

Total No. of Questions :7]

SEAT No. :

**P3731**

**[4870]-101**

[Total No. of Pages : 2

**M.B.A.**

**101:ORGANISATIONAL 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)** Define Management. The work of Henry Fayol in development of management thought.

**Q2)** Discuss fully various components of Man power planning. What efforts are essential to make it more accurate staffing function?

**Q3)** Explain Herzberg's theory of Motivation in detail. What are its implications for the managers?

**Q4)** Discuss the term attitude. How are the attitude formed? Give illustrations.

**Q5)** a) What are the attributes of good leader?

b) Explain in detail Blake and Mounon's Managerial Grid.

**Q6)** a) What do you mean by group Dynamics?

b) How does the formal Group differ from informal group? Briefly state problems of informal groups.

**P.T.O.**

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

- a) MBO.
- b) Transaction Analysis.
- c) Matrix Organisation.
- d) Causes of change.
- e) Ego States.

x x x

Total No. of Questions :9]

SEAT No. :

**P3732**

**[4870]-102**

[Total No. of Pages :4

**M.B.A.**

**102: MANAGEMENT ACCOUNTING**

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

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *Question 1 is compulsory.*
- 2) *Attempt any two questions from each section.*
- 3) *Figures to the right indicate marks for that question/sub-question.*
- 4) *Your answers should be specific and to the point.*
- 5) *Support your answers with suitable live examples.*
- 6) *Draw neat diagrams and illustrations supportive to your answer.*
- 7) *Use of calculators is permitted (as applicable).*

**Q1)** What do you understand by the terms 'Budget & Budgetary control'? What are the advantages of budgetary control? **[10]**

**SECTION-I**

**Q2)** "The Emphasis of financial accounting is different from cost accounting". Comment. **[15]**

**Q3)** Explain (Any 3): **[15]**

- a) Idle time
- b) Time keeping and time booking
- c) Labour Turnover
- d) Break Even Point

**Q4)** Explain the procedure involved in identifying material in respect to procurement, storing and issuing. **[15]**

**P.T.O.**

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

**[15]**

- a) Dual aspect concept.
- b) Management accounting.
- c) Cost sheet.
- d) Subsidiary books.

**SECTION-II**

**Q6)** The Trial Balance of Mr. Ganesh as on 31.12.2013 was as follows

**[15]**

Particulars	Debit (Rs)	Credit (Rs)
Sales		252600
Purchases	162505	
Debtors	50200	
Opening stock	26725	
Wages	23137	
Salaries	5575	
Furniture	7250	
Postage	4226	
Power and fuel	1350	
Trade expenses	5831	
Bad debts	525	
Loan at 10% to Mr.A (given on 1.9.2013)	3000	
Cash in hand and at Bank	10,000	
Drawings	4452	
Reserve for doubtful debts		5200
Creditors		30326
Bills payable		3950
Outstanding wages		2000
Trade expenses accrued but not paid		700
Capital		10000

Further information is as under:

- a) Depreciation on furniture is to be charged at 10% p.a.
- b) Debtors include an item of Rs. 500/- due from the customer who has become insolvent (nothing shall be recovered from his estate)
- c) Reserve for doubtful debt is to be maintained at 5% on debtors.
- d) Goods valued at Rs. 1,500/- have been destroyed by fire and the insurance company has admitted the claim for Rs. 1,000/-
- e) Stock as on 31.12.2013 was Rs. 12,250/-

**Q7)** From the following information for the month of January, prepare a cost sheet to show the following components. **[15]**

- a) Prime cost
- b) Factory cost
- c) Cost of production
- d) Total cost

Particular	Amount
Direct Wages	57000
Direct material	28500
Factory Rent & Rates	2500
Office Rent & Rates	500
Plant Repairs & Maintenance	1000
Plant depreciation	1250
Factory heating & lighting	400
Factory Manager's salary	2000
Office salary	1600
Director's Remuneration	1500
Telephone & Postage	200
Printing & Stationery	100
Admin charges	150
Advertisement	1500
Salesman salaries	2500
Showroom Rent	500
Sales	116000

**Q8)** From the following information calculate

**[15]**

- a) Profit Volume Ratio
- b) Break Even Point

Information given:

- i) Total sales Rs. 5,00,000/-
- ii) Selling price per unit Rs. 100/-
- iii) Variable cost per unit Rs. 60/-
- iv) Fixed cost Rs.1,20,000/-
- v) No. of units sold 5,000 units

**Q9)** Prepare a flexible budget from the following information and identify the best optimum level of production required for acquiring profit. **[15]**

Particulars	Upto 140000 units	140000 to 160000 units	160000 to 200000 units
Sales price (cost per unit)	1.05	1.00	0.90
Variable cost per unit:			
-Materials	0.50	0.45	0.35
- Labour	0.20	0.20	0.20
-Overhead	0.10	0.10	0.10
Fixed cost (Total cost Rs.)	30,000	30,000	35,000

*EEE*

Total No. of Questions :7]

SEAT No. :

**P3733**

**[4870]-103**

[Total No. of Pages :1

**M.B.A.**

**103: MANAGERIAL ECONOMICS**

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

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks. (14)*
- 3) *Draw diagram wherever necessary.*

**Q1)** Define Managerial Economics. Describe its scope and practical significance.

**Q2)** Describe the factors affecting the price elasticity of demand with suitable example.

**Q3)** What are determinants of supply? Explain the concept of elasticity of supply.

**Q4)** What is the cost function? Explain the terms TC, AC and MC.

**Q5)** What is meant by 'Monopolistic competition? Give its features with examples.

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

- a) Penetrating & transfer pricing strategy.
- b) Micro and macro economics.
- c) Government intervention in the economy.
- d) Break even analysis.

**Q7)** Discuss various methods of investment appraisal.

*EEE*

Total No. of Questions : 6]

SEAT No. :

**P3734**

**[4870] -104**

[Total No. of Pages : 5

**M.B.A**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any two questions from section I and any two questions from section II.*
- 2) *Use of electronic calculator and statistical tables are allowed.*
- 3) *Graph paper will not be provided, draw all graphs and sketches on answer paper.*

**SECTION-I**

**Q1) a)** Draw histogram and O give curve of the frequency distribution given below. **[6]**

Class limit	Frequency
0-10	4
10-20	16
20-30	15
30-40	20
40-50	7
50-60	5

Also read median and mode from there graphs.

- b) An automobile insurance company has found from past records that the chance of paying off on a policy during a year is just 0.1%. 500 new policies were issued in the last month. What is a chance that during the next year there will be **[6]**
- i) No claim
  - ii) Exactly one claim
  - iii) Atleast one claim amongst one of these 500 hundred clients.  
(Given  $e^{-0.5} = 0.6065$ )
- c) The mean and standard deviation calculated from 25 observations is 20 and 10 respectively. If one observation is wrongly taken as 30, where as the correct observation is 13. Find correct mean & standard deviation. **[5]**

**P.T.O.**



- Q2) a)** A garment manufacturer was interested in predicting the annual maintenance cost of sewing machines based on the age of machine. A sample of 10 machines revealed the following ages and maintenance costs during the previous year. **[9]**

Machine	Age (year)	Cost (Rs.)
A	9	40
B	4	12
C	2	8
D	8	27
E	4	15
F	5	17
G	1	5
H	3	10
I	6	25
J	8	31

Determine regression equation of cost of maintenance average in year.

Estimate the maintenance cost in Rs. If age of the machine is 10 years.

- b)** Calculate the quartile deviation and the coefficient of Quartile deviation for the data given below. **[8]**

Class	Frequency
12.5-17.5	2
17.5-22.5	22
22.5-27.5	19
27.5-32.5	14
32.5-37.5	3
37.5-42.5	4
42.5-47.5	6
47.5-52.5	1
52.5-57.5	1

Q3) a) Find the association between literacy and unemployment from the following

Total adults	10,000
Literate	1,290
Unemployed	1,390
Literate unemployed	820

Comment on the result. [6]

b) Calculate  $R_{1.23}$  &  $R_{2.13}$  for the following data

$\bar{X}_1 = 6.8, \bar{X}_2 = 7.0, \bar{X}_3 = 74, \sigma_1 = 0.8, \sigma_2 = 0.8, \sigma_3 = 9, r_{12} = 0.6, r_{13} = 0.7, r_{23} = 0.65$ . Also find  $b_{21.3}$ . [6]

c) It has been found that 80% of all the tourists who visit India visit Delhi, 70% of them visit Mumbai and 60% of them visit both. What is the probability that a tourist will visit at least one city? Also find the probability that he will visit neither city? [5]

### SECTION-II

Q4) a) A manufacturer of furniture makes two products chairs and tables. The manufacturing of these two products is done on two machines A&B. A chair requires two hours on machine A & six hours on machine B. A table requires five hours on machine A & three hours on machine B.

Profit from a chair is Rs 20/- and from table is Rs50/-. machine A is available for 50 hours and machine B is available for 54 hours in a week. Solve the problem graphically to maximise profit if not more than 9 tables are to be produced. [9]

b) Find the optimum solution to the following transportation problem in which the cells contain the transportation cost in rupees. [9]

	$W_1$	$W_2$	$W_3$	$W_4$	$W_5$	Available
$F_1$	7	6	4	5	9	40
$F_2$	8	5	6	7	8	30
$F_3$	6	8	9	6	5	20
$F_4$	5	7	7	8	6	10
Requiredd	30	30	15	20	5	

**Q5) a)** A tailor specialises in ladies dresses. The number of customers approaching the tailor appear to be poisson with a mean of 6 customers per hour. The tailor attends the customer on first come first serve basis and customers wait if the need be. The tailor can attend the customers at an average rate of 10 customers per hour with the service time exponentially distributed. Calculate. **[9]**

- i) Utilization parameter.
- ii) Probability that queue system is idle
- iii) Average time tailor is free on a 10 hours working day.
- iv) Expected number of customers in the shop.
- v) Average waiting time of customers in queue before service.

**b)** Company has one surplus truck in each of the cities, A,B,C,D, and E and one deficit truck in each of the cities 1,2,3,4,5 and 6. The distance between the cities in kilometer is shown in the matrix. Find the assignment of trucks from cities in surplus to cities in deficit so that the total distance covered by vehicles is minimum. **[9]**

	1	2	3	4	5	6
A	12	10	15	22	18	8
B	10	18	25	15	16	12
C	11	10	3	8	5	9
D	6	14	10	13	13	12
E	8	12	11	7	13	10

- Q6) a)** Modern bakery keeps the stock at the popular brand cake. Previous experience indicates the daily demand as given below.

Daily demand    0    10    20    30    40    50

Probability    0.02    0.19    0.16    0.45    0.13    0.05

Estimate average balance stock, if the owner of the bakery decides to make 30 cakes every day. Use following random numbers.

47, 88, 15, 91, 57, 67, 11, 54, 60, 89. [6]

- b)** Pay offs of three acts X,Y,Z and the states of Nature of L,M,N are given below. [6]

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

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

- c)** Solve the game [6]

$$\begin{array}{c}
 B_1 \quad B_2 \\
 A_1 \left[ \begin{array}{cc} 28 & 0 \end{array} \right] \\
 A_2 \left[ \begin{array}{cc} 2 & 12 \end{array} \right] \\
 A_3 \left[ \begin{array}{cc} 4 & 7 \end{array} \right]
 \end{array}$$



Total No. of Questions : 7]

SEAT No. :

**P3735**

**[4870] -105**

[Total No. of Pages : 1

**M.B.A. - I**

**105: LEGAL ASPECTS OF BUSINESS  
( 2008 Pattern) (Semester - I)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Answer any five questions.*
- 2) *All questions carry equal marks.*
- 3) *Quote examples wherever necessary.*

**Q1)** What is discharge of a contract? What are the various modes of discharge of a contract?

**Q2)** State the meaning and essentials of a contract of sale.

**Q3)** State the meaning of Promissory Note and Bill of Exchange & distinguish between them.

**Q4)** State the meaning and characteristic features of a company.

**Q5)** Define Consumer. Explain in detail the rights of a consumer.

**Q6)** Explain the meaning of contracts of indemnity and guarantee. Distinguish between them.

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

- a) Patents.
- b) Rights of consumers.
- c) Digital signature.

ζ ζ ζ

Total No. of Questions : 7]

SEAT No. :

**P3736**

**[4870]-106**

[Total No. of Pages : 1

**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.*
- 2) *All questions carry equal marks.*

**Q1)** What is Market segmentation? Explain factors affecting segmentation and types of marketing segmentations. **[14]**

**Q2)** What is marketing? Explain its objectives, and its importance in today's world with suitable example. **[14]**

**Q3)** Discuss the 7P's of marketing mix with suitable example. **[14]**

**Q4)** Explain different factors that affect marketing environment of a company with suitable example. **[14]**

**Q5)** Discuss the buyer decision process with the suitable example. **[14]**

**Q6)** Explain social responsibilities of a marketing organization. **[14]**

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

- a) Significance of promotion in marketing mix.
- b) Marketing Myopia.
- c) Niche marketing with examples.
- d) Customer Delight.



Total No. of Questions : 7]

SEAT No. :

**P3737**

**[4870]-201**

[Total No. of Pages : 1

**M.B.A.**

**201 : MARKETING MANAGEMENT  
(2008 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)** What is new product development? Explain the step-by-step process of new product development in detail.

**Q2)** “Cost is an important factor in price determination but cost alone is not sufficient for determining the price”. Discuss.

**Q3)** What is Marketing Communication? State the roles of marketing communication in marketing efforts.

**Q4)** Explain in detail process of designing marketing channel.

**Q5)** ‘People, process and physical evidence plays very important role in marketing of services’. Discuss.

**Q6)** Highlight the purpose of packaging. What are the types of packaging.

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

- a) Online marketing.
- b) Failure of new products.
- c) Wholesaling.
- d) Advertising.



Total No. of Questions : 9]

SEAT No. :

**P3738**

**[4870]-202**

[Total No. of Pages : 3

**M.B.A.**

**202 : FINANCIAL MANAGEMENT**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain in detail the scope and functions of financial management? **[10]**

**SECTION - I**

**Q2)** What is financial planning? Explain the characteristics & process of Financial Planning. **[15]**

**Q3)** What do you mean by undercapitalization & overcapitalization? Explain the causes & effects of the same. **[15]**

**Q4)** Define dividend. Explain the various factors affecting the dividend policy of a firm. **[15]**

**Q5)** Write Short Notes on (Any 3): **[15]**

- a) Time value of Money.
- b) Management of Cash.
- c) Fund Flow Analysis.
- d) Trading on Equity.
- e) Bonus Shares.

**P.T.O.**



## SECTION - II

**Q6)** Estimate working requirements for financing an activity of 52,000 units of production at the following cost. **[15]**

Particulars	Cost per unit
Raw Material	Rs. 60
Direct Labour	Rs. 25
Overheads	Rs. 40
Total Cost	<u>Rs. 125</u>
Profit	Rs. 40
Selling Price	<u>Rs. 165</u>

Additional information:

- a) Raw Material in stock - 4 weeks.
- b) Work in progress - 2 weeks.
- c) Finished goods - 4 weeks.
- d) Credit period allowed to customer - 2 months
- e) Credit period allowed by Suppliers - 1 month
- f) Delay in payment of wages - 2 weeks.
- g) Delay in payment of overheads - 1 month

Out of total sales, cash sales is 50%

Cash balance is expected - Rs. 12,500.

(Assume 1 year is equivalent to 52 weeks)

**Q7)** Calculate the operating, financial & combined leverage from the following details: **[15]**

Selling price per unit	=	Rs. 150
Variable Cost per unit	=	Rs. 100
Fixed Costs	=	Rs. 6,00,000
Production & Sales	=	20,000 units

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

Particulars	Plan I	Plan II
Equity Capital	20,00,000	10,00,000
16% Debentures	10,00,000	20,00,000
Total:	<u>30,00,000</u>	<u>30,00,000</u>

**Q8)** Using the following data, prepare the balance sheet. **[15]**

Gross 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
Debt Equity Ratio	40%

**Q9)** A company has to select one of the following two projects. **[15]**

	Project A	Project B
Investment	11,000	10,000
Total Inflows		
Year 1	6,000	1,000
Year 2	2,000	1,000
Year 3	1,000	2,000
Year 4	5,000	10,000

Calculate

- a) Pay Back Period
- b) NPV @ 12%.



Total No. of Questions : 07]

SEAT No. :

**P3739**

**[4870] -203**

[Total No. of Pages : 1

**M.B.A.**

**(203): HUMAN RESOURCE MANGEMENT  
( 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)** Define HRM. Explain the structure of Human Resource Department in relation to the role of HR manager.

**Q2)** What is Kaizen? How can effectiveness be improved through Kaizen?

**Q3)** Explain the term selection. Elaborate the process of recruitment and selection.

**Q4)** Explain the objective of manpower planning and elaborate the concept of succession planning.

**Q5)** Define training and development. Explain any 4 methods of training.

**Q6)** Define collective bargaining. Discuss the concept and importance of collective bargaining.

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

- a) Suspension
- b) MBO
- c) JOB analysis
- d) Human resource planning



Total No. of Questions : 7]

SEAT No. :

**P3740**

**[4870]-204**

[Total No. of Pages : 2

**M.B.A.**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** How does operations management differs from production management?  
What are the responsibilities of a operations manager?

**Q2)** Why an effective plant maintenance important? Does this have any connection with organization placement of the maintenance department? If so, what and why?

**Q3)** What is plan location? Discuss major factors affecting location decision for the following

- a) Oil Industry.
- b) IT Industry.
- c) Gas Industry.

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

**Q5)** What is work study? What does it aim at? Why it is important for the organization?

**P.T.O.**

**Q6)** Explain Routing and scheduling in PPC. Explain objective , scope and elements of PPC.

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

- a) Method study.
- b) Breakdown Maintenance.
- c) Work measurement.
- d) Incentive schemes.

ζ ζ ζ

Total No. of Questions : 8]

SEAT No :

**P3741**

**[4870]-205**

[Total No. of Pages : 1

**M.B.A.**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** Explain the interface of material management with other functions.
- Q2)** What is ABC analysis? Explain the steps for making ABC analysis giving example.
- Q3)** Explain effect of high inventory on following.
- a) Cost of production.
  - b) Profitability.
  - c) Delivery date.
- Q4)** “Material handling does not add value to the product but adds to the cost” Comment.
- Q5)** Discuss the process of Value Engineering and Value Analysis giving suitable examples.
- Q6)** Why material and logistics management is gaining importance in today’s organizations? Discuss.
- Q7)** What is “Master Schedule” in MRP? Why is it important? What information is required in production the master schedule?
- Q8)** Write short notes on (Any Two):
- a) Codification.
  - b) EOQ.
  - c) Methods of forecasting.
  - d) Logistics management.



Total No. of Questions : 7]

SEAT No. :

**P3742**

**[4870] - 206**

[Total No. of Pages : 1

**M.B.A.**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Draw Input Form and report layout for following and elaborate use of these reports in the process of decision making. **[15]**

- a) Input Form for application of activate online banking services.
- b) Input form for online shopping.
- c) Monthly Account e-shoppxing (online shopping) transaction statement.

**Q2)** Define DSS. Compare DSS Vs EIS. **[10]**

**Q3)** Explain need and importance of MIS for organization in detail. **[10]**

**Q4)** What are attributes of Information? Explain importance of Information Technology in various areas. **[10]**

**Q5)** Define SDLC. Explain phases of SDLC in details. **[10]**

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

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

- a) Data Mining.
- b) Types of Network.
- c) Geographical Information System.
- d) Intellectual Property Rights.



Total No. of Questions : 6]

SEAT No. :

**P3743**

**[4870]-301**

[Total No. of Pages : 3

**M.B.A.**

**(301) BUSINESS POLICY & STRATEGIC MANAGEMENT**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Attempt ANY THREE Questions from Q1 to Q5. They carry 16 Marks each.*
- 2) Question 6 is COMPULSORY and it carries 22 marks.*

**Q1)** Explain the concept and characteristics of strategic management.

**Q2)** Define business and explain its objectives and goals. Also discuss the roles of stakeholders in business in strategic management.

**Q3)** “The industry analysis is based on the Porter’s Five Forces Model that determines the intensity of industry competition and profitability”. Discuss this statement giving relevant examples.

**Q4)** What do you understand by E-Commerce Business Model and strategies. Also explain Key success factors in E-Commerce.

**Q5)** Write short Notes on ANY TWO:

- a) Functional Plans and Policies.
- b) Operations control and strategic control.
- c) Resource Allocation.
- d) BCG Matrix and GEg Cell Model.

**P.T.O.**



**Q6)** Solve the Case: COMPULSORY Question systematic analysis of the case & logical reasoning will carry more weightage.

Case:

### **BHARAT HEAVY ELECTRICALS LIMITED CONCENTRATES ON THE POWER EQUIPMENT INDUSTRY.**

Bharat Heavy Electricals Limited (BHEL) is India's largest engineering and manufacturing enterprise, operating in the energy sector, employing more than 42000 people. Established in 1956, it has established its presence in the heavy electrical equipments industry nationally as well as globally. BHEL is one of the navaratnas (lit. nine gems) among the public sector enterprises in India. Its vision is to be 'a world class enterprise committed to enhancing stakeholder value'. Its mission statement is : 'to be an Indian multinational engineering enterprise providing total business solutions through quality products, systems, and services in the fields of energy, industry transportation, infrastructure, and other potential areas'.

BHEL is a huge organisation manufacturing over 180 products categorised into 30 major product groups, catering to the core sectors of power generation and transmission, industry, transportation, telecommunications and renewable energy. It has 14 manufacturing divisions, four power sector regional centres, over 100 project sites, eight service centres and 18 regional offices. It acquires technology from abroad and develops its own technology at its research and development centres. The operations of BHEL are organised into three business sectors of power, industry and overseas business. Besides the business sector departments, there are the corporate functional departments of engineering and R&D, human resource development, finance and corporate planning and development.

BHEL's turnover hit an all-time high of Rs. 18,739 crore, registering a growth of 29 per cent, while net profit increased by 44 per cent to touch Rs. 2,415 crore in 2006-07. The company has a comfortable order book position of Rs. 55,000 crore for 2007-8 and beyond. The company booked export orders worth Rs. 1,903 crore in 2006-07. It is looking forward to US\$10 billion exports by 2012 from the present US\$ 4 billion. The capital investment plan of BHEL for the 11<sup>th</sup> National Plan period envisages an investment of Rs. 3,200 crore, mainly to enhance its manufacturing capacity from 10000MW to 15000MW.

BHEL has formulated a five-year strategic plan with the aim of achieving a sustainable profitable growth, targeting at a turnover of Rs. 45,000 crore by 2012. The strategy is driven by a combination of organic and inorganic growth. Organic growth is planned through capacity and capability enhancement, designed to leverage the company's core areas of power, supported by the industry, transmission, exports and spares and services business. For the purpose of inorganic growth, BHEL plans to pursue mergers and acquisition

and joint ventures and grow operations both in domestic and export markets. BHEL is involved in several strategic business initiatives at present for internationalisation. These include targeting the export markets, positioning itself as a reputed engineering, procurement and construction (EPC) contractor globally, and looking for opportunities for overseas joint ventures.

An example of a concentration strategy of BHEL in the power sector is the joint venture with another public enterprise, National Thermal Power Corporation, to perform EPC activities in the power sector. It is to be noted that NTPC as a power generation utility and BHEL as an EPC contractor have worked together on several domestic projects earlier, but without a formal partnership. BHEL also has joint ventures with GE of the US and Siemens AG of Germany. Other strategic initiatives include management contract for Bharat Pumps and Compressors Ltd., and a proposed takeover of Bharat Heavy Plates and Vessels, both being sister public sector enterprises.

Despite its impressive performance, BHEL is unable to fulfill the requirements for power equipment in the country. The demand for power has been exceeding the growth and availability. There are serious concerns about energy shortages owing to inadequate generation and transmission, as well as inefficiencies in the power sector. Since this sector is a major part of the national infrastructure, problems in the power sector affect the overall economic growth of the country as well as its attractiveness as a destination for foreign investments. BHEL also faces stiff competition from international players in the power equipment sector, mainly of Korean and Chinese origin. There seems to be an undercurrent of conflict between the two governmental ministries of power and heavy industries. BHEL operates administratively under the Ministry of Heavy Industries, but supplies mainly to the power sector that is under the Ministry of Power. There has been talk of establishing another power equipment company as a part of the NTPC for some time, with the purpose of lessening the burden on BHEL<sup>23</sup>.

Questions:

- 1) BHEL is mainly formulating and implementing concentration strategies nationally as well as globally, in the power equipment sector. Do you think it should broaden the scope of its strategies to include integration or diversification? Why.
- 2) Suppose BHEL plans to diversity its business. What areas should it diversity into? Give reasons to justify your choice.
- 3) Whether BHEL should concentrate on Innovative diversification? Justify your answer.



Total No. of Questions :7]

SEAT No. :

**P3744**

**[4870]-302**

[Total No. of Pages :2

**M.B.A. II**

**302: MANAGEMENT CONTROL SYSTEM**

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

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Describe the basic process of management control with the help of system diagrams. Explain each element of the system with suitable examples.

**Q2)** What do you mean by responsibility centers? Distinguish between

- a) Expenses and revenue centers.
- b) Engineered cost & discretionary cost centers.

**Q3)** Explain four perspectives of balanced scorecard with suitable example.

**Q4)** “There is a difference between nature of control in manufacturing and service industry”. Do you agree? Explain with suitable example.

**Q5)** Explain the role of financial, cost and management audit in a control system of an organisation.

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

- a) ROI Vs EVA.
- b) Strategic planning.
- c) Goal congruence.
- d) Zero based budgeting.

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

**Q7)** A company has two divisions  $R_1$  and  $R_2$ .  $R_1$  can manufacture 50,000 units per year at a variable cost of Rs.12 per unit and sale at Rs. 20 per unit.  $R_2$  develop a new product for which a new type of part is required. The annual requirement is 50,000 units. There are two options are available to procure this new part.

- a) To purchase from external supplier @ Rs. 15 per unit.
- b) To get it manufactured at  $R_1$  for which it has to give up its entire present business.

The variable cost of manufacturing a new part is Rs.10 per unit.

The  $R_2$  also has to incur Rs. 25 p.u. as variable cost and shall get selling price of Rs. 60 p.u.

You are require to advice whether  $R_1$  should give up its existing business to manufacture new part for  $R_2$  or  $R_2$  should procure it from the open market?

From  $R_1$ ' s point of view, what should be transfer price, if decided so.

*EEE*

Total No. of Questions :7]

SEAT No. :

**P3745**

**[4870]-303**

[Total No. of Pages :2

**M.B.A.**

**MARKETING MANAGEMENT SPECIALISATION - I**

**303A: Marketing Research**

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

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** What is marketing research? discuss scope, application of marketing research.

**Q2)** Explain in brief (Any Two):

- a) Focus group
- b) Mystery shopping
- c) Simple Random sampling

**Q3)** The following information is obtained concerning an investigation of 50 ordinary shop of small size.

Organization run by	Shops located in	
	Urban Area	Rural Area
Men	17	18
Women	3	12

Can it be inferred that shops run by women are relatively more in rural areas than in urban area? Use chi square test. (Given the critical value of chi square for 1 degree of freedom at 5% level of significance is 3.841)

**P.T.O.**

- Q4)** Draft a questionnaire to study customer perceived brand image of FM Radio Channels among car drivers.
- Q5)** What is descriptive research design? Discuss longitudinal and cross sectional analysis.
- Q6)** A multinational company is dealing in various products. They want to enter in a retail marketing of grocery and other items in a developing country. Prepare a marketing research proposal.
- Q7)** What is marketing research report? Discuss fundamentals of a good report.

*EEE*

Total No. of Questions :8]

SEAT No. :

**P3746**

**[4870]-304**

[Total No. of Pages :3

**M.B.A.**

**FINANCIAL MANAGEMENT SPECIALIZATION -I**

**303(B): Advanced Financial Management  
(2008 Pattern) (Semester - III)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Explain the role of Accounting Standard Board (ASB).

**[10]**

**SECTION-I**

**Q2)** “Working capital must be adequate but at the same time not excessive”.  
comment. **[15]**

**Q3)** Which basic differences between debt and equity the firm has to consider  
before it take any decision to raise it’s capital? **[15]**

**Q4)** Write short notes on (Any Three): **[15]**

- a) Gordon growth model.
- b) NI approach of capital structure.
- c) Trading on equity.
- d) Sensitivity analysis.

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

## SECTION-II

**Q5)** Following are the summerised balance sheet of X Ltd. as on 31<sup>st</sup> Dec, 2012 & 2013. You are required to prepare a funds flow statement for the year ended 31<sup>st</sup> Dec, 2013. **[15]**

### Balance Sheet of X Ltd.

Liabilities	2012	2013	Assets	2012	2013
Share capital	100,000	125000	Goodwill	-	2500
General Res.	25000	30000	Building	100,000	95000
P & L A/c	15250	15300	Plant	75000	84500
Bank loan	35000	67600	Stock	50000	37000
(Long Term)					
			Debtors	40000	32100
Creditors	75000	-	Bank	-	4000
Prov. for Tax	15000	17500	Cash	250	300
	265250	255400		265250	255400

#### Additional Information:

- a) Dividend of Rs. 11500 was paid.
- b) Depreciation written off on plant Rs. 7000 and on building Rs. 5000.
- c) Provision for tax was made during the year Rs. 16500/-

**Q6)** Calculate EVA from the following data for the year ended 31<sup>st</sup> March 2012.

Rs. in crores

- |                                |      |
|--------------------------------|------|
| a) Average Debts               | 50   |
| b) Average equity              | 2766 |
| c) PAT before exceptional item | 1541 |
| d) Interest after Taxes        | 5    |

Also consider the following information:

Cost of debt (post Tax) 7.72%

Cost of equity 16.7%

WACC 16.54%

**[15]**



**Q7)** Calculate total working capital requirement from the following details of Mayur Garment Ltd. Mumbai.

Production during the year 15,00,000 units. The expected ratios of costs of selling price are as under:

Raw material 40%

Direct wages 20%

Overheads 20%

The raw material ordinarily remain in stores from 3 months before production. Every unit of production remains in the process for two months and is assumed to be consisting of 100% raw material, 50% direct wages and 50% overheads. Finished goods remain in warehouse for 3 months.

Credit allowed by creditors is 4 months from the date of delivery of raw materials. Credit given to debtors is 3 months from the date of dispatch.

Estimated balance of cash to be held Rs. 200,000/-

Lag in payment of wages - half month

Lag in payment of expenses - half month.

Selling price per unit is Rs. 10/-. Both production and sales are in a regular cycle, you are required to make a provision of 10% for contingency. You may make relevant assumptions. **[15]**

**Q8)** Solve the following:

a) Calculate EPS.

Equity share capital Rs.50,00,000 of Rs. 100 per share.

Corporate tax rate - 50%

EBIT Rs. 30,00,000

Interest @ 10% on term loan Rs. 200,000. **[5]**

b) "IRR > cost of capital" in this situation project will accepted or rejected? Why? Give suitable reason. **[5]**

c) State the difference between fund flow statement and income statement. **[5]**

*EEE*

Total No. of Questions :7]

SEAT No. :

**P3747**

**[4870]-305**

[Total No. of Pages :2

**M.B.A.**

**COMPUTER MANAGEMENT SPECIALIZATION -I**

**303 C: Software Engineering**

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

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Indian Railways, the second largest Railway system in the worlds operates nearly 7800 passenger services a day to move about 11 million people over route-length of approximately 62000 kms. For administrative convenience Indian Railways is presently decided into various zones as a central, Eastern, Northern, and North-eastern, North-east frontier, South central, South-eastern and western.

Large number of people use the services provided by Indian Railways. Reservations as well as cancellations of reservation must be done quickly by the system. Hence system must be online.

Passengers need to reserve their seats in advance for the desired journey. Passengers who want to reserve tickets are provided with reservation forms. Passengers have to specify the journey details like train number, start and destinations stations, seats required, class and personal details.

- a) Draw E-R diagram.
- b) Draw a context level and first level data flow diagram. **[20]**

**Q2)** “System Analyst acts like a bridge between customer and Software Development Team”, Comment. **[10]**

**Q3)** Explain SRS (Software Requirement Specification) in detail. **[10]**

**P.T.O.**

- Q4)** Explain Waterfall model in detail. **[10]**
- Q5)** Surya Electronics is reputed Electronic Shoppe in the city. The shop has a very good collection of different types of electronic products. The organization wants to move the efficiency of its services to its customers. Prepare a questionnaire to be distributed among the customers for getting information about the services offered to the customers. **[10]**
- Q6)** What is Feasibility study? Explain types of feasibilities in detail. **[10]**
- Q7)** Write short notes on (Any Two): **[10]**
- a) Normalization.
  - b) CASE tools.
  - c) Structured English.

*EEE*

Total No. of Questions :7]

SEAT No. :

**P3748**

**[4870]-306**

[Total No. of Pages :1

**M.B.A.**

**PRODUCTION & MATERIAL MANAGEMENT SPECIALIZATION-I**

**303 - D: Inventory Management & Materials Requirement Planning**

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

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** What do you mean by Dependent Demand and Independent Demand items. How dependent demand items are estimated? Explain.

**Q2)** What are the considerations for customer satisfaction in inventory management?

**Q3)** What is Inventory Turns? What kind of strategies will be adopted to increase inventory turns?

**Q4)** Why EOQ is used while ordering the inventory? Explain EOQ model with quantity discounts.

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

**Q6)** How the materials function is evaluated? Explain.

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

- a) Zero inventory.
- b) Make or buy decisions.
- c) A-B-C inventory classification.
- d) Fixed order quantity model.

*EEE*

Total No. of Questions :7]

SEAT No. :

**P3749**

**[4870]-307**

[Total No. of Pages :1

**M.B.A. (Specialisation-I)**  
**HUMAN RESOURCES MANAGEMENT**  
**303E: Labour Law - I**  
**(2008 Pattern) (Semester - III)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

- Q1)** Explain provisions for “Annual laws with wages” and “working hours” according to factory Act, 1948.
- Q2)** Define wages and explain authorized deductions supported by payment of wages act.
- Q3)** Explain the followings in accordance with payment of Bonus Act.
- a) Set - on & set-off of Bonus.
  - b) Available & allocable surplus.
- Q4)** Describe the provisions relating to shop & establishment under Bombay shops & establishment act.
- Q5)** Explain provisions for welfare & Health of contract labour and also explain role of advisory board under contract labour (Regulation & abolition) Act.
- Q6)** Explain the role of advisory board and committee along with fixing & revising of minimum wage under minimum wages act. 1948.
- Q7)** Write short notes on (Any Two):
- a) Contracting out under payment of wages Act.
  - b) Health & safety provisions under Bombay shops & establishment Act.
  - c) Certifying surgeon under factory Act.

*EEE*

Total No. of Questions :7]

SEAT No. :

**P3750**

**[4870]-308**

[Total No. of Pages :1

**M.B.A.**

**INTERNATIONAL BUSINESS SPECIALISATION - I**

**303F:International Marketing**

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

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** “The cultural & political environment of a country along with the growing pressure to meet social obligations are becoming complex areas of concern for International Companies”. Substantiate the statement.

**Q2)** Explain various distribution strategy for International Markets.

**Q3)** Explain in detail how “effective International marketing Research” is important to enter in foreign market.

**Q4)** What are the objectives of International Marketing? Explain quality considerations in International Marketing.

**Q5)** Explain various steps involved in “Exporting Process”? Describe in detail the export documents required.

**Q6)** Discuss various International market entry strategies with suitable examples.

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

- a) Compulsory quality control.
- b) Export promotion council.
- c) Underlying forces of International Marketing.

*EEE*

Total No. of Questions : 7]

SEAT No. :

**P3751**

**[4870]-309**

[Total No. of Pages : 1

**M.B.A.**

**MARKETING MANAGEMENT (Specialisation-II)**

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

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What do you mean by ‘marketing communication’? Elaborate on process of ‘Integrated marketing communication. **[14]**

**Q2)** Design a copy of print advertisement for: **[14]**

- a) Launching a new fairness cream.
- b) Launching a water purifier.

**Q3)** What is sales promotion? Explain the different sales promotion activities in detail. **[14]**

**Q4)** Explain “Advertisement is an important tool of IMC”. **[14]**

**Q5)** “Public relation is a practice of maintaining a healthy relationship between organization and its public”. Explain. **[14]**

**Q6)** Explain the positioning statements (any three): **[14]**

- a) Driven by passion Fiat.
- b) The power of Dream Honda.
- c) Tyre with muscles MRF.
- d) Born tough CEAT.
- e) Touch the perfection Toyota.

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

- a) Personal selling.
- b) Event management.
- c) Media Jargon.

**x x x**

Total No. of Questions : 07]

SEAT No. :

**P3752**

**[4870] -310**

[Total No. of Pages : 3

**M.B.A.**

**FINANCE MANAGEMENT SPECIALISATION**

**304 (B): Direct Taxation**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q.No.1 is compulsory.*
- 2) *Attempt any four questions from the remaining.*
- 3) *Figures to the right indicate full marks.*
- 4) *Use of simple calculator is allowed.*
- 5) *Questions are set for the assessment 2014-15.*

**Q1)** Define the following terms (any five)

**[10]**

- a) Indexed cost
- b) Advance tax
- c) Person
- d) Gross total Income
- e) Agriculture Income
- f) Tax deducted at source
- g) Previous year

**Q2)** From the following P&L A/c calculate Income from business.

**[15]**

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

**P.T.O.**



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

**Q3)** Mrs. Deepa is employed in ABC (P) Ltd, as chief secretary at Hyderabad. She received the following in the PY 2013-14. **[15]**

- a) Basic salary Rs. 1,80,000 p.a
  - b) DA Rs. 80,000 p.a
  - c) CCA Rs. 15,000 p.a
  - d) Children education allowance Rs. 7200 p.a (Rs. 300 per child per month for her two children)
  - e) Hostel allowance Rs. 4,800 p.a. (Rs. 200 per child per month for her two children)
  - f) Conveyance allowance Rs. 1500 p.m
  - g) Uniform allowance Rs. 1,000 p.m.
- Calculate Gross salary.

**Q4)** a) Mr. Bharat furnishes the following details of his income. Calculate income from other sources for the previous year. **[9]**

- i) Rs. 25,000 received as interest from government securities Rs. 2,000 spent towards collection charges.
  - ii) Dividend received from an Indian company Rs. 40,000
  - iii) Dividend received from foreign company Rs. 15,000.
  - iv) Family pension Rs. 12,000
- b) Write short notes on 80 G. **[6]**

**Q5)** From the following particulars calculate Income from house property **[15]**

Particulars	House 1	House 2
Municipal value	70,000	70,000
Fair rental value	45,000	77,000
Standard Rent	50,000	N.A
Municipal taxes paid	5,000	7,500
Ground rent	6,000	4,000
Insurance Premium	3,000	1,500

Mr. Magesh borrows Rs. 50,000 @15% p.a for construction of house 2.  
(Date of borrowing Aug 1<sup>st</sup> 2006; date of repayment 20<sup>th</sup> June 2014)

Construction of the house is completed in Nov, 2011.

- Q6)** a) How to decide residential status of an individual u/s 6. [7]  
b) What are the provisions in respect to set off & carry forward of losses. [8]
- Q7)** a) Write a note on Minimum Alternate Tax. [7]  
b) State various types of income which are totally exempt from tax u/s 10. [8]



Total No. of Questions :7]

SEAT No. :

**P3753**

**[4870]-311**

[Total No. of Pages : 2

**M.B.A. (Management Faculty)**  
**COMPUTER MANAGEMENT (Specialisation-II)**  
**(304 C) Relational Database Management system**  
**(2008 Pattern ) (Semester - III)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates.*

- 1) *Question No 1 & Question 7 are compulsory.*
- 2) *Solve any four from Questions from the remaining.*
- 3) *Figures to the right indicate full marks.*

**Q1) a)**

**[15]**

Gallery Customer History Form			
Customer Name			
Jackson, Elizabeth		Phone (206) 284-6783	
123-4 <sup>th</sup> Avenue Fonthill, ON L 3J 4S4			
Purchases Made			
Artist	Title	Purchase Date	Sales Price
03-Carol Channing	Laugh with Teeth	09/17-2000	7000.00
15-Dennis Frings	South toward Emerald Sea	05/11/2000	1800.00
03-CarolChanning	At the Movies	02/14/2002	5550.00
15-DennisFrings	South toward Emerald Sea	07/15/2003	2200.00

**Normalize the above upto 3NF.**

b) What are the advantages of RDBMS?

**[5]**

**Q2)** Explain the E.F. Codd's Rule.

**[10]**

**Q3)** Explain different aggregate functions with examples.

**[10]**

**P.T.O.**

**Q4)** Describe Object Oriented Database? **[10]**

**Q5)** Compare RDBMS, HDM & NDM. **[10]**

**Q6)** Explain the following commands with example: **[10]**

- a) Create table.
- b) Create view.
- c) Drop Table.
- d) Insert.
- e) Update.

**Q7)** Write A short Note (Any 2): **[10]**

- a) Architecture of RDBMS.
- b) Hierarchical database.
- c) View.
- d) Anomalies.

**x      x      x**

Total No. of Questions : 7]

SEAT No. :

**P3754**

**[4870]-312**

[Total No. of Pages : 2

**M.B.A.**

**PRODUCTION AND MATERIAL MANAGEMENT SPL.-II  
(304D)-Modelling Techniques And IT For Operations Management  
(2008 Pattern ) (Semester - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidats:*

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

**Q1)** Discuss the role of IT in designing, production planning, Layout & Logistics operations.

**Q2)** What is the meaning of Decision tree? Explain various applications of decision trees in operation management .

**Q3)** Explain the concept of simulation. Discuss various applications of simulations in operations management.

**Q4)** Discuss the characteristics & key feature of software's for Logistics and supply chain management.

**Q5)** Give the importance of ERP in operation management with prerequisites and process of implementation.

- Q6)** a) State the steps involved in modeling process for a managerial decision making.
- b) "The best quantitative analysis models are the ones that are more elaborate and complex mathematically". Discuss the statement in context of decision making in operations management.

**P.T.O.**

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

- a) Meaning & Process of Business Modeling.
- b) Trans-shipment model.
- c) Sensitivity Analysis.
- d) Goal Programming.

**x x x**

Total No. of Questions : 7]

SEAT No. :

**P3755**

**[4870]-313**

[Total No. of Pages : 1

**M.B.A.**

**HUMAN RESOURCE MANAGEMENT SPECIALISATION - II**

**(304 E) Industrial Relations**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates*

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

**Q1)** Explain the objectives, scope and Importance of maintaining sound Industrial Relations.

**Q2)** Define Trade union. Explain structure & functions of Trade union.

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

**Q4)** What is WPM. Explain the Forms & leavels of Participation.

**Q5)** Define collective Bargaining. Explain the characteristics & Principles of collective Bargaining.

**Q6)** Describe the Procedure for Disciplinary Action.

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

- a) Actors in IR.
- b) Grievance Handling Procedure.
- c) Causes of Grievances.
- d) Process of collective Bargaining.

**x x x**

Total No. of Questions : 7]

SEAT No. :

**P3756**

**[4870]-314**

[Total No. of Pages : 1

**M.B.A.**

**INTERNATIONAL BUSINESS MANAGEMENT SPECIALIZATION - II**

**(304F) International Logistics And Supply Chain Management**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

**Instructions:**

- 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 the role of International logistics and supply chain management in global economy.

**Q3)** Which factors should be considered while selection of transportation at international level.

**Q4)** How outsourcing in global supply chain management is efficient? State the meaning of 3PL and 4PL service provider.

**Q5)** What are the effects of lack of co-ordination in global supply chain? What strategies should be used for proper co-ordination in global supply chain?

**Q6)** How network design for global supply chain management is efficient? Explain with suitable examples.

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

- a) Containerization.
- b) International air transportation.
- c) Tools of performance measures in global supply chain.
- d) Inventory models in global supply chain.

**x x x**



Total No. of Questions : 7]

SEAT No. :

**P3757**

**[4870] - 315**

[Total No. of Pages : 1

**M.B.A.**

**MARKETING MANAGEMENT SPECIALIZATION - III**

**305 A : Distribution & Retail Management**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define marketing channels. State its importance in detail. Briefly explain the functions of marketing channels. **[14]**

**Q2)** What do you understand by store and non-store formats. Briefly explain various store retailing formats in detail. **[14]**

**Q3)** Explain in detail with suitable examples - Intensive, Selective and Exclusive distribution strategies. **[14]**

**Q4)** “Expanding ones retail business through Franchising ensures a stronger and credible business future”. Comment. **[14]**

**Q5)** List out and explain with suitable diagram various types of store layouts. **[14]**

**Q6)** Explain RFID and Bar-Coding in detail with suitable examples. **[14]**

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

- a) Channel conflicts.
- b) Store Facade.
- c) Non-store Retailing.
- d) Functions of Wholesalers.

ζ ζ ζ

Total No. of Questions : 7]

SEAT No. :

**P3758**

**[4870] - 316**

[Total No. of Pages : 1

**M.B.A.**

**FINANCIAL MANAGEMENT SPECIALISATION - III**

**305 - B : Advanced Financial Services**

**(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 diagrams and Examples.*

**Q1)** Define Financial Intermediaries? What are their functions in Indian Financial System?

**Q2)** What are the Role and services offered by Merchant Banks?

**Q3)** Explain the concept of securitization? Explain its process in detail.

**Q4)** What is meant by money market? What are the various instruments of money market?

**Q5)** Critically examine the functions and powers of SEBI in Capital Market.

**Q6)** What are the importance of Housing Finance in the present scenario? And its impact on Indian Economy.

**Q7)** Short Notes : On any two of the following:

- a) Derivatives.
- b) Share lending schemes.
- c) ECB.
- d) E-Trading.



Total No. of Questions : 6]

SEAT No. :

**P3759**

**[4870] - 317**

[Total No. of Pages : 2

**M.B.A.**

**COMPUTER MANAGEMENT**

**305 C : Visual Basic and Oracle (Specialisation - III)**

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

*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.*
- 4) *For solving queries, use exact column names.*

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

Author (auth\_id, auth\_name, dob, gender, address)

Book (book\_no, book\_title, publisher, price, auth\_id)

- a) Display total number of Male authors.
- b) Display list of books along with their auth\_name.
- c) Add 'subject' column in the "Book" table.
- d) Delete the record all of books publisher is "BPB".
- e) Display the list of books whose author is "Aniket" or "Deven".
- f) Display total number of "Accounts" subject books.

**Q2)** Write a PL/SQL program to accept a number and print the sum of its digits. **[10]**

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

- a) Database Triggers in Oracle.
- b) Sequences.
- c) Report Writing Commands in SQL.
- d) Locks in Oracle.
- e) DML.

**P.T.O.**

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

- a) Tool Tip Text of command button.
- b) Item Data of list box.
- c) Multi line property of TextBox.
- d) Forecolor of Form.
- e) Border style of a label.
- f) Caption of command button.

**Q5)** Write a ADO code for doing the following operations in Student Table. (Sno, Sname, course, contact\_no, address) Add, Edit, Delete, view first, view next, view last, view previous. **[12]**

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

- a) Date functions in VB.
- b) Control statements in VB.
- c) Error handling in VB.
- d) Mathematical Functions in VB.



Total No. of Questions : 7]

SEAT No. :

**P3760**

**[4870] - 318**

[Total No. of Pages : 1

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

**PRODUCTION AND MATERIAL MANAGEMENT**

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

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Supply chains have been described as an extended enterprise. What does that description mean? What challenges are presented by this concept? Discuss.

**Q2)** Managing logistics in the supply chain requires an interface between logistics, procurement and manufacturing strategies. Discuss.

**Q3)** Compare and contrast Railway, Road, Air, Waterways, Pipe Lines as different modes.

**Q4)** What is the importance of packaging? Explain the types of packaging and concept of containerization.

**Q5)** Explain the role of inventory in meeting supply chain objectives. Discuss some of the inventory management practices organization adopt for efficient supply chains with suitable examples.

**Q6)** Compare and contrast the transport principles of economy of scale and economy of distance. Illustrate how they combine to create efficient transportation.

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

- a) Material Handling.
- b) Customer Service policies and Integrated Logistics Management.
- c) Enterprise facility network.
- d) Economic benefits of warehousing.



Total No. of Questions : 6]

SEAT No. :

**P3761**

**[4870] - 319**

[Total No. of Pages : 1

**M.B.A.**

**HUMAN RESOURCE MANAGEMENT SPL. - III**

**204 : Personnel Administration - Application & Procedure  
(2008 Pattern) (Semester - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q.1 is compulsory.*
- 2) *Answer any three from remaining.*

- Q1)** a) Draft a letter of appointment for a 'senior clerk' in a private sector bank. Appointment letter must mention detail terms & conditions. [15]  
b) What are the principles of natural justice. [10]
- Q2)** Calculate the amount of gratuity to be paid to an employee who had Rs. 25,800/- as his basic + DA & worked for 6 years & 10 months. Explain the formula & comment on Income Tax liability on gratuity amount. [15]
- Q3)** Differentiate between profession Tax & Income Tax. [15]
- Q4)** Write job specification for any one of the following: [15]  
a) Receptionist & P.S. To Director.  
b) CNC Machine operator.  
c) Accounts clerk - Senior.
- Q5)** Explain the objectives of personnel department. [15]
- Q6)** Write notes on (any two): [15]  
a) Charge sheet.  
b) Job rotation.  
c) PF.  
d) TDS.



Total No. of Questions : 6]

SEAT No. :

**P3762**

**[4870] - 320**

[Total No. of Pages : 1

**M.B.A.**

**INTERNATIONAL BUSINESS SPECIALISATION - III**

**305 - F : Environment & Global Competitiveness**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain in detail Comparative Advantage theory of International Trade suggested by David Ricardo.

**Q2)** Explain the concept of World Competitiveness. Also explain any 10 indicators of world competitiveness.

**Q3)** Explain the concept of commercial geography. How does geographical aspects influence global business strategies.

**Q4)** Explain competitive advantage theory of Michel Porter in detail.

**Q5)** What do you mean by competitiveness? Explain its nature and scope in detail.

**Q6)** Short notes (any two):

- a) G33.
- b) WEF.
- c) Factor Endowment.
- d) Borderless world concept.



Total No. of Questions : 7]

SEAT No. :

**P3763**

**[4870]-401**

[Total No. of Pages : 1

**M.B.A.**

**401: ENTREPRENEURSHIP DEVELOPMENT & PROJECT  
MANAGEMENT**

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

*Time : 3 Hours ]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain the term entrepreneur and give details on attributes of a successful entrepreneur in India. **[14]**

**Q2)** Explain the theory of profit put forth by Frank Knight to promote entrepreneurship. **[14]**

**Q3)** What are the challenges faced by women entrepreneurs in Indian Context. **[14]**

**Q4)** What are the features and qualities to be considered while preparing the project feasibility report. **[14]**

**Q5)** Elucidate the role of state government and central government in promoting entrepreneurship in India. **[14]**

**Q6)** Explain in brief the elements of a business plan. **[14]**

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

- a) DIC.
- b) Entrepreneurial culture.
- c) Challenges of sustaining competitiveness.
- d) SIDBI.

ζ ζ ζ



Total No. of Questions : 6]

SEAT No. :

**P3764**

**[4870] - 402**

[Total No. of Pages : 5

**M.B.A**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Both Sections I and II are compulsory.*
- 2) *Figures to the right side indicate full marks.*
- 3) *Attempt any Three Questions from Section - I.*

**SECTION - I**

**Q1)** Explain the term globalization. Explain different organizational models used in international business. **[15]**

**Q2)** Analyze the trade relations between India and UAE in respect of trade of rice and date through the Comparative cost advantage theory. **[15]**

**Q3)** Describe the dynamics of political stability and its relationship with political risk. Explain procedure for political risk analysis. **[15]**

**Q4)** What is social and cultural environment? Analyse the impact of social and cultural factors on global business. **[15]**

**Q5)** Write short note on: (Any three): **[15]**

- a) International Monetary Fund
- b) Exim policy
- c) Balance of payment
- d) Spot Transaction
- e) Tariff and Non-tariff Barrier.

**P.T.O.**

**Case Study****Q6) COCO-COLA: RESPONSE TO ENVIRONMENTAL INFLUENCE**

Coco-Cola is a carbonated soft drink, produced by the Coca-Cola Company of Atlanta, Georgia. The beverage is widely referred to as Coke, a nickname eventually trademarked by the company. Coke is one of the world's most recognizable and widely sold commercial brands.

Originally intended as a patent medicine when it was invented in the late-19<sup>th</sup> century Coco-Cola was acquired by the business Asa Griggs Candler, whose shrewd marketing tactics led Coke to its world wide soft drink market dominance during the twentieth century. Though beset periodically by critiques of its health effect and by allegations of wrong doing by the company, Coco-Cola has remained an internationally popular soft drink.

**HISTORY****Early Years**

Columbus Georgia druggist JhonStith Pemberton invented a coca wine called Pemberton's French Wine Coca in 1884. He was inspired by the formidable success of French Angelo Marini's coca wine, Vin Mariani. The following year, when Atlanta and Fulton County passed ProhabitiveLegistation, Pemberton began to develop a non-alcoholic version of the French Wine Coca. He name it as Coca-cola, because it included the stimulant coca leaves from South America and was Flavored using Cola nuts a source of caffeine. Pemberton called for five ounces of coca leaf per gallon of syrup. The first sales were made at Jacob's Pharmacy in Atlanta, Georgia on May 18, 1886 and for the first eight months only an average of nine drinks were sold each day. Pemberton ran the first advertisement for the beverage on May 29th that year in the Atlanta Journal.

**Happy Accident - The Invention of Coca-Cola**

So, when the new Coca-Cola debuted later that year-still possessing "the valuable tonic and nerve stimulant properties of the coca plant and cola huts", yet sweetened with sugar instead of wine-Pemberton advertised it not only as a "delicious, exhilarating, refreshing and invigorating" soda-fountain beverage but also as the ideal "temperance drink". It is said coke was discovered when Deluise a 19<sup>th</sup> century American soda jerk accidentally hit the soda water spigot, adding carbonated water to the syrup in the glass. The result was a "happy accident"; the invention of Coca-Cola. In 1892, Candler incorporated

a second company, The Coco-Cola Company (the current corporation), and in 1910 Candler had the earliest records of the company burned, further obscuring its legal origins. Regardless, Candler began aggressively marketing the product - the efficiency of this concerted advertising campaign would not be realized until much later.

## World War II

When the United States entered World War II the Coco-Cola Company began providing free drinks for soldiers of the United States Army. The United States Army permitted Coco-Cola employees to enter the front lines as "Technical Officers" where they operated Coke's system of providing refreshments for soldiers who welcomed the beverage as a remainder of home. After the war, the soldiers brought home their new found taste for Coco-Cola popularizing the drink.

## New Coke to the Present

In 1984, Coco-Cola amid much publicity changed the formula of the drink. Some authorities believe that the New Coke as the reformulated drink came to be known was invented specifically to respond to its commercial competitor, Pepsi. Numerous blind taste tests suggested that more consumers preferred the taste of Pepsi ( which is believed to have more lemon oil, less orange oil and uses vanillin rather than vanilla) to Coke. In taste tests drinkers were more likely to respond positively to sweeter drinks and Pepsi had the advantage over Coke because it is much sweeter. Coco-Cola tinkered with the formula and created the new Coke. Follow-up taste tests revealed that most consumers preferred the taste of New Coke to both Coke and Pepsi. The reformation was led by the ten-CEO of the company Roberto Goisueta and the president Don Keough.

The New Coke therefore came as a grievous blow to the management of The Coco-Cola Company. It is possible that customers would not have noticed the change if it had been made secretly or gradually and thus brand loyalty could have been maintained. The Coco-Cola Company is the world's largest consumer of natural vanilla extract. When New Coke was introduced in 1985, this had a severe impact on the economy of Madagascar, a prime vanilla exporter since New Coke used vanillin a less - expensive synthetic substitute. Purchase of vanilla more than halved during this period. But the flop of New Coke brought a recovery.

## FRANCHISED PRODUCTION MODEL

The actual production and distribution of Coco-Cola follows a franchising model. The Coco-Cola Company only produces a syrup concentrate which it sells to various bottlers throughout the world who hold Coco-Cola franchises for one or more geographical areas. The bottlers produced the final drink by mixing the syrup with filtered water and sugar (or artificial sweeteners) and fill it into cans and bottles, which the bottlers then sell and distribute to retail stores, vending machines, restaurants and food service distributors. The bottlers are normally also responsible for all advertisement and other sales initiatives within their areas. The Coco-Cola Company owns minority shares in some of its largest franchisees, like the Coco-Cola Enterprises and Coco-Cola FEMSA, but almost half of the volume sold in the world is produced by fully independent bottlers. As sugar and sweeteners are added by the bottler, the sweetness of the drink is said to differ in various parts of the world in order to cater for local taste.

## COCO-COLA ADVERTISING

Specially designed Christmas labels featuring Santa Claus give a seasonal twist to these Coco-Cola bottles. The characteristic shape of the bottles is trademarked. It was designed to be universally recognizable even when broken. Coco-Cola's advertising has had a significant impact on American culture and is frequently credited with the "invention" of the modern image of Santa Claus as an old man in red-and-white garments; however while the company did in fact start promoting this image in the 1930's in its winter advertising campaigns it was already common before that. In the 1970's a song from Coco-Cola commercial called, "I'd like to teach the world to sing", produced by Billy Davis became a popular hit single, but there is no evidence that it did anything to increase sales of the soft drink. Coke's advertising has been rather pervasive as one of the Woodruff's stated goals was to ensure that everyone on Earth drank Coco-Cola as their preferred beverage. Advertising for Coke is now almost ubiquitous especially in Southern areas of North America such as Atlanta where Coke was invented. Coco-Cola has gone through a number of different advertising slogans in its long history including "the pause that refreshes", "I would like to buy the world a Coke" and "Coke is it".

## RECENT HISTORY:

During the 1980's, Pepsi-Cola ran a series of television advertisements showing people participating in taste tests in which they express a preference for Pepsi over Coco-Cola. Coca-Cola ran ads to combat Pepsi's ads in an incident

sometimes referred to as the cola wars; one of Coke's ads compared the so-called Pepsi challenge to two chimpanzees deciding which tennis ball was furrer. Thereafter, Coco-Cola regained its leadership in the market. In an attempt to broaden its portfolio Coco-Cola purchased Columbia Pictures in 1982. Columbia provided subtle publicity through Coke product placements in many of its films while under Coke's ownership. However, after a few early successes, Columbia began to underperform and was dropped by the company in 1989.

## SPORTS EVENT SPONSERSHIPS

Coco-Cola was the first ever sponsor of the Olympic games, at he 1928 Summer Olympics in Amsterdam and has been an Olympic sponsor ever since. This corporate sponsorship included the 1996 Summer Olympics hosted in Atlanta, which allowed Coco-Cola to spotlight its hometown. Since 1977 starting with the 1978 FIFA World Cup in Argentina Coco-Cola is the main sponsor of FIFA, and has sponsored each FIFA World Cup and other competitions organized by FIFA. In fact one of the FFIA tournament trophy: "FIFA World Youth Championship" from Tunisia in 1977 to Malaysia in 1997 was called "FIFA-Coco-Cola Cup". In additional Coco-Cola sponsors the annual Coco-Cola 600 for the NASCAR Nextel Cup Auto Racing series at Lowe's Motor speedway in Charlotte, North Carolina. Coco-Cola has a long history of sports marketing relationships which over the hears have included Major League Baseball, The National Football League, National Basketball Association and the National Hockey League as well as with many teams within those leagues. They have been a long time sponsor of the Australian Football League at one stage holding naming rights to the Premiership season. They also sponsor the International Rules Football test game played between Australia and Ireland every year as well as the Football League in England.

Questions:

- a) How did Coca-Cola's franchise model help it to grow at a fast rate?
- b) How did Coco-Cola's advertising strategy help for the growth of its business?
- c) Why did Coco-Cola adapt the sports sponsoring strategy?
- d) Write a brief summary on the history of soft drinks with special reference to the history of Coco-Cola.
- e) What do you think are the major steps in evolution of Coco-Cola. Elaborate in detail.



Total No. of Questions : 8]

SEAT No. :

**P3765**

**[4870] -403**

[Total No. of Pages : 1

**M.B.A.**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define and explain the concept of six sigma. Explain its importance in improving operational efficiency.

**Q2)** Discuss concept of knowledge management and write process of KM.

**Q3)** Explain the term TPM & TQM. Explain How these techniques are useful in increasing productivity.

**Q4)** Explain the concepts of mergers and acquisitions. Write detail procedures of merger and acquisition.

**Q5)** What is corporate Governance. How it is important for shareholders confidence?

**Q6)** Explain the term E-Business and discuss Models of E-business with suitable examples.

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

- a) Narayan Murthi committee report on corporate Governance.
- b) Evaluation of KPO
- c) CSR

**Q8)** Compare & contrast the theory of constraints and six sigma.



**P.T.O.**

Total No. of Questions : 7]

SEAT No. :

**P3766**

**[4870]-404**

[Total No. of Pages : 1

**M.B.A.**

**MARKETING MANAGEMENT SPECIALIZATION - IV**

**404 - (A) : Services Marketing  
(2008 Pattern) (Semester - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

*Q1)* How are goods different from services? Also discuss the 4 IS of services.

*Q2)* Explain the Marketing Mix for services with the help of relevant examples.

*Q3)* Discuss the 'People' & 'Physical Evidence' Mix with special reference to the Hotel Industry.

*Q4)* What are the elements of Promotion Mix of Service? Explain with relevant examples.

*Q5)* Describe the process of rendering services. Also explain self service technologies in detail.

*Q6)* Explain the various factors involved in pricing a service product. Also discuss the concept of demand variation & capacity constraints.

*Q7)* Write Short Notes on: (any 2)

- a) Gronroos Model.
- b) Service Blueprinting.
- c) E-Services.
- d) Challenges in Distribution of Services.



Total No. of Questions : 7]

SEAT No. :

**P3767**

**[4870]-405**

[Total No. of Pages : 1

**M.B.A.**

**FINANCIAL MANAGEMENT SPECIALIZATION - IV**

**404 - B : Indirect Taxation**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Elaborate the concept of manufacturing, movability & marketability in connection with chargeability of excise duty.

**Q2)** Discuss the valuation of Excisable goods procedure under Central Excise Law.

**Q3)** Explain the procedure of registration of service provider under Service Tax Law.

**Q4)** Discuss rule 4, 8 & 14 of place of provision of services Rule, 2012.

**Q5)** What are the provision of dealing with incidence of tax under Maharashtra Value Added Tax Act 2005? Comment on payment of VAT.

**Q6)** Explain the following under VAT with the help of suitable example.

- a) Invoice Method for VAT.
- b) Substraction Method for VAT.

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

- a) Classification of Goods.
- b) Excise Audit.
- c) Composite scheme under VAT.
- d) Point of Taxation under Service Tax.
- e) Small Scale Industry (SSI).





Total No. of Questions : 6]

SEAT No. :

**P3768**

**[4870]-406**

[Total No. of Pages : 1

**M.B.A.**

**COMPUTER MANAGEMENT SPECIALIZATION - IV**

**404 - C : Emerging Trends in Information Technology**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain various E-Learning Models. **[15]**

**Q2)** Elaborate on strategies and tactics for implementation of E-Governance. **[15]**

**Q3)** What is E-Logistics? How warehousing management is done in E-Logistics. **[15]**

**Q4)** What is knowledge Management? Explain Types of knowledge and components of knowledge Management. **[15]**

**Q5)** Explain process of GIS development and Implementation. **[15]**

**Q6)** Write short notes (any Two): **[10]**

- a) ECS.
- b) Firewalls.
- c) BPO.
- d) Disaster Recovery Management.



Total No. of Questions : 7]

SEAT No. :

**P3769**

**[4870]-407**

[Total No. of Pages : 1

**M.B.A.**

**PRODUCTION AND MATERIAL MANAGEMENT SPECIALIZATION - IV**

**404 - D : Operations Strategy  
(2008 Pattern) (Semester - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** What do you understand by the term “operations strategy”? How is it different from corporate strategy? What are the major priorities associated with operations strategy?
- Q2)** Explain Value as business concept. Discuss core competence and distinctive capabilities from a strategic operations perspective.
- Q3)** Discuss with example factors that make the service process design different from product process design.
- Q4)** What is six sigma? Describe the literal implications of six sigma quality? How does it relate to process capability?
- Q5)** Explain how the role of operation has evolved in the organizational chart and has assumed strategic importance. What according to you will be the strategic role of operations management in 2020?
- Q6)** What is the linkage between product choices and process choices in an organization?
- Q7)** Explain in brief: (Any two):
- a) Focussed manufacturing.
  - b) Technology strategy.
  - c) Make or Buy - merits / demerits.
  - d) Operations and Corporate Strategy.



Total No. of Questions : 7]

SEAT No. :

**P3770**

**[4870]-408**

[Total No. of Pages : 1

**M.B.A.**

**HRM SPECIALIZATION - IV**

**404 (E) : Labour Welfare**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** a) Define Labour Welfare. Discuss theories of Labour welfare in brief. **[15]**  
b) Explain Labour Health as per Factories Act 1948. **[10]**
- Q2)** What are the various non - statutory welfare amenities extended to workers?  
What could be the role of the employers in this behalf. **[15]**
- Q3)** Discuss the objective of ILO. Explain the functions of ILO in detail. **[15]**
- Q4)** What is meant by Workers Education Scheme. Discuss various programmes with merits and demerits under this scheme. **[15]**
- Q5)** Explain the relationship between social and Industrial Health. **[15]**
- Q6)** Discuss the declining role of Trade Union in Labour welfare. **[15]**
- Q7)** Write Short Note on (any - three) **[15]**
- a) Industrial Hygiene.
  - b) Welfare measures as per Motor Transport Act.
  - c) Social security.
  - d) Corporate Social responsibility.
  - e) ILC.

ζ ζ ζ

Total No. of Questions : 7]

SEAT No. :

**P3771**

**[4870] -409**

[Total No. of Pages : 1

**M.B.A**

**INTERNATIONAL BUSINESS SPECIALIZATION - IV**

**404 - F: International Business Operations**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Discuss the relevance of outsourcing in International Business with suitable examples.

**Q2)** Explain world class manufacturing taking the Toyota Production system as example.

**Q3)** Discuss various challenges that MNCs face while taking routine International Logistical Decisions. Support your answer with relevant examples.

**Q4)** “Dispersal of technology has changed the face of International Business”. Do you agree to the statement? Justify.

**Q5)** Explain the interface of International Business Operations with other functions like Marketing, R&D and Communication. Explain with relevant examples.

**Q6)** In the light of changing regulatory environment in India, discuss any 3 strategic alliances in India.

**Q7)** Short Notes :- (any 2)

- a) Benchmarking in International Operations.
- b) International Facilities Location.
- c) Strategic role of foreign factories.
- d) Managing Global Products.

ζ ζ ζ

Total No. of Questions : 07]

SEAT No. :

**P3772**

**[4870] -410**

[Total No. of Pages : 1

**M.B.A.**

**MARKETING MANAGEMENT SPECIALIZATION-V**  
**405 A: Marketing Strategy and Relationship Marketing**  
**( 2008 Pattern) (Semester-IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What is market segmentation? Discuss various market segmentation strategies. **[14]**

**Q2)** What is 'paradigm shift' in marketing? What are its advantages? Discuss with suitable example. **[14]**

**Q3)** What is product life cycle? Explain what are the different stages of PLC. Describe specific marketing strategies adopted in each stages of PLC. **[14]**

**Q4)** Define customer satisfaction. How would you measure customer satisfaction of a restaurant? Support your answer. **[14]**

**Q5)** Explain key concepts in relationship marketing. **[14]**

**Q6)** What do you understand by offensive and defensive competitive marketing strategies? Discuss the situations where these strategies could be adopted. **[14]**

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

- a) Customer relationship marketing.
- b) e-marketing.
- c) Customer acquisition and customer retention.
- d) Customer life time value.



Total No. of Questions : 7]

SEAT No. :

**P3773**

**[4870] -411**

[Total No. of Pages : 2

**M.B.A**

**FINANCIAL MANAGEMENT (SPECIALISATION-V)**

**405 (B): International Finance**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** State the objectives and role played by world bank & international monetary fund.

**Q2)** Discuss the role of participants in foreign exchange markets.

**Q3)** “FEMA is more practical than FERA”. Comment.

**Q4)** Discuss in detail various sources of international finance.

**Q5)** State and explain the trade settlement methods applied in international business.

**Q6)** Define risk and discuss the various types of risk associated with international business.

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

- Q7)** a) The following quotes are available.  
Spot (SGD/AUS\$): 0.8876/0.8886, 2mnths swap: 10/20  
Spot (SGD/USD): 1.2912/1.2930, 2mnths swap: 15/10  
Find the 2 month (AUS\$/USD) outright forward rates.
- b) Find INR/GBP 1month outright  
Spot (USD/INR): 61.25/50, 1month swap: 18/24  
Spot (USD/GBP): 1.5976/92, 1month swap: 20/15
- c) Consider the following bid ask prices:  
Taiwan \$ 30.55-40.00/US \$  
Find the bid ask spread.



Total No. of Questions : 7]

SEAT No :

**P3774**

**[4870]-412**

[Total No. of Pages : 1

**M.B.A.**

**COMPUTER MANAGEMENT (SPECIALIZATION -V)**

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

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What is project planning? Explain the contents of the project plan in detail. **[15]**

**Q2)** Explain the need of software testing. Also describe the different types of software testing. **[10]**

**Q3)** Describe the factors to be considered while setting a computer center. **[10]**

**Q4)** Explain Risk management process in detail. **[10]**

**Q5)** Explain process followed while terminating a person in IT organization. **[10]**

**Q6)** Explain the software implementation process in detail. **[10]**

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

- a) Disaster recovery plan.
- b) Benchmarking.
- c) Function point analysis.
- d) COCOMO model.
- e) Version control.





Total No. of Questions : 7]

SEAT No :

**P3775**

**[4870]-413**

[Total No. of Pages : 1

**M.B.A.**

**PRODUCTION & MATERIALS MANAGEMENT (Specialization -V)**

**405D: Technology management**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** Explain the concepts 'Technology and Technology Management'. State and Elaborate the forms of Technology. **[14]**
- Q2)** Explain the process of product development from scientific breakthrough to marketable product with an example. **[14]**
- Q3)** a) What do you understand by the term 'Technology Leadership'? **[7]**  
b) Define and explain innovation with suitable examples. **[7]**
- Q4)** Explain the importance of Technology forecasting in leadership? Enlist the techniques of forecasting and explain one of them. **[14]**
- Q5)** Explain the concept and process of technology transfer. **[14]**
- Q6)** Discuss the types of technology strategies available to firms based on technology leadership and scope. Also explain the key principles for formulating the strategy. **[14]**
- Q7)** Write short Notes on Any Two: **[14]**
- a) Role of Government in Technology Development.
  - b) Integrating people and Technology.
  - c) Joint Ventures.
  - d) IPR (intellectual property rights) in context of Technology management.



Total No. of Questions : 07]

SEAT No. :

**P3776**

[4870] -414

[Total No. of Pages : 2

**M.B.A.-IV**

**HUMAN RESOURCE MANAGEMENT SPECIALIZATION-V**

**405-E: Labour Laws-II**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define term “Industrial Disputes”. What are the essentials of lay-off and retrenchment? What are conditions under which workmen could be laid off or retrenched?

**Q2)** Discuss the procedure for the modification of standing orders under the Industrial employment (standing orders) Act 1946? Who can apply for modification.

**Q3)** Distinguish between partial disablement and total disablement. A workman working in a shed was injured by the fall of wall which was not the property of his employer nor under his control. Is the employer liable to pay compensation.

**Q4)** State and discuss unfair labour practices on part of ‘employer’ and “trade union”.

**Q5)** Explain in brief the employees deposit linked insurance scheme and under what circumstances can employee withdraw his provident fund accumulation in full under the employees provident funds and Misc. provisions act 1952.

**Q6)** How can the employees state Insurance fund be created? What are the purposes for which the employees state insurance fund may be expended?

**P.T.O.**

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

- a) Benefits available under Maternity Benefits Act.
- b) Principle of natural justice.
- c) National extension of employer's premises.
- d) Strike and its types.



Total No. of Questions : 7]

SEAT No :

**P3777**

**[4870]-415**

[Total No. of Pages : 1

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

**INTERNATIONAL BUSINESS SPECIALISATION - V**

**405-F: Foreign Exchange 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)** Discuss the role of various financial institutions in developing international trade.

**Q2)** Write notes on:

- a) Buyers' Credit and Suppliers Credit.
- b) Pre & Post Ship Finance.

**Q3)** a) What are 'Non Resident Accounts'? State and discuss the types of 'Non Resident Accounts'.

b) State and discuss the statutory documents involved in international trade.

**Q4)** What are the major INCOTERMS used in foreign exchange management.

Explain each of them in detail.

**Q5)** What is 'Letter of Credit'? Explain the types of letter of credit.

**Q6)** Explain the various methods of trade settlement in international trade.

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

- a) Euro Market.
- b) Gold Standard.
- c) ECGC.
- d) Guarantees in Trade.



Total No. of Questions : 7]

SEAT No. :

**P3778**

**[4870] - 416**

[Total No. of Pages : 1

**M.B.A.**

**MARKETING MANAGEMENT (SPECIALIZATION - VI)**

**406 - A : Product and Brand Management**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks.*
- 3) *Suitable examples and models will be appreciated.*
- 4) *Figures to the right side indicate full marks.*

**Q1)** Explain the concept of Product-focused organization and Market-focused organization. Discuss the similarities and differences between Product-focused organization and Market-focused organization. **[14]**

**Q2)** “Competitor analysis is an essential component of corporate strategy.” Discuss with suitable examples. **[14]**

**Q3)** Explain various sales forecasting methods and add a note on planning for involvement in international market. **[14]**

**Q4)** Explain the concept of Brand Equity and describe any two Brand Equity Models. **[14]**

**Q5)** Explain the concept of co-branding and celebrity endorsement. **[14]**

**Q6)** Explain in details - Brand Portfolio of any one Indian company of your choice. **[14]**

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

- a) Brand value chain.
- b) Brand extension and brand transfer.
- c) Brand reinforcement.
- d) Product Life Cycle.



Total No. of Questions : 7]

SEAT No. :

**P3779**

**[4870] - 417**

[Total No. of Pages : 1

**M.B.A.**

**FINANCIAL MANAGEMENT SPECIALIZATION - VI**

**406 - B : Strategic Financial Management**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What is Strategic Financial Management? Explain with example each of “S” of 9 S model.

**Q2)** Discuss ethical aspect of SFM in light of current corporate scenario, give example to support your point.

**Q3)** What is corporate valuation? Explain any two methods.

**Q4)** Describe strategic wage negotiation giving its need of importance. Also explain prerequisite of strategic wage negotiation.

**Q5)** What is Financial Engineering? Explain EVA approach with the help of suitable examples.

**Q6)** Explain corporate Governance in light of recommendations of Kumar Mangalam Birla & Narayan Murthy Committee.

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

- a) Ethical dilemma faced by FM.
- b) Need of strategic vendor Management.
- c) Relevance of VRS in today’s context.



Total No. of Questions : 6]

SEAT No. :

**P3780**

**[4870] - 418**

[Total No. of Pages : 1

**M.B.A.**

**COMPUTER MANAGEMENT**

**Business Application (System Specialisation - VI)**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q.1 and Q.6 are compulsory.*
- 2) *Attempt any three from remaining.*
- 3) *Draw neat diagram.*
- 4) *State assumptions clearly wherever necessary.*

**Q1)** Explain sales order processing system with the help of **[20]**

- a) CLD.
- b) First level DFD.
- c) ERD.
- d) Table layouts.

**Q2)** Explain sales budgeting in detail. **[10]**

**Q3)** Discuss importance of employee training in detail. **[10]**

**Q4)** Explain vendor analysis in detail. **[10]**

**Q5)** Discuss Ratio-expense analysis in detail. **[10]**

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

- a) Inventory of Food items in hotel.
- b) Bill of Material.
- c) Types of leave.
- d) Internet banking.
- e) Account receivable.



Total No. of Questions : 8]

SEAT No. :

**P3781**

**[4870] - 419**

[Total No. of Pages : 1

**M.B.A.**

**PRODUCTION & MATERIALS MANAGEMENT (Specialization - VI)**

**406 - D : Quality Management**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain the salient features of deming's approach to Quality and discuss its relevance in detail. **[14]**

**Q2)** Explain the term "Juran Quality Trilogy". Discuss Juran's Philosophy. **[14]**

**Q3)** Explain the Customer Driven Quality Cycle with an example. **[14]**

**Q4)** Discuss whether inspection is necessary for all the purchased items from suppliers. A process equipment manufacturer buys raw material and components from over 300 vendors Suggest how he should go about managing vendor's Supply Quality. **[14]**

**Q5)** Explain the meaning of quality policy and Quality objectives with examples. Describe how does Quality objectives help in improving quality. **[14]**

**Q6)** Explain the principles of Ishikawa Fishbone diagram. What is the technique used in this tool to reach to the root cause of quality problem. **[14]**

**Q7)** State the concept of Quality Control. Explain how acceptance sampling and control charts help in controlling quality. **[14]**

**Q8)** Write short notes on ANY TWO: **[14]**

- a) Taguchi Loss function.
- b) Criteria for Malcom Baldrige National Quality Award.
- c) Reliability of a system.
- d) The ISO 9001:2000 Quality Management System Standard.





Total No. of Questions : 07]

SEAT No. :

**P3782**

[4870] -420

[Total No. of Pages : 1

**M.B.A. (Specialisation-VI)**  
**HUMAN RESOURCE MANAGEMENT**  
**406 (E): Strategic Human Resource Management**  
**( 2008 Pattern) (Semester-IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What do you mean by strategic management. Explain the process in detail.

**Q2)** Discuss the impact of Globalization on Human Resource Environment.

**Q3)** Explain the advantages and disadvantages of HR outsourcing in an organization.

**Q4)** Discuss the concept of on-line Recruitment and explain the advantages of employee referrals.

**Q5)** Elaborate on human issues of mergers and acquisitions.

**Q6)** Explain in detail the concept of competency mapping.

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

- a) Downsizing
- b) Skill based pay
- c) Multi spilling
- d) Work life balance.



Total No. of Questions : 7]

SEAT No. :

**P3783**

**[4870] - 421**

[Total No. of Pages : 1

**M.B.A.**

**INTERNATIONAL BUSINESS (Specialisation - VI)**

**406 - F : International Financial Management**

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

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Compare 'Risks and Rewards' associated with international finance vis-a-vis domestic finance.

- Q2)** a) Discuss in detail "Bank settlement via correspondent accounts".  
b) State and discuss the features of forward contracts.

**Q3)** What is Purchase Power Parity Principle? Elaborate your answer with suitable examples.

**Q4)** State and explain the instruments of short term financial markets.

**Q5)** Elaborate the concepts of 'Portfolio Analysis' and 'Portfolio Selection' in the context of International Finance.

**Q6)** State and elucidate the difficulties envisaged in evaluating foreign projects.

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

- a) Equity & Bond Financing.
- b) Gold & Dollar Standards.
- c) Hedging.
- d) Types of exposures & their management.

