - III) (1B. Specializations)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) What are the driving forces and restraining forces of International Marketing?
Discuss with examples. **[14]**

Q2) What are the different foreign market entry strategies. Discuss with relevant examples. **[14]**

Q3) Explain various possible 'Distribution Channels' in International Marketing. **[14]**

Q4) What are the steps involved in Exporting Process? Briefly describe the export documents required. **[14]**

Q5) Discuss various pricing strategies adopted in international Marketing. **[14]**

P.T.O.

Q6) Suggest a suitable foreign market entry strategy for the following. (ANY TWO).
Justify your answer. **[14]**

- a) An Indian ayurvedic cosmetic company planning to get into over seas market.
- b) A multinational organized Fast Food Chain Planning to enter Indian market with low calorie fast foods.
- c) An Indian small Scale Paper Industry willing to go International.

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

- a) Export Promotion council.
- b) Limitation of Global Marketing.
- c) Cultural Environment and global marketing.
- d) Challenges in global marketing Research



Total No. of Questions : 7]

SEAT No. :

P1310

[5365]-39

[Total No. of Pages : 2

M.B.A.

MARKETING SPECIALIZATION

**304A : Integrated Marketing Communication
(2008 Pattern) (Semester - III) (Elective - II)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) ICC World Cup 2011, provided big opportunity to various companies for promotion of their brands. Enlist the sponsors of this event and elaborate on various promotional techniques used by them during this event.

Q2) Discuss with chart, organisation structure of an advertising agency. Also explain the role played by various departments.

Q3) Design a media plan for a Direct To Home (DTH) service provider company to launch its service in Maharashtra.

Q4) Discuss various sales promotional schemes offered by companies on a 'Valentine Day'.

Q5) 'Public Relation (PR)' is an essential element of promotional Mix of a company'. Explain various PR tools used by company.

Q6) Elaborate the essential elements of a print advertisement in detail. Support your answer with relevant examples.

P.T.O.

Q7) Write short notes on (Any Two) :

- a) Online Advertising.
- b) Push and pull strategy.
- c) Celebrity Endorsement.
- d) Advertising Budget.



Total No. of Questions : 7]

SEAT No. :

P2737

[Total No. of Pages : 2

[5365]-40

M.B.A. (Theory) (Part - II)

304 : DIRECT TAXATION

(2008 Pattern) (Finance Spl.) (Semester - III)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain following terms under Income Tax Act 1961.

[14]

- a) Person
- b) Gross Income
- c) Assessment year
- d) Ordinary Resident

Q2) For previous year 2017-18 Mr. A submits following information.

[14]

Particulars	Amount Rs.
i) Basic Salary	1,35,000
ii) Dearness Allowance (48% of which for retirement benefit)	40,000
iii) Commission	8,000
iv) Total Children Education allowance for two children	8,400
v) Employers contribution to SPF	25,000
vi) Mr. A contribution to SPF	25,000
vii) Interest credited in PF on 30 June	82,000
viii) Income from other source.	98,000

Find out the net income of Mr. A

P.T.O.

Q3) Discuss any five examples of Income exempted under section 10 of Income tax Act, 1961. **[14]**

Q4) From the following information given by Mr. Ganesh compute taxable income from house property. **[14]**

	House A	House B
i) Municipal value	1,08,000	1,10,000
ii) Fair Rent	1,14,000	1,08,000
iii) Standard Rent	1,18,000	1,12,000
iv) Actual rent received	1,28,000	1,09,000
v) Municipal tax	22,000 (Due)	9,000 (Paid)
vi) Repairs	5,000	7,200
vii) Land Revenue paid	3,800	2,500

Determine taxable income from house property for 2017-18 for Mr. Ganesh.

Q5) a) Differentiate between long term and short term capital Gain. **[7]**

b) Define salary and explain the permissible deductions from salary income u/s 17 of Income Tax Act 1961. **[7]**

Q6) Write short note on (any two) : **[2 × 7 = 14]**

- a) Types of return on Income
- b) Perquisites
- c) Deduction under section 80G
- d) HRA

Q7) a) Discuss provisions of TDS under income tax act 1961. **[7]**

b) What are various expenses deductible under income from business and profession. **[7]**



Total No. of Questions : 5]

SEAT No. :

P1311

[5365]-41

[Total No. of Pages : 2

M.B.A.

COMPUTER SPECIALIZATION

304C : Relational Database Management Systems

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Q1 is compulsory.*
- 2) *Solve all remaining.*

Q1) SUPPLIER (Sup no number (3), Sname Varchar (20), Supaddress varchar (30))

ITEM (item no number (5), iname varchar2 (20), stock number (4))

Supply-item (Sup no number (3), item no number (3), rate number (6))

Create above tables and solve the following queries in SQL [6 + 14 = 20]

- a) List all suppliers from Pune city.
- b) Display supplier name, rate who are supplying "DVD".
- c) How many suppliers supply T.V.?
- d) Insert a record in Item table.
- e) Change supplier names to lower case.
- f) List all items having rate in the range 5K - 10K.
- g) List item details for the item having stock more than 500.

Q2) Discuss normalization upto 3NF with the help of suitable example. [15]

Q3) a) Define ERD. How ERD helps in designing database tables? [7]

b) State and explain types of keys. [3]

Q4) a) Explain SAVEPOINT, ROLLBACK, COMMIT Command & their significance in SQL. [5]

b) What do you mean by HDB? [5]

P.T.O.

Q5) Write short note on (any three) :

[15]

- a) Views.
- b) Object Oriented data model.
- c) Set operators.
- d) Aggregated functions.

OR

- a) Define following term : Weak entity, Entity, Entity-sets.
- b) Explain nested sub query with the help of suitable example.
- c) Discuss RDBMS architecture.



Total No. of Questions : 7]

SEAT No. :

P4235

[Total No. of Pages : 2

[5365]-42

M.B.A.

PRODUCTION AND MATERIAL MANAGEMENT SPECIALIZATION

304 - D : Modeling Techniques and IT For Operations Management

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) What is modeling? State the steps involved in modeling process for a managerial decision making.

Q2) Use the simplex method to solve the following LP problem.

$$\text{Maximise } Z = 3x_1 + 5x_2 + 4x_3$$

Subject to the constraints,

$$2x_1 + 3x_2 \leq 8$$

$$2x_2 + 5x_3 \leq 10$$

$$3x_1 + 2x_2 + 4x_3 \leq 15$$

$$x_1, x_2, x_3 \geq 0$$

Q3) Elaborate the concept of Decision Tree. State the various applications of decisions tree in the field of operation research.

Q4) Explain the role of IT in designing, production planning, layout and logistical operations.

P.T.O.

Q5) Describe salient features of ERP systems offered by leading vendors. Also explain prerequisites for effective implementation of ERP system in manufacturing organizations.

Q6) What is Simulation? Explain in detail its applications in Operation Management.

Q7) Write short notes on (Any two):

- a) Design of experiments.
- b) Sensitivity Analysis.
- c) Goal programming.



Total No. of Questions : 7]

SEAT No. :

P2738

[Total No. of Pages : 2

[5365]-43

M.B.A. (Semester - III)

304E : INDUSTRIAL RELATIONS

(HR. Specialization)

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Define Industrial Relation. Explain with example factors affecting Industrial Relations in Changing Environment.

Q2) What is Trade Union? Explain functions of Trade Union.

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

Q4) Explain the salient features of Industrial Employment Act 1946.

Q5) Explain the importance and process of Collective Bargaining.

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

P.T.O.

Q7) Write Short Notes (Any TWO)

- i) Types of Trade Union
- ii) Adjudication
- iii) Impact of globalization of Industrial Relations.
- iv) Role of HRD in Industrial Relations.



Total No. of Questions : 7]

SEAT No. :

P4234

[Total No. of Pages : 1

[5365]-44

M.B.A. (Semester - III)

PRODUCTION AND MATERIAL MANAGEMENT

SPECIALIZATION

304 - F : International Logistics & Supply Chain Management

(2008 Pattern) (Elective - II)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain the role, responsibilities and key tasks of logistics and supply chain manager in MNC.

Q2) Explain strategic importance of transport in global logistics. State salient features of air transportation.

Q3) What is 3PL and 4PL? In which situations 3PL and 4PL. will give best performance to save cost.

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

Q5) Explain the Inventory Models and forecasting models in global supply chain.

Q6) Discuss factors influencing Network Design decisions.

Q7) Write short notes on (Any two) :

- a) Role of IT in supply chain management.
- b) Tools of performance measures in global supply chain.
- c) International Ocean Transportation.



Total No. of Questions : 7]

SEAT No :

P 1312

[5365]-45

[Total No. of Pages :2

M.B.A. - II

305A : DISTRIBUTION AND RETAIL MANAGEMENT

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

SECTION-I

Q1) What do you understand by Marketing Channels? Explain the importance of channel decisions with reference to any company manufacturing FMCG products.

Q2) Define “Wholesaler”. Discuss functions and types of Wholesalers. Also design the distribution channel for 3G Smartphone.

Q3) What are Integrated Marketing Channels? Explain following with examples:

- a) Channels for consumer goods.
- b) Channels for Industrial goods and services.

SECTION-II

Q4) Describe the importance of Retail Store Location and explain different factors affecting Retail Location Decisions.

Q5) Elaborate the concept and importance of Merchandising Planning. Explain different steps involved in Merchandising Planning.

P.T.O.

Q6) Explain different types of Store Layouts and discuss factors affecting Store Layout Decision.

Q7) Write Short Notes (Any two):

- a) Electronic Payment System.
- b) Channel Conflict.
- c) Store and Non-Store Retailing.
- d) Supply Chain Management.



Total No. of Questions : 7]

SEAT No. :

P2739

[Total No. of Pages : 1

[5365]-46

MBA

305 - B : ADVANCED FINANCIAL SERVICES

Financial Management Specialisation - III

(2008 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Attempt any five.*
- 2) *All questions carry equal marks.*
- 3) *Support your answer with diagram & examples.*

Q1) Explain the services & function of merchant banking.

Q2) Define in brief the role of SEBI in Indian Capital Market.

Q3) Explain the Role of SEBI in stock exchange in India.

Q4) What is credit rating? Explain credit rating process in India.

Q5) Define role of financial Intermediaries and function of Indian financial system.

Q6) What is factoring? Define its utility.

Q7) Write short notes (any two) :

- i) Mutual funds
- ii) Derivatives
- iii) Bill of exchange
- iv) Mergers & Acquisition



Total No. of Questions : 6]

SEAT No. :

P2740

[Total No. of Pages : 2

[5365]-47

M.B.A. (Semester - III)

305 - C : VISUAL BASIC AND ORACLE

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Consider the following tables to solve following queries. (any 5)

STUDENT (Rollno, name, dob, address, CourseId)

[10]

Course (CourseId, CourseName)

- a) Display total number of students from STUDENT table who have taken admission to "FINANCE".
- b) Delete a record from STUDENT table whose - Rollno. is 12.
- c) Add a Column gender in STUDENT table.
- d) Display names of students with their course names.
- e) Delete dob column from STUDENT table.
- f) Display list from STUDENT table whose-courseId is 3.
- g) Change size of name field of STUDENT table to 20.

Q2) Write a PL/SQL program to display reverse of the string.

[10]

OR

Write a PL/SQL block to print the factorial of the given number.

P.T.O.

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

- a) Cursors in oracle.
- b) Data types.
- c) Sequence in oracle.
- d) Numeric functions in oracle.
- e) TCL statements in oracle.

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

- a) Value of check box
- b) Border style of label
- c) Auto size property of text box
- d) Caption of command button
- e) Interval of Timer
- f) Pattern of file list box

Q5) Write a ADO code for STUDENT table with following fields to perform Add, Edit, delete and view operatins Rollno, name, dob, address. **[12]**

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

- a) Date functions in VB
- b) Control statements in VB
- c) Dialog boxes in VB
- d) Error handling in VB



Total No. of Questions : 8]

SEAT No. :

P1313

[Total No. of Pages : 2

[5365]-48

M.B.A.

SUPPLY CHAIN & LOGISTICS MANAGEMENT

305-D : Production & Materials Management Specialization

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates

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

Q1) State the concept of supply chain. Discuss challenges a supply chain manager faces to manage supply chain efficiently in competitive business environment.

Q2) Explain in brief concept and meaning of the following.

- a) Logistical value proposition.
- b) Customer Accomodation.

Q3) Explain the advances in communication technology for logistics system.

Q4) Describe the purpose and content of any three documents commonly used in transportation of goods.

Q5) Describe the role of packaging and material handling in meeting logistics objectives.

Q6) a) Explain the factors to be considered while deciding location and capacity of a warehouse.

P.T.O.

- b) Discuss in brief process of formulating logistical strategy.
- Q7)** Discuss the advantages and disadvantages of e-commerce for supply chain management.

Q8) Write notes on any two of the followings.

- a) Sales and operations planning.
- b) International sourcing.
- c) ERP.
- d) Inventory management policies.



Total No. of Questions : 7]

SEAT No. :

P1314

[Total No. of Pages : 1

[5365]-49

M.B.A

**HUMAN RESOURCE MANAGEMENT : Specialization
(305E): Personal Administration - Application & Procedures
(2008 Pattern) (Semester-III) (Elective - III)**

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates

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

Q1) Define personal Administration. Explain the scope & objectives of personal administration.

Q2) Explain the need of the personal policy & state the process in detail.

Q3) Draft a letter of transfer to a marketing manager covering all the important points.

Q4) Explain in detail the procedure of conducting domestic enquiry.

Q5) Explain the statutory requirements of PF & ESI returns.

Q6) Draft the show course notice to a worker found negligent while working on a machine

Q7) Write short note on (Any 2):

- a) Gratuity
- b) Memo
- c) Importance of structure of personal dept
- d) Warnings
- e) TDS



Total No. of Questions : 7]

SEAT No. :

P1315

[Total No. of Pages : 1

[5365]-50

M.B.A

305:F-ENVIRONMENT & GLOBAL COMPETITIVENESS

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

Time : 3Hours]

[Max. Marks : 70

Instructions to the candidates

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

Q1) Discuss the Ricardo's Comparative cost Advantage theory of International trade.

Q2) Define world competitiveness. Discuss the various indicators of world competitiveness.

Q3) Critically explain the Competitive advantage theory given by Michel porter.

Q4) Explain how does geographical aspects of a country affects the global business strategies.

Q5) Explain the following in detail:

- a) G8
- b) G33

Q6) Explain the different components of trading environment in international business.

Q7) Write notes on: (Any TWO):

- a) OECD
- b) Scope of world competitiveness.
- c) Relative factor endowment theory.
- d) Commercial geography.



Total No. of Questions : 7]

SEAT No :

P 1316

[5365]-51

[Total No. of Pages :2

M.B.A.

**401 : ENTREPRENEURSHIP DEVELOPMENT & PROJECT
MANAGEMENT**

(2008 Pattern) (Semester - IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) Attempt any 5 questions.*
- 2) All questions carry equal marks.*
- 3) Your answers must be specific and relevant to the questions.*
- 4) Illegible answer sheets will not be assessed.*

- Q1)** Who is an intrapreneuer? How does an intrapreneuer differ from an entrepreneur? What are some of the corporate obstacles that must be overcome to establish an intrapreneuerial environment?
- Q2)** What do you mean by EDP? Explain the need for an EDP for a group of MBA passouts, looking to start their own financial advisory firm. List the objectives of such an EDP. Discuss various phases involved in such an EDP.
- Q3)** In the Indian context, explain the specific role that entrepreneurship has played in the nation's economic development. Has the social attitude towards woman entrepreneurs changed over the last few decades? How have the opportunities for aspiring woman entrepreneurs multiplied over the last few decades?
- Q4)** Explain the need for institutional finance for small enterprises. Which are the institutions that provide institutional support to small enterprises/entrepreneurs?
- Q5)** How are entrepreneurs behaviorally different from managers? When can we expect entrepreneurs to behave like managers? When can we expect managers to behave like entrepreneurs?

P.T.O.

Q6) What is the need for and significance of the preparation of a project report for an entrepreneur? Explain with the example of an entrepreneur who desires to start a food joint.

Q7) Write short notes on Any Two:

- a) Entrepreneurship Development Cycles.
- b) NEDB.
- c) The business plan as an entrepreneurial tool.

x x x

Total No. of Questions :6]

SEAT No. :

P1317

[5365]-52

[Total No. of Pages : 4

M.B.A.

**402 : INTERNATIONAL BUSINESS MANAGEMENT
(Semester-IV) (2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

SECTION-I

Q1) Explain the trade barriers. What are the different types of Tariff and Non-Tariff barriers.

Q2) Should Indian companies try to become multinational? What benefits can India get if Indian companies become MNC's?

Q3) What are the causes of political risk that may impact a firm? What are the different means adopted by companies to deal with the political risks in international business?

Q4) Distinguish between Balance of trade and Balance of payment. Elaborate on various methods of payment in International trade.

Q5) Write short notes on (Any 3)

- a) IMF
- b) GATT
- c) Advantages of Globalization
- d) IPR
- e) India's competitive advantage in Textiles

P.T.O.

SECTION-II

Q6) CASE STUDY :

Merrill Lynch in Japan

Merrill Lynch is an investment banking titan. The U.S.-based financial services institution is the world's largest underwriter of debt and equity and the third largest mergers and acquisitions adviser behind Morgan Stanley and Goldman Sachs. Merrill Lynch's investment banking operations have long had a global reach. The company has a dominant presence in London and Tokyo. However, Merrill Lynch's international presence was limited in the investment banking side of its business until recently. In contrast, its private client business, which offers banking, financial advice and stockbrokerage services to individuals, had historically been concentrated in the United States. This started to change in the mid-1990s. In 1995, Merrill Lynch purchased Smith New Court, the largest stockbrokerage in Great Britain. This was followed in 1997 by the acquisition of Mercury Asset Management, the United Kingdom's leading manager of mutual funds. Then in 1998, Merrill Lynch acquired Midland Walwyn, Canada's last major independent stockbrokerage. The company's boldest moves, however, have probably been in Japan.

Merrill Lynch started a private client business in Japan in the 1980s but met with limited success. At the time, it was the first foreign firm to enter Japan's private client investment market. The company found it extremely difficult to attract employee talent and customers away from Japan's big four stockbrokerages, which traditionally had monopolized the Japanese market. Plus, restrictive regulations made it almost impossible for Merrill Lynch to offer its Japanese private clients the range of services it offered clients in the United States. For example, foreign exchange regulations meant it was very difficult to sell non-Japanese stocks, bonds, and mutual funds to Japanese investors. In 1993, Merrill Lynch admitted defeat, closed its six retail branches in Kobe and Kyoto, and withdrew from the private client market in Japan.

Over the next few years, however, things changed. In the mid-1990s, Japan embarked on a wide-ranging deregulation of its financial services industry. This led to the removal of many of the restrictions that had made it so difficult for Merrill Lynch to do business in Japan. For example, the relaxation of foreign exchange controls meant that by 1998, Japanese citizens could purchase foreign stocks, bonds and mutual funds. Meanwhile, Japan's big four stockbrokerages continued to struggle with serious financial problems that resulted from the 1991 crash of that country's stock market. In November

1997, in what was a shock to many Japanese, one of these firms, Yamaichi Securities, declared it was bankrupt due to \$2.2 billion in accumulated “hidden losses” and that it would shut its doors. Recognizing the country’s financial system was strained and in need of fresh capital, know-how, and the stimulus of greater competition, the Japanese government signaled that it would adopt a more relaxed attitude to foreign entry into its financial services industry. This attitude underlay Japan’s wholehearted endorsement of a 1997 deal brokered by the World Trade Organization to liberalize global financial services. Among other things, the WTO deal made it much easier for foreign firms to sell financial service products to Japanese investors.

By 1997, it had become clear to Merrill Lynch that the climate in Japan had changed significantly. The big attraction of the market was still the same: the financial assets owned by Japanese households are huge, amounting to ¥1,220 trillion in late 1997, only 3 percent of which were then invested in mutual funds (most are invested in low-yielding bank accounts and government bonds). In mid-1997, Merrill Lynch started to consider reentering the Japanese private client market.

The company initially considered a joint venture with Sanwa Bank to sell Merrill Lynch’s mutual fund products to Japanese consumers through Sanwa’s 400 retail branches. The proposed alliance would have allowed Merrill Lynch to leverage Sanwa’s existing distribution system, rather than having to build its own distribution system. However, the long-run disadvantage of such a strategy was that it would not have given Merrill Lynch the presence that it believed it needed to build a solid financial services business in Japan. Top executives reasoned that it was important for them to make a major commitment to the Japanese market to establish the company’s brand name as a premier provider of investment products and financial advice to individuals. This would enable Merrill Lynch to entrench itself as a major player before other foreign institutions entered the market - and before Japan’s own stockbrokers rose to the challenge. At the same time, given their prior experience in Japan, Merrill Lynch executives were hesitant to go down this road because of the huge costs and risks involved.

The problem of how best to enter the Japanese market was solved by the bankruptcy of Yamaichi Securities. Suddenly Yamaichi’s nationwide network of offices and 7,000 employees were up for grabs. In late December 1997, Merrill Lynch announced it would hire 2,000 of Yamaichi’s employees and acquire 33 of Yamaichi’s branch offices. The deal, which was enthusiastically endorsed by the Japanese government, significantly lowered Merrill Lynch’s costs of establishing a retail network in Japan.

The company got off to a quick start. In February 1998, Merrill Lynch launched its first mutual fund in Japan and saw the value of its assets swell to \$1 billion by April. By mid-2002, Merrill Lynch announced it had \$12.9 billion under management in Japan. However, the collapse in global stock markets in 2001-02 hit Merrill's Japanese unit hard. After losing \$500 million in Japan on its investment, in January 2002 the company fired 75 percent of its Japanese workforce and closed all but eight of its retail locations. Despite this costly downsizing, the company held onto almost all of the assets under management, continued to attract new accounts, and by mid-2002 was reportedly making a profit in Japan.

Case Discussion Questions

- 1) Given the changes that have occurred in the international capital markets during the past decade, does Merrill Lynch's strategy of expanding internationally make sense? Why?
- 2) What factors make Japan a suitable market for Merrill Lynch to enter?
- 3) Review Merrill Lynch's 1997 reentry into the Japanese private client market. Pay close attention to the timing and scale of entry and the nature of the strategic commitments Merrill Lynch is making in Japan. What are the potential benefits associated with this strategy? What are the costs and risks? Do you think the trade-off between benefits and risks and costs makes sense? Why?



Total No. of Questions :7]

SEAT No. :

P1318

[Total No. of Pages :2

[5365] - 53

M.B.A.

403 : CURRENT TRENDS IN MANAGEMENT

(2008 Pattern) (Semester - IV)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) Outline the infrastructure of knowledge Management and explain KM practices with suitable examples.

Q2) Explain the concept of six sigma. Outline the steps involved in launching six sigma.

Q3) Narrate the recommendations of Birla Committee report on Corporate Governance.

Q4) Describe the concept of lean manufacturing along with the theory of constraints.

Q5) “Last decade was the decade of Mergers and Acquisitions”. Comment.

Q6) Discuss the importance and challenges of business process outsourcing and knowledge process outsourcing.

P.T.O.

Q7) Write Short Notes on (Any Two):

- i) JIT
- ii) E-learning.
- iii) Sarbanes - Oxley Act 2002.
- iv) Types of mergers.



Total No. of Questions : 7]

SEAT No :

P 1319

[5365]-54

[Total No. of Pages :1

M.B.A.

MARKETING MANAGEMENT SPECIALIZATION - IV

404 - A : Services Marketing

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Differentiate between consumer & industrial services. Explain various classifications of services.

Q2) Explain in detail stages of service life cycle with suitable diagram.

Q3) Explain how personal selling, sales promotion & Advertising are used promoting the services with suitable examples.

Q4) a) Discuss the reasons for growth of service Industry in India.
b) Explain the need for marketing of services.

Q5) Explain concept & importance of quality in services. How customers evaluate service performance?

Q6) Explain SERVQUAL model of service quality. Give suitable example for application of model.

Q7) Write Short Notes (Any Two)

- a) Search, experience & credence attributes of services.
- b) Extended service Mix.
- c) Waiting time management.
- d) Difference between goods & services.

x x x

Total No. of Questions : 7]

SEAT No. :

P4176

[Total No. of Pages : 2

[5365]-55

M.B.A.

404 (B) : INDIRECT TAXATION

(2008 Pattern) (Elective - VI)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain Movable, Marketable and Manufacture with reference to Central Excise Act.

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

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

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

Q5) Explain with respect to Service Tax

- a) Provision for valuation of Taxable service for Taxation purpose.
- b) Furnishing of Return

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

P.T.O.

Q7) In respect of VAT define the following

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



Total No. of Questions : 7]

SEAT No :

P 1320

[5365]-56

[Total No. of Pages :1

M.B.A. (Mgt. Faculty)

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Question 1 and question 7 are compulsory.*
- 2) *Attempt any four questions from remaining.*

- Q1)** Government of Maharashtra wants to launch E-Governance system for issuing Birth Certificate to citizens. As a analyst suggest Strategies and tactics for implementation of E - Governance. **[15]**
- Q2)** Explain Warehousing Management and Transportation Management. **[10]**
- Q3)** What is GIS? Explain any two Applications of GIS. **[10]**
- Q4)** What is Knowledge Management? Explain various tools of Knowledge Management. **[10]**
- Q5)** What is E-Governance? Explain various models of E-Governance. **[10]**
- Q6)** Define Security and what are various types of security. **[10]**
- Q7)** Write Short Notes on (Any Three) **[15]**
- a) BPR.
 - b) Smart Card.
 - c) Models of E commerce.
 - d) Types of E learning.

x x x

Total No. of Questions : 7]

SEAT No :

P 1321

[Total No. of Pages :2

[5365]-57

M.B.A.

404 D : OPERATIONS STRATEGY

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Define operations strategy and explain its role in achieving corporate strategy.

Q2) Explain the concept of value chain. Explain with examples how inventory, capacity, facility and workforce can each contribute to value.

Q3) With the help of suitable example, explain the investment decisions across product life cycle.

Q4) What are order winner and order qualifier attributes? Give any three examples of each from manufacturing and services industry.

Q5) What is focused manufacturing? Explain product or process focus and its relation to implementation of operations strategy.

Q6) What do you understand by product profiling? Explain company or plant based profiling.

P.T.O.

Q7) Write short notes on (Any Two):

- a) Lean manufacturing
- b) Make or Buy - Merits/ Demerits
- c) Core competence
- d) Use of IT in operations strategy.



Total No. of Questions : 7]

SEAT No :

P 1322

[5365]-58

[Total No. of Pages :2

M.B.A.

HRM SPECIALIZATION

404 E : Labour Welfare

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) a) Explain the concept “Labour welfare”. Discuss in detail principles of Labour welfare. **[15]**

b) State and describe the objectives of Labour welfare. **[10]**

Q2) Critically examine the role of welfare officer in a developing country like India. **[15]**

Q3) Evaluate the provision of “Welfare” under chapter V of the factories Act 1948. **[15]**

Q4) What is workers participation in management? Explain the role of workers participation in management in Labour welfare and industrial hygiene. **[15]**

Q5) Non-statutory welfare agencies for Labour welfare have not been successful as expected. Do you agree with the statement, substantiate your answer. **[15]**

P.T.O.

Q6) Bring out the correlation between social and Industrial health. **[15]**

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

- a) Mental health.
- b) Welfare and productivity.
- c) Workers education scheme.
- d) Corporate social responsibility.
- e) Role of Employer in Labour welfare.

x x x

Total No. of Questions : 7]

SEAT No :

P 1323

[5365]-59

[Total No. of Pages :1

M.B.A.

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain the importance of business location in international business operations.

Q2) Explain the role of make or Buy in international business operations.

Q3) Explain the strategic role of foreign factories in international business operations.

Q4) Write a note on critical issues in international operations planning.

Q5) Explain the concept of technology transfer in International Business.

Q6) Explain the interface of International Business operations with marketing, R & D and communications.

Q7) Write Short Notes (Any Two)

- a) The Toyota way.
- b) HR practices in International Business Operations.
- c) Benchmarking International Operations.
- d) Joint Ventures.

x x x

Total No. of Questions : 8]

SEAT No :

P 1324

[5365]-60

[Total No. of Pages :2

M.B.A.

MARKETING MANAGEMENT SPECIALISATION
405 - A : Marketing Strategy & Relationship Marketing
(2008 Pattern) (Semester-IV) (Elective - V)

Time : 3 Hours

[Max. Marks : 70

Instructions to the candidates:

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

SECTION - I

Q1) Describe process of formulating marketing strategy in detail in any one of the following context:

- a) A consumer durable company marketing washing machines to all income classes in Urban India. **[14]**

OR

- b) A GSM mobile service provider offering the mobile service across the various regions or India. **[14]**

Q2) Describe the process of selection of attractive market segments using any one of the following.

- a) A Software company offering financial softwares. **[14]**

OR

- b) Platinum GYM is planning to launch a chain of gymnasiums in the country. **[14]**

Q3) In your opinion following products/services are at what stage of product Life cycle(PLC). suggest appropriate strategies for any two of the following. **[14]**

- a) Water purifiers
- b) Digital camera
- c) Laptop

P.T.O.

Q4) Identify Market leader, challenge. follower & niche player companies in case of any consumer Electronics segment. Describe marketing strategies that can be adopted by market leader in your chosen product category. **[14]**

Q5) Write short Notes on (any two) **[14]**

- a) Multibrand strategy.
- b) Skimming vs penetration pricing
- c) Competitor analysis

SECTION - II

Q6) What is relationship Marketing (RM). Describe the differences in RM approaches in the following context. **[14]**

- a) A multinational bank offering various products for retail segment.
- b) Grocery retailer offering a chain of retail outlets across select cities of India.

Q7) Elaborate on customer equity - Recency - Frequency Monetary value model (RFM). **[14]**

Q8) Write short Notes on (any two). **[14]**

- a) Data warehousing & Data Mining.
- b) Customer defections.
- c) Customer Life cycle.



Total No. of Questions : [7]

SEAT No :

P 1325

[5365]-61

[Total No. of Pages :1

M.B.A.

FINANCIAL MANAGEMENT

**405 - B : International Finance (Specialisation - V)
(2008 Pattern) (Semester-IV) (Elective - V)**

Time : 3 Hours

[Max. Marks : 70

Instructions to the candidates:

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

Q1) “International finance is gaining increasing importance in the globalisation era”
Elaborate & discuss in detail.

Q2) “Indian Rupee is gaining importance in the global economy” Do you agree?
Justify your answer.

Q3) “RBI plays a crucial role in managing & controlling foreign Exchange Markets”
comment.

Q4) State and discuss the sources of international finance with suitable examples.

Q5) What is Hedging? State and explain different internal hedging techniques in
foreign Exchange.

Q6) State and discuss the role of various participants of forex market.

Q7) Write short notes (Any Two):

- a) IAS on foreign transaction.
- b) Trade settlement methods.
- c) Risk measurement.



Total No. of Questions : [7]

SEAT No :

P 1326

[5365]-62

[Total No. of Pages :1

M.B.A.

COMPUTER MANAGEMENT

**405 - C : Software Project Management & IT. Management
(2008 Pattern) (Semester-IV) (Elective - V)**

Time : 3 Hours

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain various techniques of cost estimation of the project. **[15]**

Q2) Explain White box & Black box testing in detail. **[10]**

Q3) Explain procedure of software configuration management. **[10]**

Q4) How hardware is acquired in IT organization? What is bench marking. **[10]**

Q5) Explain technique. used for software size estimation. **[10]**

Q6) Explain Risk management procedure. **[10]**

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

- a) C.M.M
- b) Parallel Run
- c) Role & responsibilities of DBA
- d) Performance evaluation of IT professional.



Total No. of Questions : 8]

SEAT No :

P 1327

[5365]-63

[Total No. of Pages :2

M.B.A.

405- D : TECHNOLOGY MANAGEMENT

Operations and Materials Management (Specialization)

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

Time : 3 Hours

Max. Marks : 70

Instructions to the candidates:

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

Q1) a. Why management should be concerned about Management of technology?
Discuss in brief.

b. “Explain the evolution of Technology with specific reference to Industrial Revolution.

Q2) “Technology itself can be a competitive advantage for an organization” Discuss the statement citing examples.

Q3) Discuss the role and importance of IPR (intellectual property rights) in Technology Management.

Q4) Discuss the trends in Research and Development in context of business.

Q5) What is Innovation? discuss the significance of innovation in technology management.

Q6) Discuss considerations and process of developing and marketing high tech products.

P.T.O.

Q7) Enumerate four Technology forecasting techniques. Explain features of any one of the technology forecasting techniques.

Q8) Write notes on any two of the followings:

- a) Technology diffusion
- b) Technology Strategy
- c) Technology change and Industrial Relation.



Total No. of Questions :7]

SEAT No. :

P1328

[Total No. of Pages :2

[5365] - 64

M.B.A. - II

405 (E) : LABOUR LAWS

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

- 1) *Q.1 is compulsory.*
- 2) *Attempt any three from the remaining.*
- 3) *Figures to the right indicate marks.*

Q1) a) Explain the machinery for setting industrial disputes under chapter II of the industrial Disputes Act, 1947. **[15]**

b) Elaborate various aspects that need to be covered under the Industrial Employment (Standing orders) Act & schedule there under. **[10]**

Q2) Explain highlighting provisions of the pension scheme, 1995 under the E.P.F Act, 1952. **[15]**

Q3) Explain the circumstances under which the employer is not liable to pay compensation to the injured person under w.c Act 1923. **[15]**

Q4) Define the term 'Employee' under **[15]**

- a) E.P.F. Act, 1952
- b) E. S. I Act, 1948
- c) Workmen Act, 1923.

P.T.O.

Q5) Elaborate the conditions for getting recognition to a trade union under the M. R. T. U. & PULP Act, 1971. **[15]**

Q6) Explain the provisions regarding “Retrenchment” Under Industrial Disputes Act, 1947. **[15]**

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

- a) Medical Benefit under E.S.I Act 1948
- b) Permanent Total Disablement under the W.C. Act 1923.
- c) Certification of standing orders.
- d) Layoff under I.D Act, 1947.
- e) Eligibility of Maternity benefit.



Total No. of Questions : [7]

SEAT No :

P 1329

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[Total No. of Pages :2

M.B.A.

**405 F :- FOREIGN EXCHANGE MANAGEMENT
(2008 Pattern) (Semester-IV) (Elective - V)**

Time : 3 Hours

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Discuss the evolution of Exchange Control.

Q2) “Financial crises of 1990 affected India’s International Trade” Elaborate.

Q3) a) Explain: Letter of credit. State the types of letter of credit.

b) State the parties of letter of credit and explain the letter of credit mechanism with suitable examples.

Q4) Explain the objectives, functions & organisation of International Monetary Fund (IMF)

Q5) Write a detailed note on “financing of Imports by opening of Letter of credit”

Q6) What do you mean by ‘Non Resident Accounts’? Explain their types and significance.

P.T.O.

Q7) Write short notes on (Any Two):

- a) INCOTERMS
- b) Post shipment Finance
- c) Financial Institutions in International Trade
- d) Futures & Options



Total No. of Questions :7]

SEAT No. :

P1330

[Total No. of Pages :2

[5365] - 66

M.B.A

PRODUCT AND BRAND MANAGEMENT

406 -A : Marketing Management Specialization

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) As a product manager of Health and Beauty products company, what critical product Line Decisions would you make (make necessary assumptions if needed)

Q2) Discuss in detail the marketing strategies adopted over the different phases of the "Product life cycle".

Q3) Explain the concept of Brand equity. Discuss any two methods of measuring Brand Equity.

Q4) What is celebrity endorsement. Discuss advantages and disadvantages of celebrity endorsement with relevant examples

Q5) What are the reasons for brand extension? Discuss different types of brand extensions.

P.T.O.

Q6) “Positioning is not what you do to a product, it is what you do to the mind of the customer”. Discuss this statement with suitable example.

Q7) Write Short Notes on: (any 2)

- a) Brand Hierarchy
- b) Factors influencing design of the product.
- c) Brand Revitalization.
- d) Brand Values.



Total No. of Questions :8]

SEAT No. :

P1331

[Total No. of Pages :3

[5365] - 67

M.B.A.

406 - B : STRATEGIC FINANCIAL MANAGEMENT

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

SECTION - I

Q1) What do you mean by ethical in the context of Strategic Fincancial Management? What is the ethical dilemma faced by the Finance Manager in the modern competitive business world? **[14]**

Q2) What are the various occasion for valuation of business? Explain in brief different approaches to enterprise valuation? **[14]**

Q3) What is finacial engineering? Discuss the step-by-step approach to financial Engineering with suitable examples. **[14]**

P.T.O.

Q4) The following is the Balance Sheet of Bharat Steel Co.Ltd. as at 31.03.2010.

Liabilities	Rs.	Assets	Rs.
3,00,000 Equity Shares of Rs.10		Goodwill at Cost	25,00,000
Each fully paid	3,00,000	plant and Machinery (Cost less Depreciation)	3,85,00,000
Capital Reserve	10,00,000		
General Reserve	69,50,00		
Profit and Loss A/c	21,50,000		
Sundry Creditors	1,08,50,000	Stock	60,00,000
Provision for Taxation	75,00,000	Debtors	2,00,00,000
		Cash at Bank	2,45,50,000
Proposed Dividend	66,00,000	Preliminary Expenses.	5,00,000
	6,50,50,000		6,50,50,000

The following additional information is provided to you:

- The reasonable return on capital employed in the industry in which the company is engaged is 21%.
- The tax-rate is 40%. The balance in provision for taxation account is in respect of profit for the year ended 31-03-2010.
- The year 2009-2010 was normal year and the prospects for the year 2010 to 2011 are equally good.

Calculate the value of goodwill at 3 years purchase of the super-profits of the company. [14]

SECTION - II

Q5) Explain the need of strategic management of business finances in present economic conditions. How Nine 'S' model helps in successful strategic financial management of an organization? [14]

Q6) *Dirt cleaners Ltd* is a detergent manufacturing company and it wanted to launch a new detergent called "**Nirmal**" in the market. The product was targeted towards middle income people. There were two similar detergents of two different companies. One of them Greater White was priced at Rs.75 per kg whereas the other Very White was priced at Rs.78 per kg. Greater White had almost 78% of the Market share. What should be the pricing strategy of Dirt Cleaners Ltd if it wants to capture the market? [14]

Q7) Worst Ltd was purchasing its raw material from only one supplier for the last 10 years who was supplying them at Rs. 452 per kg. Mr. Madhav Joglekar the purchase manager decided to search for other suppliers and prepared a list and then select the one who would offer them the raw material of the right quality, right quantity and reasonable price. Do you think he is right? [14]

Q8) Mr. Virendra is normally paid the following wages.

Basic pay - Rs.5 per hour

Dearness Allowance - Rs. 2 per hour

Overtime wage - Rs. 10 per hour

Productivity Bonus - Rs. 2 per extra unit produced

Weekly Bonus - Rs. 10

He is entitled to one weekly holiday with payment (basic/D.A). He should work 8 hours per day and six days per week. He is expected to give 1 unit of product in 2 hours, as per the normal productivity norm. In actual fact he worked for 56 hours and gave an output of 30 units during the last week. Prepare a statement of wages to be paid to Mr. Raj under overtime wage policy with the help of following four alternate wage combinations.

- a) Only normal wage payment (Without any overtime wage or Productivity bonus)
- b) Normal wage with overtime wage.
- c) Normal wage with Productivity bonus.
- d) Normal wage with overtime wage and productivity bonus wage.
- e) Suggest the most practical and pragmatic wage combination. [14]



Total No. of Questions :6]

SEAT No. :

P1332

[Total No. of Pages :2

[5365] - 68

M.B.A.

202 - C: BUSINESS APPLICATIONS

Computer Specialisation

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

- 1) Q. No 1 and Q. No 6 are compulsory.*
- 2) Attempt any three from remaining.*
- 3) State assumptions clearly.*

Q1) Explain payroll system with the help of [20]

- a) Context level diagram
- b) Database design
- c) Pay Slip
- d) ERD

Q2) Discuss various services provide by Hotel. [10]

Q3) What is accounts receivable and accounts payable? Explain importance financial accounting. [10]

Q4) Explain Bill of material in detail. [10]

P.T.O.

Q5) Explain Inventory Management in hospital management system. **[10]**

Q6) Write notes on (Any Four) **[20]**

- a) Internet banking
- b) Trial balance
- c) Sales budgeting
- d) Sales analysis
- e) WIP
- f) Leave accounting



Total No. of Questions :7]

SEAT No. :

P1333

[Total No. of Pages :2

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M.B.A

PRODUCTION AND MATERIALS MANAGEMENT

406 D : Quality Management

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

- 1) Attempt any Five (5) Questions.*
- 2) Give examples or draw suitable diagrams wherever necessary.*
- 3) All questions carries equal (14) marks.*

Q1) Explain the concept of Total Quality Management (TQM). State all the elements of TQM.

Q2) Explain the concept 'Quality Function Deployment' (QFD)? How it help improving the quality of the product?

Q3) Explain the concept of Quality Control and Quality Assurance. State the similarity and difference between them.

Q4) Explain the 7 QC tools (Quality Control). Explain any 4 QC tools.

Q5) State the concept of 'Quality Control'. Explain how following techniques help in controlling the quality:

- a) Acceptance Sampling
- b) Control Charts

P.T.O.

Q6) How are employees also the part of quality management? How can they contribute in improving or deteriorating of quality?

Q7) Write Short notes: (Any Two)

- a) ISO 9001:2000 Quality Management System.
- b) Fishbone Diagram.
- c) Reliability of a system/ product.
- d) Taguchi Loss Function.



Total No. of Questions :8]

SEAT No. :

P1334

[Total No. of Pages :2

[5365] - 70

M.B.A.

406 E: STRATEGIC HUMAN RESOURCE MANAGEMENT

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

- 1) Answer Any Questions.*
- 2) All questions carry equal marks.*

Q1) Define SHRM. Explain any two business & corporate strategies.

Q2) Explain Flexi Timings, Telecommuting & Employee Empowerment.

Q3) What is a Learning Organisation? Explain various methods to create a Learning organisation.

Q4) “Merit Based promotions are essential for organisational growth” Analyse critically.

Q5) Explain human side of Mergers & Acquisitions.

Q6) Explain in detail following.

- a) Profit Sharing
- b) Global HR strategies.

P.T.O.

Q7) Define compensation strategy. Explain Any Two compensation strategies for organisational growth.

Q8) Short Notes on (Any Two)

- a) HR Outsourcing.
- b) Demographic changes.
- c) Key Result Areas.
- d) Business Ethics.
- e) Leadership strategies.



Total No. of Questions :7]

SEAT No. :

P1335

[Total No. of Pages :2

[5365] - 71

M.B.A

INTERNATIONAL FINANCIAL MANAGEMENT

406 F: International Financial Management

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) Explain the nature, scope and significance of International finance.

Q2) Explain in detail the theory of Interest Rate Parity Principle of foreign exchange.

Q3) Explain the various techniques of Hedging and speculating in international market.

Q4) What is external commercial Borrowings? Explain the features and enumerate its significance.

Q5) Define foreign exchange Risk? How Risks are measured?

Q6) What is FDI? Explain the present value techniques of capital Budgeting for FDI.

P.T.O.

Q7) Write note on (Any Two)

- a) Currency swaps
- b) Spot exchange markets
- c) Global Depository Receipt
- d) Exchange Arithmetic

