

Total No. of Questions : 7]

SEAT No. :

P2405

[5465]-11

[Total No. of Pages : 1

M.B.A.

**101 : ORGANIZATIONAL BEHAVIOUR & PRINCIPLES &
PRACTICE 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) Explain Henry Fayol's 14 Principles of Management. Illustrate how each one of them can be applied practically.

Q2) "Planning and controlling is the two side of the coin" Justify the same.

Q3) Define organizational behaviour. Explain the models of OB in brief.

Q4) What are various theories of motivation. Discuss any one of them.

Q5) Define stress, with 15 cause and explain the ways to manage the stress.

Q6) Enumerate various factors responsible for change.

Q7) Write short notes on any two:

- a) MBO
- b) Conflict Management
- c) Johari Window
- d) Theories of group formation



Total No. of Questions : 7]

SEAT No. :

P2406

[5465]-12

[Total No. of Pages : 3

M.B.A

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Define and explain the term Management Accounting. Distinguish between Management Accounting and Financial Accounting.

Q2) Following is the trial balance of suyog & co as on 31st Dec.2010.

Particulars	Drs	cr.
Debtors	30,000	—
Purchases	72,500	—
Sales	—	1,25,000
Creditors	—	5000
General Expenses	6000	—
Salary	6250	—
Rent	—	600
Wages	9000	—
Commission	1100	900
Shop fittings	7500	—
Carriage inward	2500	—
Capital	—	10,1,000
Drawing	8000	—
Vehicle	10,000	—
Building	23,500	—
Bank	27,550	—
Stock 1.1.2010	25,000	—
Insurance	3600	—
	<u>2,32,500</u>	<u>2,32,500</u>

P.T.O.

Prepare Trading and profit and loss account and Balance sheet as on 31.12.2010 after making following adjustments.

- a) Stock as on 31.12.2010 37,500.
- b) Depreciation on vehicle to be changed at 5% and on building at 10 %.
- c) Bad debts on debtors at 10 %.
- d) Outstanding wages Rs.2000 /-
- e) Prepaid salary and Insurance Rs.1000 /- and Rs.500 /- Respectively

Q3) Explain the concept of overheads. State the causes of over and under absorption.

Q4) Write short notes on any two :

- a) Idel Time
- b) Journal
- c) FIFO/LIFO
- d) Labour Turnover
- e) Zero Base Budgeting.

Q5) On the basis of following data you are required to calculate various variances.

Material	Qty	Standard Sp per unit	Total	Material	Actual Qty	Actual price perunit	Total
A	500	6	3000	A	400	6	2400
B	400	3.75	1500	B	500	3.60	1800
C	300	3.00	900	C	400	2.80	1120
	12000				1300		

Less 10 % normal loss : 120

Less actual loss : 220

1080

5400

1080

5320

Calculate following variances.

Material Cost Variance

Material Price Variance

Material Mit Variance

Total Material usage variance.

Q6) What is cost sheet ? State its advantages. Draw a format of cost sheet.

Q7) What is Break Even Analysis ? State its importance. On the basis of following information you are required to work out BEP. Also draw the diagram.

Selling Price Per unit	Rs. 10 /-
Variable Cost	Rs. 6 /-
Fixed Cost	Rs. 10,000 /-



Total No. of Questions :7]

SEAT No. :

P2407

[5465]-13

[Total No. of Pages : 1

M.B.A.

MANAGERIAL ECONOMICS (103)

(2008 Pattern) (Semester-I)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Attempt any 5 questions.*
- 2) *All questions carry equal marks.*
- 3) *Draw suitable diagrams.*

Q1) Define Managerial Economics. Describe its nature, scope and practical significance of managerial economics.

Q2) Define price elasticity of demand. Explain its determinants, types and practical significance of the concept.

Q3) Explain the three types of Returns to scale.

Q4) Explain the classification of Market on the basis of degree of competition along with its characteristic features.

Q5) Distinguish between Short Run and Long Run costs. Derive Long Run average cost curve.

Q6) Explain the various steps involved in Project Evaluation.

Q7) Write notes on any two.

- a) Cartel
- b) Exceptions to the Law of supply
- c) Cost plus pricing
- d) Needs for Government Intervention in the market



Total No. of Questions : 6]

SEAT No. :

P2408

[5465]-14

[Total No. of Pages : 3

M.B.A.

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Question No.1 is Compulsory.*
- 2) *Attempt any three from the remaining.*
- 3) *Use of electronic calculator and statistical tables are allowed.*
- 4) *Graph papers will not be supplied. Draw rough sketches wherever required.*

Q1) a) 30 households in a Pune City were surveyed regarding the monthly rent payments made by these householders. These figures are recorded in Rs.100, as follows:

750	640	560	650	1170	880	720	865	900	832	1056	1050	529	685	678
1120	620	765	900	850	980	850	920	1075	760	775	1130	940	989	930

Prepare frequency distribution table and calculate mean, median and mode of the frequency distribution (Take Classes: 500-600,600-700,.....) [7]

b) The average monthly wage of all workers in a factory is Rs.444/-.If the average wages paid to male and female workers are Rs.480/- and Rs.360/-respectively, find the percentage of male and female workers employed by the factory. [7]

c) Out of 2000 unskilled workers in a factory 1400 came from rural areas and out of 800 skilled workers 200 came from rural area. Determine the association between skill and residence, [7]

d) Write Short notes on any two:

i) Mean

ii) Median

iii) Mode

[4]

P.T.O.

- Q2) a)** Find the two regression equations for the following two series. What is the most likely value of x when y = 20 and most likely value of y when x = 22.

x	35	25	29	31	27	24	33	36
y	23	27	26	21	24	20	29	30

- b) The following are the values of exports of raw cotton (x) and the values of imports of manufactured cotton goods (y) in crores of Rupees. [8]

x	42	44	58	55	89	98	66
y	56	49	53	58	65	76	58

- Find i) Karl Pearson's coefficient of correlation between x & y.
 ii) Spearman's rank correlation coefficient between x & y. [7]

- Q3) a)** Solve by Graphical method

$$\text{Minimize } Z = 6x_1 + 14x_2$$

$$\text{Subject to: } 5x_1 + 4x_2 \geq 60$$

$$3x_1 + 7x_2 \geq 84$$

$$x_1 + 2x_2 \geq 18$$

$$x_1, x_2 \geq 0$$

[8]

- b) A Company has factories at A, B and C which supplies warehouses D, E, F and G. Monthly capacities are 160, 150 and 190 units respectively. Monthly warehouse requirements are 80, 90, 110 and 160 units respectively. Unit shipping costs (Rs.) are given below:

From	To			
	D	E	F	G
A	12	18	8	7
B	10	19	22	21
C	3	8	10	13

What is the optimal shipping cost schedule? [7]

- Q4) a)** 5 Jobs assigned to 5 people, each person will do one job only. The expected time (in hours) required for each job for each person have been estimated and are shown in the following table. Determine optimal assignments.

Jobs	Persons				
	1	2	3	4	5
1	12	15	13	14	15
2	16	18	15	14	16
3	18	16	15	18	20
4	15	20	18	17	19
5	16	15	18	14	15

[8]

- b) An arrival of costumers at a petrol pump is poisson distributed. The mean arrival rate is 5 customers every 15 minutes. Find the probability that there will be exactly 7 customers in 30 minute's period. [7]

- Q5) a)** Solve the game and obtain the optimal strategies for each player and the value of the game: [8]

Player A	Player B			
	B ₁	B ₂	B ₃	B ₄
A ₁	3	2	4	0
A ₂	3	4	2	4
A ₃	4	2	4	0
A ₄	0	4	0	8

- b) A company manufactures 200 motor cycles per day which changes according to availability of raw materials.

Production per Day	196	197	198	199	200	201	202	203	204
Probability	0.05	0.09	0.12	0.14	0.20	0.15	0.11	0.08	0.06

Using the following random numbers, simulate the procedure for 12 days and find average production of sample drawn.

Random Numbers:82, 89, 78, 24, 52, 61, 18, 45, 04, 23, 50, 77. [7]

- Q6) a)** If on an average 8 ships out of 10 arrives safely at a port. Find the mean and standard deviation of the number of ships arriving safely out of 200 ships. [8]
- b) The first of two samples has 100 items with mean 15 and S.D 3. If the whole group has 250 items with mean 15.6 and S.D 13.44. Find the S.D of the Second group. [7]



Total No. of Questions : 7]

SEAT No. :

P2409

[Total No. of Pages :1

[5465] - 15

M.B.A.

105 : LEGAL ASPECTS OF BUSINESS

(2008 Pattern) (Semester - I)

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

- 1) *Solve any 5 out of 7 questions.*
- 2) *All questions carry equal marks.*

Q1) “An agreement enforceable by law is a contract”. Explain the statement by bringing out the key elements of a valid contract.

Q2) Distinguish between sale and an agreement to sell.

Q3) Define Unpaid Seller. Explain the rights of an unpaid seller.

Q4) Define Company. State its characteristics in detail.

Q5) Define consumer. Explain the rights of consumer with necessary examples.

Q6) Define Contract. What are the elements of a valid contract.

Q7) Write Short Notes (Any 2)

- a) Bill of Exchange
- b) Patents
- c) Prospectus
- d) Quasi contract



Total No. of Questions : 6]

SEAT No. :

P2410

[5465]-16

[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 out of the following.*
- 2) *All questions carry equal marks.*

Q1) What is Consumer behavior concepts? Explain the important stages of consumer buying process with it's significance.

Q2) What is market Segmentation? Explain the various types of Market segmentation.

Q3) What is marketing environment? Explain the various components of Micro and macro environment.

Q4) What are the seven P's of Marketing Mix? How is Marketing mix so important for Marketers?

Q5) What is core concept of marketing? Explain the various approaches towards Marketing.

Q6) Write short notes on any two:

- a) Marketing control Tools and techniques.
- b) Marketing Plan.
- c) Marketing organization types.
- d) Product positioning.



Total No. of Questions : 7]

SEAT No. :

P2411

[5465]-21

[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 are the various levels of Product? Explain with suitable examples.

Q2) What are the approaches towards managing price Vs non price competition?

Q3) Explain with suitable examples Channel Management decisions.

Q4) What is sales Promotion? Sales Promotion is incentive to buy. Explain with suitable example.

Q5) What is Public relation? Explain common practices in public Relations.

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

Q7) Write short notes: (Any two)

- a) Role of internet on Modern promotion mix.
- b) Product Life cycle
- c) Trends in Packaging
- d) Retailing



Total No. of Questions : 9]

SEAT No. :

P2412

[Total No. of Pages : 3

[5465]-22

M.B.A.

202 - FINANCIAL MANAGEMENT

(2008 Pattern) (Semester - II)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Question number 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 marks.*

Q1) Explain 'A's of Financial Management. **[10]**

SECTION - I

Q2) Discuss in detail the various procedural formalities and legal formalities involved in payment of dividend. **[15]**

Q3) Give the main heads under which the various items appear in case of vertical form of a company's Balance sheet. **[15]**

Q4) Explain the concept and types of working capital. Why need for working capital arises in any business? **[15]**

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

- a) Trading on equity
- b) Baumol model of cash management.
- c) Common size statements.
- d) Operating cycle.
- e) Structure of financial system.

P.T.O.

SECTION - II

- Q6)** ABC Corporation is considering relaxing its present credit policy and is in the process of evaluating two proposed policies. The firm is required to give a return of 25% on the investment in new accounts receivable. The company's variable costs are 70% of the selling price. Given the following information, which is the better option? [15]

Particulars	Present policy	Proposed policy I	Proposed policy II
Annual credit sales	₹50 lacs	₹60 lacs	₹67.5 lacs
Accounts receivable turnover ratio	4 times	3 times	2.4 times
Bad debt losses	3%	5%	6.667%

- Q7)** A company is examining two mutually exclusive proposals for new capital investment. The data of the proposals is as follows:

Particulars	Proposal A	Proposal B
	₹	₹
Initial cash outflow	27,00,000	30,00,000
Salvage value	NIL	NIL
Expected life	6 years	6 years
Depreciation method	straight line	straight line

Year	Earning before depreciation and income tax	
	Proposal A	Proposal B
1	6,50,000	9,75,000
2	7,25,000	10,00,000
3	8,75,000	11,00,000
4	9,50,000	10,25,000
5	9,00,000	9,50,000
6	8,00,000	8,50,000
Total ₹	49,00,000	59,00,000

The corporate income tax rate is 35%. Calculate

- i) Pay - back period
- ii) Average rate of return (ARR)
- iii) NPV at 15%

Rank the proposals under each of the technique.

[15]

Q8) A company's capital structure consists of the following. **[15]**

Equity shares of ₹ 100 each	₹ 20 lacs
Retained earnings	₹ 10 lacs
9% Preference shares	₹ 12 lacs
7% Debentures	₹ 8 lacs
Total ₹	50 lacs

The company earns 12% on its capital. The income tax rate is 35%. The company requires additional sum of ₹ 25 lacs to finance its expansion program for which following alternatives are available to it.

- i) Issue of 20,000 equity shares at a premium of ₹ 25 per share.
- ii) Issue of 10% preference shares.
- iii) Issue of 8% debentures.

Which of the three financing alternatives would you recommend and why?

Q9) Balance sheets of Ravi Electronics Ltd. are as follows: **[15]**

Liabilities	2008 ₹	2009 ₹	Assets	2008 ₹	2009 ₹
Share capital	4,00,000	5,00,000	Fixed Assets	5,00,000	7,00,000
General Reserve	1,00,000	1,50,000	Investments	2,00,000	1,80,000
Profit & loss A/c	1,00,000	1,50,000	Stock	1,50,000	1,00,000
12% debentures	2,00,000	2,00,000	Debtors	1,20,000	2,00,000
Depreciation fund	1,50,000	2,00,000	Cash	25,000	95,000
Tax provision	40,000	50,000	Underwriting		
Creditors	15,000	30,000	Commission	10,000	5,000
	10,05,000	12,80,000		10,05,000	12,80,000

The following transactions took place during the year 2009.

- i) Dividends paid ₹ 40,000 and income tax paid ₹ 50,000.
- ii) There was a profit on sale of investments ₹ 10,000.
- iii) A machinery cost ₹ 50,000 on which accumulated depreciation ₹ 40,000 was sold for ₹ 20,000.

You are required to prepare a funds flow statement and a statement showing changes in working capital.



Total No. of Questions : 7]

SEAT No. :

P2413

[5465]-23

[Total No. of Pages : 1

M.B.A. - I

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain the HR planning in detail with its objectives and importance.

Q2) Define Strategic HRM and the role of a HR Manager.

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

Q4) Explain the difference between Training and Development with the Tools and Aids for Evaluation of Training Programs.

Q5) Explain Collective Bargaining process in detail.

Q6) Explain Grievance Procedure in detail.

Q7) Write short notes on (any two):

- a) Job Evaluation.
- b) TQM.
- c) Job Specification.
- d) Suspension.



Total No. of Questions : 7]

SEAT No. :

P2414

[5465]-24

[Total No. of Pages : 1

M.B.A.

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

- Q1)** What is Manufacturing Management? Explain the contribution made by Henry Ford, Deming, Crosby and Taguchi in the development of production management. **[14]**
- Q2)** Compare the following giving suitable examples.(Any Two) **[14]**
- a) Continuous Production and Jobbing
 - b) Mass Production and JIT Production
 - c) Batch Production and project production
- Q3)** Explain in detail Facilities Locations and Layout. Discuss single Location and Multi-Location with examples. **[14]**
- Q4)** Discuss the characteristics and applications of control charts? Give stepwise procedure for drawing X and R Chart. **[14]**
- Q5)** a) Explain the importance of Production planning and control in a manufacturing Organization. **[7]**
b) Describe with example how a Project Network is crashed. **[7]**
- Q6)** Define work study. Explain the objectives and scope of Productivity with suitable examples. **[14]**
- Q7)** Write short notes on. (Any two) **[14]**
- a) Operation Characteristics Curves
 - b) Just In Time
 - c) Spare Parts Management
 - d) Theory of constraints



Total No. of Questions : 8]

SEAT No. :

P2415

[5465] - 25

[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) State the needs for supply chain management and its potential benefits. **[14]**

Q2) Explain effect of high inventory on following : **[14]**

- a) Cost of production
- b) Profitability
- c) Delivery date.

Q3) “Material handling does not add value to the product but adds to the cost”
Comment. **[14]**

Q4) State the basis of ABC, VED and FSN analysis. Explain with an illustrative example, how FSN analysis is carried out in an Organization and benefits from the analysis. **[14]**

Q5) Discuss the process of Value Engineering and Value Analysis giving suitable examples. **[14]**

Q6) What is “Master Schedule” in MRP ? Why is it important ? What information is required in production the master schedule ? **[14]**

Q7) What is negotiation in context of purchasing. Describe generic steps involved in negotiation process for purchase of high value capital equipment from a local supplier. **[14]**

Q8) Write short notes on (Any Two) following : **[14]**

- a) GOLF
- b) 4 PL
- c) Standardization.
- d) Methods of forecasting.
- e) Purchase cycle.



Total No. of Questions : 7]

SEAT No. :

P2416

[5465]-26

[Total No. of Pages : 1

M.B.A.

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

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

- a) Payslip
- b) Quotation
- c) Balance Sheet.

Q2) Define M.I.S. Explain contemporary approaches to MIS. **[10]**

Q3) Define Information. Explain types of information in detail. **[10]**

Q4) Explain waterfall model of system development life cycle in detail. **[10]**

Q5) Define DSS ? Explain components of DSS in detail. **[10]**

Q6) Explain the concept of data warehousing. What is need of data mining in modern business. **[10]**

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

- a) IPR Related to IT services.
- b) Network Topologies.
- c) Expert systems.
- d) RAD (Rapid Application Development)



Total No. of Questions : 7]

SEAT No. :

P2417

[5465]-31

[Total No. of Pages : 4

M.B.A.

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Question No.7 is compulsory.*
- 2) *From the remaining, attempt any Three questions from Q.No.1 to 6.*

Q1) What is the importance of FDI with reference to business expansion in a foreign country? What impact the current policy adopted by the Indian government relating to FDI will have on multinationals? **[15]**

Q2) “Objectives of a business firm affect resource allocation”. Can resource availability affect objective setting? Explain giving relevant examples. **[15]**

Q3) What are the strategic options for firms operating in mature and declining industries? Discuss giving relevant Indian and foreign examples. **[15]**

Q4) Analyse the external business environment of any one of the following firm and prepare an ETOP. **[15]**

- a) Colgate Palmolive (India) Ltd.
- b) Hindustan Unilever Limited.

Q5) Explain Porter’s Five Forces Framework of competition. **[15]**

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

- a) Value Chain
- b) Core Competence
- c) G.E. Nine cell model.

P.T.O.

Q7) Case Study (solve the case): Enclosed.

[25]

Note: Systematic analysis of the case, identification of the issues involved & solutions with logical reasoning will carry weightage.

The Case of Marketing Leadership

(By: R Chandrasekhar, *Business Today*, July 6, 2001)

Making a passenger car against an individual order? Like a customized Rolls? Kumar Mahadevan was amused at the distance the Indian passenger car industry had traversed. As the CEO of Ashwin Udyog Ltd, the country's leading passenger car-market, Mahadevan had led the change in the industry from the front. And yet, here was his counterpart at the Indian subsidiary of a Korean major talking of how the company would deliver its premium car at a week's notice, straight from the assembly line.

"The tables have turned," he said, addressing his team of senior executives, later in the day. "When we started out in 1981, we set the trend on the twin planks of fuel economy and low maintenance cost. And made fossils of all the stodgy, fuel-guzzling models prevalent at that time. We got a resounding response from the burgeoning Indian middle class — at which Ashwin was targeted — at parameters like price, design, comfort, mileage, and, of course, the aspirations. We went on to corner over 80 percent of the market and bestrode the Indian passenger car market like a colossus for well nigh decades.

"Today, we are in the same position as the companies we upstaged on our debut. As compared to four manufacturers of passenger cars in the country, offering a dozen models, in 1981, there are a dozen manufacturers today offering an incredible 112 models. And our market share is down to 65 per cent."

"I have only this morning received a report from a well-known UK-based auto-consulting firm which has examined the prospects of passenger car makers in India in 2003," said Raghu Krishnan, Director (Finance). "The report predicts on the basis of indisputable data that Ashwin's market share will decline to 36 per cent by 2003.

AREAS OF CONCERN
<ul style="list-style-type: none">• Volume under decline because of fierce market competition• Margins under attack due to increasing price pressure and growing costs.• Little focus on new product launch or upgrades of existing models.• Complacency due to long years of monopoly and organisational annui.

PRIORITIES FOR ACTION

- Cover all the price points in the popular segment to outflank competition.
- Identify new streams of revenue to protect topline and shareholder value.
- Introduce new variants to enhance customer choice and pre-empt rivals.
- Push low-end models to semi-urban and rural areas to deepen penetration.

“It also adds that Ashwin would still be the market leader at that time. But what is worrisome is that our margins are dipping with market share. Ashwin’s net profits declined by 12 per cent last year, as compared to a 10 per cent increase the previous year.”

“It is not as if we were unaware of the changing scenario, “remarked Sandeep Bhatnagar, Director (Manufacturing). “We did consciously build entry barriers. But, some of those are no longer sources of unique competitive advantage. Take, for instance, the vendor development programme we pioneered. With import tariffs being progressively reduced, indigenisation is no longer an entry barrier. Or take the cost-leadership plank. None of our competitors can match the brand equity we have built on the value-for money proposition. While that equity still holds well, it has ceased to be a source of advantage because the market, as a whole, has been witnessing a major transformation. A bulk of the Indian passenger car market is moving away from the low end.”

“A major challenge lies in changing the mindset of people at Ashwin,” said Ravi Shivdasani, Director (HRD). “People in the company are so conditioned to the idea of market leadership that they simply can’t realise that the good times are over. Perhaps, it helps to build some crisis scenarios so that everyone at Ashwin gets charged. We need to educate employees on how the market has transformed, almost beyond recognition, in the last few years and, therefore, how the old ways just will not do”.

“The market is moving, as Sandeep mentioned, away from the low-end,” remarked Vinod Bhatia, Director (Marketing). “The bottom-priced, sub-Rs. 2.5 lakh market, which Ashwin built and nurtured, and which it dominated all these years, is beginning to flatten out. The action is gradually shifting to the next price segment of between Rs. 3 lakh and Rs. 4 lakh. It is this segment, in which Ashwin has had no major presence that most of the new entrants are concentrating. And it is this segment which will be the growth-driver of the passenger car industry in the years to come. Signs to this end are already evident. While the bottom-end of the market grew by only 25 per cent last year, the new segment grew by as much as 160 per cent.”

“Of course, the main reason why the bottom is dropping out of Ashwin’s main market is the availability of easier financing options today,” said Krishnan. “Car loans, offered at zero interests, have narrowed the difference between one price segment and the other in EMIS to just a couple of thousands, providing a storing incentive for customers to revise their aspirations upward.”

“Our traditional business operating model is breaking down,” said Mahadevan. “Ashwin depended on a simple strategy to establish its supremacy in the passenger car market: it concentrated on a single, low- cost model from which it sought huge volumes. That was how we set up a 2.5 lakh car capacity plant at a sprawling 250 acre estate on the outskirts of Chennai. As years went by, we introduced three variants within the existing price band. The strategy worked. A market characterised by low purchasing power lapped up all of Ashwin’s offerings. But it is time to redefine what Ashwani stands for as a company, who its customers are, what its value proposition should be, and how it can differentiate its product offerings.”

“The passenger car market in the country straddles a wide price range today — from Rs. 1.9 lakh at the low end to Rs. 64 lakh at the premium end. The premium end, confined to the Rs. 20 lakh — Rs. 64 lakh band, is clearly not Ashwin’s forte. We have no business to be there,” said Bhatia. “It does not jell with our traditional positioning on the value-for money platform. But the small car segment (up to Rs. 4 lakh) is the market we should consolidate our efforts in and the growing mid-size segment (between Rs. 4 lakh and Rs. 7 lakh) is the one we should seriously look at getting into.”

Questions:-

- a) How should Ashwin retain its market leadership?
- b) What are the entry barriers it should build?
- c) Ashwin’s threat to its market leadership comes not from external factors such as the move towards customisation but from its own mindset of a monopoly. Do you agree? Why and why not?



Total No. of Questions : 7]

SEAT No. :

P2418

[Total No. of Pages : 2

[5465] - 32

M.B.A.

302 : MANAGEMENT CONTROL SYSTEM

(2008 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *All questions carry equal marks.*
- 2) *Solve any four questions from Q.1 to Q.6 and Q.7 is compulsory.*

Q1) Define Goal congruence and it's relationship to control and performance evaluation ? Explain the role of Responsibility centers to encourage Goal congruent behaviour ?

Q2) What is 'Management control system' ? What are the attributes of a good management control system ?

Q3) What are the differences in the nature of control in service industry and manufacturing industry ? Describe Management control system applied to commercial Banks & Insurance companies.

Q4) What do you mean by 'Performance Measurement' Explain the concept of 'Balanced Scorecard' as one of the non-financial performance measurement System with suitable examples.

Q5) Explain the meaning & importance of 'Audit' ? Also explain the difference between internal Audit & Statutory Audit ?

Q6) Write short notes (Any three)

- a) Zero Based Budgeting.
- b) Value - chain Analysis
- c) Economic Value added (EVA)
- d) Efficiency & Effectiveness
- e) Profit Centre.

P.T.O.

Q7) Rushikesh industries Ltd. Uses ROI to measure the performance of it's operating divisions. A summary of annual reports from two divisions are as follows,

Particulars	Division 'A'	Division 'B'
Capital invested	4,80,000	8,00,000
Net Profit	96,000	1,44,000
ROI	20 %	18 %

Questions :

- a) What performance measurement procedure involving cost of capital would more clearly show the profitability of the two divisions. Show numerically the result.
- b) Compare merits & demerits of such performance measurement system with ROI.
- c) At what cost of capital both divisions be considered equally profitable as per method in Q.1 above.
- d) Suppose the manager of division 'A' were offered a one year project that would increase the investment base by Rs. 2,00,000 and show an additional profit of Rs. 30,000 would the manager accepts this project if he evaluates or if he were evaluated.
 - i) On his divisional ROI ?
 - ii) On the method involving cost of capital as in Q.1 above ?Give reasons for your answer.



Total No. of Questions :7]

SEAT No. :

P2419

[5465]-33

[Total No. of Pages : 1

M.B.A.

MARKETING MANAGEMENT

303 A : Marketing Research

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) What do you mean by qualitative research? Explain in brief different techniques and in qualitative research. **[14]**

Q2) Discuss different types of experimental Designs. **[14]**

Q3) Design a questionnaire to study customer preferences in mobile hand set market. **[14]**

Q4) What do you mean by research design ? Describe various types of research design. **[14]**

Q5) Write short notes (any two) **[14]**

- a) Cluster Analysis
- b) Semantic differential scale
- c) Sales forecasting Techniques

Q6) A company carried out a market survey of 20 Females who tasted a new brand of soft drink. Average rating of the sample was 77.4 and standard deviation is 18.19. The company would like to test a hypothesis that average liking score for the soft drink is at least 70. State the null hypothesis. Test the hypothesis at 0.05 level of confidence and 't' for 19 degree of freedom 1.73.

Q7) ABC Ltd. Wants to setup a packaging unit for new brand of Basmati Rice. The company would like to conduct a survey of shops to calculate market potential for its new brand of Basmati Rice.

- a) Prepare a research proposal to be submitted to the organization. **[9]**
- b) What sampling technique would be appropriate for this project. **[5]**



Total No. of Questions :7]

SEAT No. :

P2420

[5465]-34

[Total No. of Pages : 3

M.B.A.

**303 B : ADVANCED FINANCIAL MANAGEMENT
(2008 Pattern) (Semester-III) (Elective - I)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Q. No. 1 is compulsory & carry 18 marks.*
- 2) *Attempt any FOUR from the rest.*
- 3) *All questions carry 13 marks each, except Q. No. 1*
- 4) *Use of simple calculator is allowed.*

Q1) Attempt any THREE from the following:

[18]

- a) Many people say that the advantage of using an aggressive working capital financing strategy is that it increases the expected rate of return on shareholder equity. Do you agree? Is this a sufficient reason for switching from a conservative to an aggressive policy?
- b) Do you agree with the following statement:- “After all is said and done, the best indication of project’s NPV is the change in the market value of a company’s equity when the project is publicly announced”. Justify your answer.
- c) Differentiate between stock price maximization firm value maximization and shareholder wealth maximization.
- d) You have a project that does not require an initial investment but has its expenses spread over the life of a project. Can the IRR be estimated for the project? Why are why not?
- e) Debt is always cheaper than equity. Therefore, the optimal debt ratio is all debt. How would you respond ? Elaborate.

Q2) The risk-free interest rate is 8% and the expected rate of market portfolio is 16% . Using CAPM, calculate the expected return on the following securities:-

<u>Security</u>	<u>Beta</u>
A	0.4
B	1
C	2.6
D	2

[13]

P.T.O.

Q3) Rainbow paints Ltd. has the following balances on April 1.

Fixed assets-cost	Rs.6,00,000	
Less - Depreciation	2,10,000	3,90,000
Bank Balance		35,000
Current Assets other than bank balance		2,50,000
Current Liabilites		1,00,000
Equity capital (shares of Rs. 100 each)		3,00,000

The company made following estimates for the year:

- The profit would be Rs. 58,000 after depreciation of Rs. 60,000
- The company would acquire fixed assets costing Rs. 1,00,000 after selling one machine costing Rs. 50,000 for Rs. 20,000 on which deprecation provided Rs. 35,000.
- Current Assets (other than bank balance) and current Liabilities. at the end of the year are expected to be Rs. 2,95,000 and Rs. 1,35,000 respectively.
- The company will pay a dividend of 10% .

As certain the bank balance (or overdraft) of the company at the end of the year. [13]

Q4) From the following projections of XYZ Ltd., You are required to work out the working capital needed. [13]

	<u>Amount (Rs.)</u>
Annual Sales	14,40,000
Cost of production including Rs.1,20,000 depreciation	12,00,000
Raw material purchase	7,05,000
Monthly expenses	30,000
Of. Stock of raw material	1,40,000
Cl. "	1,25,000

Inventory names:-

Raw Material (month)	2
Work-in- process(days)	15
Finished Goods (month)	1

The firm enjoys a credit of 15 days on its purchases, and allows 1 month's credit on its supplies. The company has received an advance of Rs. 15,000 on sales orders. You may assume that production is carried out evenly throughout the year and the minimum desired cash balance is Rs. 10,000.

Q5) You are analysing an investment decision, in which you will have to make on initial investment of Rs. 10 million and you will be generating annual cash flows of Rs. 2 million every year, forever. **[13]**

- a) Estimate the NPV if the cost of capital is 10%
- b) Estimate the IRR.

Q6) Elaborate the concept of Economic Value Added. Differentiate between Economic value Added and Return on Investment **[13]**

Q7) Elaborate the following dividend theories:

- a) Walters Valuation Model **[4]**
- b) Gordon Growth Model **[4]**
- c) MM-Inelevance Theory **[5]**



Total No. of Questions :7]

SEAT No. :

P2421

[5465]-35

[Total No. of Pages : 2

M.B.A

COMPUTER MANAGEMENT SPECIALIZATION

MBA-303C: Software Engineering

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Department of Technical Education (DTE) want to conduct ON-LINE CET for MBA admission for students across Maharashtra State. Students after ON-LINE examination gets the results and based on the choice and marks obtained in the MH-CET the allotment of college takes place Accordingly students take the admission. As a system analyst you are asked to do the system design. Your design should have following:

- a) Identify all entities [6]
- b) Draw ERD [7]
- c) Draw context diagram [7]

Q2) What do you mean by normalization and explain the normalization process with an example. [10]

Q3) Explain water fall method and write merits and demerits of the same. [10]

Q4) Explain how “computer aided software Engineering” Tools help ful in software development for software development companies. [10]

P.T.O.

Q5) Write the importance of Decision Tree and Decision table with appropriate example. **[10]**

Q6) Explain various fact finding techniques in detail with relevant examples. **[10]**

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

- a) Feasibility Study
- b) Object oriented Design
- c) Prototyping
- d) Types of Systems



Total No. of Questions :8]

SEAT No. :

P2422

[5465]-36

[Total No. of Pages : 2

M.B.A.

PRODUCTION SPECIALIZATION

**(303D)-Inventory Management & Material Requirements Planning
(2008 Pattern) (Semester-III) (Elective -I)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Discuss the need & importance of Inventory management? Explain various types of Inventory in a typical manufacturing firm, in brief.

Q2) Explain the relationship between inventory management and Profitability, Strategy, Customer Satisfaction and Competitive Advantage.

Q3) Discuss the various factors influencing 'Make of Buy' decision & outsourcing?

Q4) What is safety stock and when is it used? Why is it impossible to guarantee a service level of 100 percent? Should the safety stock increase or decrease with increasingly variable demand? What factors should affect the amount of safety stock.

Q5) A Bearing for Cycle Rickshaw is important part. For a company, it requires procurement lead time of 10 days. The 24000 nos. requires per year. In a year, factory works for 240 days. In last two years highest use rate is 140 units per day. Calculate safety stock & reorder level for Normal behavior as well as considering the variation in demand in last Two year.

Q6) Distribution resource planning is based on the mistaken view that deliveries to customers can be planned with the same certainty as operations in production. Can DRP ever work as well as MRP?

P.T.O.

Q7) JIT aims for simple operations. MRP designs huge complicated systems. What are the main differences and similarities between these two approaches? Are they so different that the two cannot be implemented simultaneously?

Q8) Write short notes on (any three)

- a) Zero Inventory concept.
- b) JIT inventory control.
- c) Vendor Managed Inventory.
- d) Bill of materials.
- e) Responsibility for inventory management.



Total No. of Questions :6]

SEAT No. :

P2423

[5465]-37

[Total No. of Pages : 1

M.B.A.

**303-E : LABOUR LAWS-I
(2008 Pattern) (Semester-III) (Elective-I)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Q.No. 1 is compulsory.*
- 2) *Attempt any three questions out of remaining questions.*
- 3) *Marks are indicated against each question.*

Q1) a) What is the procedure for getting an establishment registered under the contract Labour (Regulation and Abolition) Act. **[13]**

b) State the procedure of fixing minimum rates of wages. How its revision is made under minimum wages Act. **[12]**

Q2) How does Government control through Registers and Records is exercised under shops and Hotels under Bombay shops and Establishments Act. **[15]**

Q3) What do you understand by wages in kind. Under minimum wages are they included as monetary wages? Discuss with reference to provisions under minimum wages Act. **[15]**

Q4) Discuss following aspects under payment of Bonus Act. **[15]**

- a) Computation of minimum bonus
- b) Forefeiture of bonus due to misconduct
- c) Bonus to a probationer

Q5) What is forefeiture of gratuity? On what grounds gratuity is refused under payment of gratuity Act. **[15]**

Q6) Write short notes on any three. **[15]**

- a) Periodical Returns under factories Act.
- b) Role of Advisory Boards under the contract Labour Act.
- c) Health measures of employees under factories Act.
- d) Control of Government over Residential Hotels and Eating Houses under Bombay shops and Establishments Act.
- e) Concept of wages in kind under minimum wages Act.



Total No. of Questions :7]

SEAT No. :

P2424

[5465]-38

[Total No. of Pages : 1

M.B.A.

303 - F : INTERNATIONAL MARKETING

(IB: Specialization)

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain different market entry strategies used in international marketing along with their merits and demerits. **[14]**

Q2) You have been appointed as a marketing manager of a new International Lap Top manufacturing company. How would you **[14]**

- i) Position your product in market.
- ii) Defferentiate from competitive products.

Q3) What are the major factors that influence international pricing decision? Discuss with examples. **[14]**

Q4) Discuss various objectives of International Marketing along with challenges involved in international marketing. **[14]**

Q5) “Global Marketing Information System plays a major role in carrying out International Marketing Research” Discuss. **[14]**

Q6) Explain the various statutory documents required by exporter country and importer country. **[14]**

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

- a) International Marketing-mix
- b) Compulsory quality control
- c) Product strategies for international markets
- d) Underlying forces for international marketing



Total No. of Questions : 7]

SEAT No. :

P2425

[5465]-39

[Total No. of Pages : 1

M.B.A

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

Time : 3 Hours]

[Max. Marks : 70

Instructions:

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

Q1) What is IMC? Discuss its role, scope and importance in today's era of competition.

Q2) What is an advertising copy? Explain various pre-testing and post-testing methods to test the advertising copy.

Q3) How a modern Advertising agency works? Explain various departments & their role in an advertising agency.

Q4) What is advertising campaign? Design a suitable advertising campaign for a Indian company wish to launch DTH (Direct to Home) service. (mark necessary assumptions).

Q5) Explain various sales promotion schemes used by-

- a) Different shopping Malls in India.
- b) Different Airlines in India.

Q6) Which are the different methods will you use to measure or evaluate the effectiveness of an advertisement? Discuss in detail.

Q7) Write short Notes on- (Any 2)

- a) AIDA model.
- b) Advertising budget.
- c) Appeals used in Advertising.
- d) Sarrogate advertising.



Total No. of Questions : 7]

SEAT No. :

P2426

[5465]-40

[Total No. of Pages : 2

M.B.A.

**304 B : DIRECT TAXATION
(2008 Pattern) (Semester-III) (Elective - II)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) a) Give income exempted under section 80C (Any 7 with example) [14]

Q2) a) Elaborate basic and Advance Conditions of residence with suitable example. [7]

b) Define person under income tax Act 1961. [7]

Q3) Mr. Raju is marketing manager in chemical company at Mumbai since 1992. He has submitted following information to income tax for year 2017-18. [14]

- a) Basic salary Rs.48,000 per month.
- b) DA rupees 12,000 per month (Rs. 3,000 per month enter into retirement benefit)
- c) Education allowance for two childs Rs. 400 per month per child.
- d) Sales commission 6% last year turnover 18,50,780 Rs.
- e) Travelling allowance for official purpose Rs. 28,000.
- f) He resides company flat, for which market rent is 9,000 Rs.
- g) Company given car of 1.8 ltr to use for personal and company use maintenance done by company.

Calculate income for salaries to Ay 2017-18.

Q4) Write short note on:

- a) Agricultural Income. [7]
- b) Tax Deductable at source. [7]

P.T.O.

Q5) Mrs. Avanti furnished following details compute taxable capital Gain. Also explain weather it is short term gain or long term capital Gain and why? **[14]**

- a) House purchased in Pune on 2,000 for Rs. 28,00,000
- b) House improvement done in 2003 for 4,75,000.
- c) Additional construction done of Rs. 7,90,000 in 2009.
- d) House sold in 2016 for Rs. 49,75,000.

Index - 2000: 406, 2008: 582, 2016: 1125

2005: 407, 2003: 463

Q6) Discuss taxable effect of following under Business and profession under income tax Act 1961.

- a) VRS **[4]**
- b) Scientific research **[7]**
- c) Tiffin Allowances **[3]**

Q7) a) Discuss TDS for payment to contractor and subcontractor. **[5]**

b) Explain types of returns. **[7]**

c) Define allowance. **[2]**



Total No. of Questions : 7]

SEAT No. :

P3701

[Total No. of Pages : 2

[5465] - 41

MBA (Computer Specialization) (Semester - III)
304 (C) - Relational Database Management Systems
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Question No. one is compulsory.*
- 2) *Solve any five from Q.No.2 to Q.No. 7.*
- 3) *Figures to the right indicate full marks.*

Q1) a) Explain three tiered architecture of DBMS **[10]**

b) State various rules for second normal form. **[10]**

F-Name	Address	Move Routed	Rate	Remark
JONET	3 rd floor	AXE BACK	1000	ok
JONET	3 rd floor	WHITE RONY	700	ok
RONY	5 th floor	Mov 1 Boy	300	ok
RONY	5 th floor	AXE White	700	ok
RONY	5 th floor	Mom boy	300	ok

Q2) Explain following functions with suitable example. **[10]**

- a) MAX ()
- b) MIN ()
- c) SUM ()
- d) COUN ()
- e) AVG ()

Q3) Explain where clause with following operator **[10]**

> , < , = , != , LIKE (LIKE)

Q4) Explain network database model with suitable example. **[10]**

P.T.O.

Q5)

Name	Stud - ID	Date of birth	Result	Grade	States

[10]

- a) Write SQL statement to create above table
- b) Add one more column in table pass/fail.

Q6) Explain various SET operators with example. **[10]**

Q7) Write SQL queries for following : **[10]**

- a) Find - out value that start from 500
- b) Find out that have 10 in any position
- c) Find out value that 00 in second & third position.
- d) Find - out any value in five digit number which start from 2 & end with 3
- e) Find - out value that end with 2.



Total No. of Questions : 7]

SEAT No. :

P4200

[Total No. of Pages : 2

[5465]-42

M.B.A (Semester - III)

**PRODUCTION AND MATERIAL MANAGEMENT
SPECIALIZATION**

**304 (D) - Modeling Techniques and IT for Operations Management
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain the meaning and process of Business Modeling. Discuss various applications of simulations in operations management.

Q2) What is meaning of Decision Tree? Explain various applications of decision trees in operation management, operations research.

Q3) A Project work consists of four major jobs for which an equal number of contractors have submitted tenders. The tender amount quoted (in lakhs of rupees) is given in the marks.

Contractor	Job			
	A	B	C	D
1	10	24	30	15
2	16	22	28	12
3	12	20	32	10
4	09	26	34	16

Find the assignment which minimises the total cost of the project.

P.T.O.

- Q4)** 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.

Q5) Explain the role of IT in Production Planning. Explain the role of IT in design, production planning, layout and logistical operations.

- Q6)** a) Explain dynamic programming. How is it different from linear programming?
- b) Explain Simulation in operations management.

Q7) Write short notes on (Any Two)

- a) Goal Programming.
- b) Design of experiments.
- c) Sensitivity Analysis.
- d) Importance of IT in Operations.



Total No. of Questions : 7]

SEAT No. :

P2427

[5465]-43

[Total No. of Pages : 1

M.B.A.

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) What is Trade Union? Explain objectives, types and structure of Trade Union.

Q2) Give the salient features of standing order act 1946.

Q3) Explain the role of Judiciary and its impact on Industrial Relations.

Q4) Explain the concept of collective bargaining & also discuss the reasons of its success and failure.

Q5) Explain in detail workers participation in management.

Q6) Define industrial Dispute. Explain types and causes of Industrial Dispute.

Q7) Write Short Notes (Any TWO)

- a) Trade Union in Unorganized Sector
- b) National Commission on Labor 1969
- c) Conciliation
- d) Adjudication



Total No. of Questions : 7]

SEAT No. :

P4201

[Total No. of Pages : 2

[5465]-44

M.B.A (Semester - III)

INTERNATIONAL BUSINESS MANAGEMENTSPECIALIZATION

304 (F) - International Logistics and Supply Chain Management

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) What is mean by International Logistics and supply Chain Management. Explain the Objective and importance in Global economy.

Q2) Explain the customer service strategy with respect to marketing and logistics interface.

Q3) State the logistical objectives of transport. Describe types and salient features of ocean transport.

Q4) What is 3PL and 4PL? In which situations 3PL and 4PL will give best performance to save cost.

Q5) What are the different steps to build strategic partnership and trust in global supply chain management.

Q6) Explain the Inventory Models and forecasting models in global supply chain.

P.T.O.

Q7) Write short notes on (Any Two)

- a) Bullwhip Effect.
- b) INCO Terms.
- c) Lead Time.
- d) Safety stock determination for service level.



Total No. of Questions : 8]

SEAT No. :

P2428

[Total No. of Pages :2

[5465] - 45

M.B.A.

MARKETING MANAGEMENT (Specialization)

305 - A :Distribution & Retail Management

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

- 1) Attempt any 2 questions from Section I and any 3 questions from Section II.*
- 2) All questions carry equalmarks.*
- 3) State clearly the assumptions made.*

SECTION - I

- Q1)** The degree of market exposure sought by the company for its products and/or services is the key factor while deciding the type of distribution desired. Discuss the statement with appropriate examples.
- Q2)** What factors would you consider while selecting channel partners? Explain the same with reference to a Premium Product company.
- Q3)** Explain Horizontal, Vertical and Multi-channel Marketing Systems. What are their benefits?

SECTION - II

- Q4)** “With the growth of organized retailing in India, unorganized retail like Grocery shops/Kirana stores, Pan stalls etc. would have a tough time surviving” Do you agree? Justify.
- Q5)** What are the benefits of franchising to the franchiser and to the franchisee?

P.T.O.

Q6) What factors do companies consider before selecting site for a retail outlet?
Explain with reference to a company planning to open Petrol Pumps.

Q7) What are the different types of store layouts? Explain the importance of store layout for an Apparel outlet.

Q8) Short Notes: (Any 2)

- a) Benefits of RFID in distribution.
- b) Manufacturers' Brands Vs. Private Label Brands.
- c) Channel Conflict.
- d) In-store Promotion.



Total No. of Questions : 7]

SEAT No. :

P2429

[Total No. of Pages :1

[5465] - 46

M.B.A.

FINANCIAL MANAGEMENT SPECIALIZATION - III

305 - B : Advanced Financial Services

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) What is factoring? Explain the process of factoring in brief.

Q2) What is money market? Explain instruments in money market.

Q3) What is mutual funds. Define the Role of SEBI in Mutual funds.

Q4) Define the role of SEBI in mergers & Acquisition.

Q5) Explain various financial Intermediaries in brief & functions of Financial Intermediaries in Indian financial system.

Q6) Critically examine the functions & powers of SEBI in Indian capital market.

Q7) Write short notes (Any Two)

- a) National stock Exchange
- b) Treasury Bill
- c) ECBs
- d) E-Trading - Regulations



Total No. of Questions : 6]

SEAT No. :

P2430

[Total No. of Pages :2

[5465] - 47

M.B.A.

305 - C : VISUAL BASIC AND ORACLE

(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 indicates full marks.*

Q1) Consider following tables of solve queries (Any 5)

[10]

ITEM (Itemno.(P.K), Description, stock, rate) ITEM-TRANSACTION
(ITEMNO (F.K.), Qty, Trantype (issue/receipt), Date)

- a) Create ITEM table with appropriate constraints.
- b) Display total number of items in ITEM table.
- c) Insert one record in ITEM table.
- d) Display items having stock is less than 100.
- e) Display list of all items in descending order of stock.
- f) Delete column Trantype from.
ITEM-TRANSACTION table.
- g) Delete table ITEM-TRASACTION.

Q2) Write a PL/SQL program to accept a string from the user and print the string in reverse order. **[10]**

OR

Write a PL/SQL program to accept a string and find the number of characters and blank spaces in it.

P.T.O.

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

- a) Joins
- b) Date functions
- c) Cursors.
- d) Report writing commands in SQL
- e) TCL statements.

Q4) Explain the following properties in VB (Any 5). **[10]**

- a) Multi line property of text box.
- b) Caption of command button.
- c) Forecolor of form.
- d) Style property of combo box.
- e) Auto size property of label.
- f) Border style of label.

Q5) Write a ADO code for ITEM table with fields: Itemno, Description, stock, Rate to perform various operations:- **[12]**

- a) Add a record
- b) Edit a record
- c) View pervious record
- d) View Last record.

Q6) Write short notes on the following (Any 3). **[12]**

- a) Data types in VB
- b) Cursor types in VB
- c) Select case statement in VB
- d) Dialog boxes in VB.



Total No. of Questions : 7]

SEAT No. :

P2431

[Total No. of Pages :2

[5465] - 48

M.B.A.

PRODUCTION AND MATERIAL MANAGEMENT SPECIALIZATION

305 - (D) : Supply Chain & Logistics Management

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

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) What is meant by extended organization? Describe the 21st century supply chain operations using digital business transformation.

Q2) Define Logistics. Explain Logical Operating arrangement. Discuss with examples.

Q3) Discuss the role of internet as an enabler in the evolution of world class supply chains.

Q4) Compare and contrast the transport principles of economy of scale and economy of distance. Illustrate how they combine to create efficient transportation.

Q5) What is Inventory? Explain the Inventory management practices with suitable examples.

P.T.O.

Q6) What are different types of material handling? What is the basis in selection of material handling facility?

Q7) Write short notes on (Any Two)

- a) ERP Implementation.
- b) Packaging principles.
- c) Supply Chain Relationship.
- d) Bullwhip effect.
- e) Inventory Management Practices



Total No. of Questions : 6]

SEAT No. :

P2432

[Total No. of Pages :1

[5465] - 49

M.B.A.

HRM (Specialisation)

**305 - (E) : Personnel Administration - Application & Procedure
(2008 Pattern) (Semester - III) (Elective - III)**

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

Q1) What is Personnel Administration & explain the objectives principles of Personnel Administration and challenges of modern Personnel Manager.

Q2) Draft the promotion letter for production supervisor promoting him as production manager for his excellent contribution in increasing productivity.

Q3) Calculate the Bonus for current year for the following employees who have worked for 12 months.

<u>Name</u>	<u>Basic + DA Per Month</u>
Mr.Gore	Rs. 9500 = 00
Mr. Patil	Rs. 3200 = 00
Mr.Iyer	Rs. 12000 = 00
Mr.Kale	Rs. 2600 = 00

at the rate of 8.33% and 20%

Q4) Draft the charge against the employee for his following misconduct.
“Neglecting the orders of supervisor and instigating others to stop the work”.

Q5) Define Personnel Policy. Explain the objectives and contents of Personnel Policies.

Q6) Write short notes:- (Any two)

- a) PF and ESI Return.
- b) Personnel Department structure
- c) Proper Environment around factory.
- d) Personnel Audit.



Total No. of Questions : 7]

SEAT No. :

P2433

[Total No. of Pages :1

[5465] - 50

M.B.A.

**305 - F : ENVIRONMENTAL AND GLOBAL COMPETITIVENESS
(2008 Pattern) (Semester - III) (Elective - III)**

Time : 3 Hours]

[Max. Marks :70

Instructions to the candidates:

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

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

Q2) Explain the various competitive forces proposed by Michael Porter.

Q3) Explain the detail Absolute Advantage Theory of International Trade suggested by Adam Smith.

Q4) What is the concept of Borderless World? Explain the significance and importance of Borderless World in Global business.

Q5) Explain the concept of commercial geography. How do geographical aspects influence global business strategies?

Q6) Briefly explain the different indicators of world competitiveness.

Q7) Write Short Notes (any two)

- a) G8
- b) Factor Endowment
- c) WEF
- d) G33



Total No. of Questions : 7]

SEAT No. :

P2434

[5465]-51

[Total No. of Pages : 1

M.B.A.

**401 : ENTREPRENEURSHIP DEVELOPMENT AND PROJECT
MANAGEMENT**

(2008 Pattern) (Semester - IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Question No.1 Compulsory*
- 2) *Solve any 3 out of remaining.*
- 3) *Figures to the right indicate full marks.*

- Q1)** a) Distinguish between entrepreneur and entrepreneurship with its need and importance? [15]
b) Explain the role of angel Investor? [10]

Q2) Explain the theory of Schumpeter to promote entrepreneurship? [15]

Q3) Discuss the achievements of “Women Entrepreneurs” in Indian context? [15]

Q4) Explain the role played by entrepreneur in Indian Economy? [15]

Q5) Discuss in detail the external factors that influences entrepreneurship development? [15]

Q6) Explain the role played by DIC to promote Entrepreneurship development? [15]

Q7) Write short notes on (Any 3): [15]

- a) Market Analysis
- b) SFC's
- c) Entrepreneurial Culture
- d) NEDB
- e) Entrepreneurial Traits.



Total No. of Questions : 6]

SEAT No. :

P2435

[Total No. of Pages : 2

[5465]-52

M.B.A.

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

SECTION - I

- Q1)** Explain the concept of trade barriers. What are the different types of tariff and non-tariff barriers ?
- Q2)** Explain various international market entry strategies. List advantages and disadvantages of each strategy.
- Q3)** Explain the concept of country risk analysis. Comment on socio-economic risk and its management.
- Q4)** Explain the functions of WTO. Describe the dispute settlement mechanism of WTO.
- Q5)** Write short notes on (any three).
- a) Balance of payment vs Balance of Trade.
 - b) Trade blocs
 - c) Global sourcing and its impact on Indian industry.
 - d) Dumping and anti-dumping duty.
 - e) International Product Life Cycle.

P.T.O.

SECTION - II

Q6) : CASE STUDY

McDonald's and Hindu Culture

In many ways, McDonald's Corporation has written the book on global expansion. Every day, on average, somewhere around the world 4.2 new McDonald's restaurants are opened. By 2003, the company had 30,000 restaurants in 121 countries that collectively served 46 million customers each day.

One of the latest additions to McDonald's list of countries entered by the famous golden arches had been India, where McDonald's started to establish restaurants in the late 1990s. Although India is a poor nation, the large and relatively prosperous middle class, estimated to number between 150 and 200 million, attracted McDonald's. India, however, offered McDonald's unique challenges. For thousands of years, India's Hindu culture has revered the cow. Hindu scriptures state that the cow is a gift of the gods to the human race. The cow represents the Divine Mother that sustains all human beings. Cows give birth to bulls that are harnessed to pull plows, cow milk is highly valued and used to produce yogurt and ghee (a form of butter), cow urine has a unique place in traditional Hindu medicine, and cow dung is used as fuel. Some 300 million of these animals roam India, untethered, revered as sacred providers. They are everywhere, ambling down roads, grazing in rubbish dumps, and resting in temples—everywhere, that is, except on your plate, for Hindus do not eat the meat of the sacred cow.

McDonald's is the world's largest user of beef. Since its founding in 1955, countless animals have died to produce Big Macs. How can a company whose fortunes are built upon beef enter a country where the consumption of beef is a grave sin? Use pork instead? But there are some 140 million Muslims in India, and Muslims don't eat pork. This leaves chicken and mutton. McDonald's responded to this cultural food dilemma by creating an Indian version of its Big Mac—the "Maharaja Mac"—which is made from mutton. Other additions to the menu conform to local sensibilities such as the "McAloo Tikki Burger," which is made from chicken. All foods are strictly segregated into vegetarian and nonvegetarian lines to conform with preferences in a country where many Hindus are vegetarian. According to the head of McDonald's Indian operations, "We had to reinvent ourselves for the Indian palate."

For a while, this seemed to work. Then in 2001 McDonald's was blindsided by a class action lawsuit brought against it in the United States by three Indian businessmen living in Seattle. The businessmen, all vegetarians and two of whom were Hindus, sued McDonald's for

"fraudulently concealing" the existence of beef in McDonald's French fries! McDonald's had said it used only 100 percent vegetable oil to make French fries, but the company soon admitted that it used a "minuscule" amount of beef extract in the oil. McDonald's settled the suit for \$10 million and issued an apology, which read, "McDonald's sincerely apologizes to Hindus, vegetarians, and others for failing to provide the kind of information they needed to make informed dietary decisions at our U.S. restaurants." Going forward, the company pledged to do a better job of labeling the ingredients of its food and to find a substitute for the beef extract used in its oil.

However, news travels fast in the global society of the 21st century, and the revelation that McDonald's used beef extract in its oil was enough to bring Hindu nationalists onto the streets in Delhi, where they vandalized one McDonald's restaurant, causing \$45,000 of damage; shouted slogans outside of another; picketed the company's headquarters; and called on India's prime minister to close McDonald's 27 stores in the country. McDonald's Indian franchise holders quickly issued denials that they used oil that contained beef extract, and Hindu extremists responded by stating they would submit McDonald's oil to laboratory tests to see if they could detect beef extract.

The negative publicity seemed to have little impact on McDonald's long term plans in India, however. The company continued to open restaurants, and by 2003 had 35 in the country and announced plans to open another 80 by 2005. When asked why they frequented McDonald's restaurants, Indian customers noted that their children enjoyed the "American" experience, the food was of a consistent quality, and the toilets were always clean!

Case Discussion Questions

1. What lessons does the experience of McDonald's in India hold for other foreign fast-food chains and retail stores?
2. Is there anything that McDonald's could have done to have foreseen or better prepared itself for the negative publicity associated with the revelation that it used beef extract in its frying oil?
3. How far should a firm such as McDonald's go in localizing its product to account for cultural differences? At some point, might it not lose an advantage by doing so?



Total No. of Questions : 8]

SEAT No. :

P3702

[Total No. of Pages : 1

[5465] - 53
M.B.A. (Semester - IV)
403-CURRENT TRENDS IN MANAGEMENT
(2008 Pattern)

Time :3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Discuss the relevance of corporate social responsibility in current scenario.

Q2) Discuss the Meaning of "Merger" and "Aquisition" with examples.

Q3) Explain the concept of "world class manufacturing" with its important.

Q4) Discuss the term 'knowledge management "with its usefulness to business.

Q5) Describe the concepts of 'TPM' and 'TQM' in detail.

Q6) Discuss the concept of "corporate goverence" in detail.

Q7) Write short notes on (any two)

- a) Six sigma
- b) E-bussiness
- c) JIT

Q8) Discuss the term 'KPO' with its Evaluation'.



Total No. of Questions : 7]

SEAT No. :

P4107

[Total No. of Pages : 1

[5465]-54

M.B.A.

**(404 A): SERVICES MARKETING
(Marketing Specialisation)
(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 nature, Importance and Characteristics of the Services. **[14]**

Q2) Explain the 7P's of Services Marketing with special reference to Hospital. **[14]**

Q3) Discuss the PZB (Gaps) Model of service quality in detail. Also suggest measures to reduce these gaps. **[14]**

Q4) Discuss the problem areas in segmentation, targeting, positioning and differentiation of Services. **[14]**

Q5) Explain the role and importance of Physical Evidence and People with respect banking sector. **[14]**

Q6) a) Discuss the challenges in distribution of services. **[7]**

b) Explain the Goods - Services Continuum. **[7]**

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

- a) Self Services Technologies.
- b) Waiting time management.
- c) Service blueprinting.
- d) Service Positioning.



Total No. of Questions :7]

SEAT No. :

P2436

[5465]-55

[Total No. of Pages : 1

M.B.A.

FINANCE SPECIALIZATION

404 (B) : Indirect Taxation

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain with reference to the provisions of Central Excise Act 1944, Taxability of scrap and waste.

Q2) Write short notes (any two):

- a) Excisable Goods.
- b) Invoice.
- c) Manufacturer.
- d) Cascading effect.

Q3) What do you mean by tariff value? State provisions of Valuation of Goods under Excise Duty Act.

Q4) Explain the registration procedure under Service Tax Act.

Q5) a) Define the following term under VAT

- i) Business.
- ii) Registered Dealer.
- iii) Sale.

b) Explain any five Valuation of Taxable Services under Service Tax Act.

Q6) Explain the procedure for Registration under VAT & also explain procedure for cancellation of Registration under VAT.

Q7) Write short notes on:

- a) Excise Audit.
- b) CM VAT Credit



Total No. of Questions : 7]

SEAT No. :

P2437

[5465]-56

[Total No. of Pages : 1

M.B.A.

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Attempt any five questions.*
- 2) *All questions carries equal marks (14 marks each).*

Q1) Explain Models of E - Commerce Limitations and Advantages of E - Commerce.

Q2) What is KM? (Knowledge Management). Knowledge Building Models, KM Cycle & KM architecture.

Q3) What is E - Banking? Inter Banking, Intra Banking, Electronic payments, Explain any one payment gateway in Detail.

Q4) What do you mean by firewalls, Security & Types of Securities.

Q5) What is E - learning? Explain Models WBT, CBT Virtual Campus?

Q6) What is Supply Chain Management (SCM), Warehousing Management? Give one Example each.

Q7) Write a short notes (Any Two)

- a) GIS.
- b) Disaster Recovery Management.
- c) ATM, Smart Card.



Total No. of Questions : 7]

SEAT No. :

P2438

[5465]-57

[Total No. of Pages : 1

M.B.A.

**404 D : OPERATION STRATEGY
Production & Materials Specialisation
(2008Pattern) (Semester-IV) (Elective - VI)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain the historical evolution of operations strategy and its fit with corporate strategy.

Q2) How does operations strategy contribute to enhancement of core competence and distinctive capabilities?

Q3) What are the operations strategy issues involved in new product development?

Q4) Discuss 'quality' as an operations strategy choice.

Q5) How do organizational issues impact the operations strategy implementation?

Q6) Explain the interface of operations strategy with market requirements.

Q7) Write short notes on any two.

- a) Business implications of process choice.
- b) PQCDMS.
- c) Make or Buy.



Total No. of Questions : 7]

SEAT No. :

P2439

[5465]-58

[Total No. of Pages : 1

M.B.A.

404 E : LABOUR WELFARE

(HRM Specialization)

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) a) Define Labour Welfare. Discuss in detail. Discuss in detail principles of Labour welfare. **[15]**

b) Discuss various theories of Labour Welfare. **[10]**

Q2) Discuss the duties of Labour Welfare Officer. Do you think the position of labour welfare officer is really required in present scenario in the industry. **[15]**

Q3) XYZ is a construction company. Around 1000 workers are engaged by this company. suggest various statutory measures to the company with the new to maintain industrial peace. **[15]**

Q4) What is workers participation in management? What are the ways and means to have workers participation in management in an organisation. **[15]**

Q5) Labour Welfare is an investment. Examine the statement critically. **[15]**

Q6) Discuss the structure and functions of ILO. **[15]**

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

- a) ILC
- b) Mental Health.
- c) Social Security.
- d) Labour Productivity.
- e) Workers Education Scheme.



Total No. of Questions : 7]

SEAT No. :

P2440

[5465]-59

[Total No. of Pages : 1

M.B.A.

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain the role of out sourcing in International Business Operations.

Q2) Which are the company and production factors involved in production during international business operations? Explain.

Q3) Explain the role of quality in the international business and its impact on business development.

Q4) Elaborate the role of 'Benchmarking' in international operations.

Q5) Discuss the interface of International Business Operations with marketing.

Q6) What is strategic alliance? Explain the different strategic alliances in international business.

Q7) Write short notes (Any Two)

- a) International Technology Transfer.
- b) The Toyota Way
- c) Joint Ventures.
- d) Strategic role of foreign factories.



Total No. of Questions : 8]

SEAT No. :

P2441

[5465]-60

[Total No. of Pages : 1

M.B.A.

**405 (A) : MARKETING STRATEGY AND RELATIONSHIP MLEF
(2008 Pattern) (Semester - IV)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Attempt any five questions.*
- 2) *Each question carry 14 marks. .*

- Q1)** Strategy formulation cannot ignore vision, mission objectives and goals of the business discuss in detail.
- Q2)** At various stages of product life cycle appropriate marketing strategies are used. explain there strategies with suitable examples.
- Q3)** You are serving in the auto industry and task assigned to you is “New product development” Explain stages with examples explain in brief strategy for “Flying car” .
- Q4)** Relationship marketing leads to create substantial number of Loyal customers illustrate with suitable examples.
- Q5)** Write short notes (any two)
- a) customer life time value
 - b) Marketing Audit
 - c) Concept of sustainable competitive advantage.
 - d) Transactional marketing to relationship marketing.
- Q6)** Explain offensive and defensive strategies with key points of the strategies.
- Q7)** Explain how you will plan for relationship marketing. Give suitable examples.
- Q8)** Service is regarded as trust builder in relationship. Describe at length.



Total No. of Questions : 7]

SEAT No. :

P2442

[5465]-61

[Total No. of Pages : 1

M.B.A.

INTERNATIONAL FINANCE

405 (B) : Finance Specialization

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) State the objectives of World Bank and discuss the role played by world bank in International Business.

Q2) What are the different methods of trade settlement in International finance?

Q3) Discuss the role of various participants in foreign exchange market.

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

Q5) Elaborate the concept of Hedging and explain the various internal tools & techniques associated with Hedging.

Q6) 'Foreign Exchange market' is heavily dependent of Euro cumenly, Chinese yuan, Japanese yen and US Dollar comment.

Q7) Write short notes (any 2)

- a) Use of Information Technology in international finance.
- b) Special Drawing Right (S.D.R.)
- c) International Accounting standards on foreign transaction.



Total No. of Questions : 7]

SEAT No. :

P2443

[5465]-62

[Total No. of Pages : 1

M.B.A.

**405 - C : SOFTWARE PROJECT MANAGEMENT &
I.T. MANAGEMENT**

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

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

Q1) Explain project tracking. Also explain various techniques used in tracking. **[15]**

Q2) What procedure is followed while recruiting a IT professional in IT industry. **[10]**

Q3) Explain different types of risks. How they are managed. **[10]**

Q4) Explain various team structures used in project management. **[10]**

Q5) Explain contents of project plan. **[10]**

Q6) Explain different techniques of project costing. **[10]**

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

- a) Configuration audit
- b) Bench marking.
- c) Formal Technical Review.
- d) Role of project manager.



Total No. of Questions : 8]

SEAT No. :

P2444

[Total No. of Pages : 1

[5465]-63

M.B.A.

405 (D) : TECHNOLOGY MANAGEMENT

(Production and Materials Management Specialization)

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain the issues involved and decisions made in managing technology in an organization.

Q2) Describe stages involved from development to marketing of high-tech products.

Q3) Discuss the issues involved in effective management of technology.

Q4) Discuss the trends in Research and Development in large business organizations.

Q5) List common causes of failure of high-tech products. Suggest specific measures for organizations to avoid failure of high-tech product after launch.

Q6) What is technology strategy? Explain a framework for developing technology strategy.

Q7) Explain the meaning and significance of transfer of technology and diffusion of technology.

Q8) Write notes on any two of the following:

- a) Managing R&D.
- b) Innovation Cost.
- c) Environmental Impact Analysis.
- d) Technological leadership.



Total No. of Questions : 7]

SEAT No. :

P2445

[Total No. of Pages : 1

[5465]-64

M.B.A.

405 (E) : LABOUR LAWS - II

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

- Q1)** Explain the term “workman” under the industrial dispute Act 1947 Explain role of “works committee” and “ Labour Court” as given under industrial disputes Act 1947.
- Q2)** Explain term “ unfair labour practices” under MRTU & PULP Act. What could be unfair labour practices on part of “workman”.
- Q3)** Explain in detail the procedure for certification of standing orders under industrial employment (Standing) orders Act 1946.
- Q4)** Define “Employee” under ESI Act 1948. What are different contributions and rates of contribution under ESI, ACT 1948. Explain time period for payment of contribution, contribution period and Return of contribution.
- Q5)** Explain following terms under maternity Benefit act 1961.
- a) Leave for miscarriage.
 - b) Leave with wages for tubectomy operation.
 - c) Leave for illness arising out of pregnancy, delivery, premature birth of child.
 - d) Medical Bonus.
- Q6)** What are different benefits provided under employees’s provident fund Act1952.
- Q7)** Write short notes of (Any two):
- a) Domestic Enquiry.
 - b) Different types of strikes under I.D. Act 1947.
 - c) Principles of natural Justice.
 - d) Model Grievance Procedure under the industrial Employment (Standing orders) Act 1946.
 - e) Notice of claim under maternity Benefit.



Total No. of Questions : 7]

SEAT No. :

P2446

[Total No. of Pages : 1

[5465]-65

M.B.A.

405 (F) : FOREIGN EXCHANGE MANAGEMENT

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Which are the financial institutions in international trade? Illustrate their role in developing international trade.

Q2) Discuss the statutory & financial documents involved in international trade.

Q3) Elaborate international monetary development through gold standard and Bretton woods system.

Q4) In the context of export finance explain the following.
i) E.C.G.C & ii) pre-ship and post-ship finance.

Q5) Explain in detail various methods of trade settlement in international trade.

Q6) Explain the meaning of foreign Exchange. Discuss the different types of exchange rate.

Q7) Write short notes of (Any 2):

- a) Bop crisis of 1990.
- b) Letter of credit.
- c) INCO TERMS



Total No. of Questions : 7]

SEAT No. :

P2447

[5465]-66

[Total No. of Pages : 1

M.B.A

MARKETING MANAGEMENT (Specialisation- VI)

406 (A) : Product and Brand Management

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain in detail different levels of product with suitable examples.

Q2) Discuss the challenges faced by a company in New product development.

Q3) Discuss the difference between commodities & brands with suitable examples.

Q4) Enumerate various types of co-branding with examples.

Q5) What are different brand values. Explain the brand value Pyramid.

Q6) Branding strategies start from developing brand elements. Discuss various decisions with reference to branding strategy.

Q7) Write short notes (any two):

- a) Competitor Analysis
- b) Brand Audit
- c) Brand Revitalization
- d) Celebrity Endorsement



Total No. of Questions : 8]

SEAT No. :

P2448

[Total No. of Pages : 2

[5465]-67

M.B.A.

**408 (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 do you mean by ethical in the context of Strategic financial management? What is the ethical dilemma faced by The Finance Manager in the modern competitive business world. **[14]**

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

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

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

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

The following additional information is provided to you:

- a) The reasonable return on capital employed in the industry in which the company is engaged is 21%.
- b) The tax-rate is 40%. The balance in provision for taxation account is in respect of profit for the year ended 31-03-2010.

P.T.O.

- c) The year 2009-2010 was normal year and the prospects for the year 2010 to 2011 are equally good. Calculate the value of goodwill at 3 years purchase of the super-profits of the company. [14]

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

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

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

Q8) The Beta Co. Ltd is to be absorbed by Delta Co. Ltd. & in order to decide upon the purchases consideration, it is necessary to value the Goodwill attached to the business of Goni co. Ltd. The companies agree that Goodwill to be computed shall be three years purchase of the average annual super profits, the profits being averaged over five years & subject to whatever adjustments you, As accountant making the valuation, Consider necessary.

The profits of Goni Co. Ltd for the 5 years (before charging the corporate tax at say 25%) as Follows:

Rs.20,000/-, Rs. 24,800/-, Rs.17,600/-, Rs.28000/-, Rs.21600/-

The above profits do not consider services rendered by directors of Goni co. and who will be retained in future for Rs. 4000.

The average capital invested in net tangible assets over the period is Rs. 1,04,800 and it is considered that the normal return to be expected from the particular type of business carried on by Goni Co. Ltd.

Calculate the Goodwill of Goni Co. Ltd Based on the above. [14]



Total No. of Questions : 6]

SEAT No. :

P2449

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[Total No. of Pages : 1

M.B.A.

406 C : BUSINESS APPLICATION

Computer Specialisation

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

- Q1)** Explain customer order processing system with the help of. **[20]**
- a) ERD
 - b) Database design
 - c) Any one report format
 - d) CLD
- Q2)** Explain earnings and deduction in payroll system. **[10]**
- Q3)** Explain services and inventory management in hospital management system in brief. **[10]**
- Q4)** Explain sales analysis and sales budgeting in brief. **[10]**
- Q5)** Explain Internet banking system in detail. **[10]**
- Q6)** Write notes on (Any four) : **[20]**
- a) BOM
 - b) FIFO
 - c) Ratio analysis
 - d) WIP
 - e) Recruitment
 - f) Vendor Analysis.



Total No. of Questions : 7]

SEAT No. :

P2450

[5465] - 69

[Total No. of Pages : 1

M.B.A.

PRODUCTION AND MATERIALS MANAGEMENT

406 (D) : Quality Management

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) 'Quality is most important attribute of any product / service'. Do you agree to the statement ? Explain why ?

Q2) Discuss Internal Failure Cost & External Failure Cost. Elaborate on the Preventive cost with respect to both of the above.

Q3) Explain the concept 'Quality Function Deployment' (QFD) ? How it help improving the quality of the product ?

Q4) Explain the principles of Ishikawa Fishbone Diagram. How this technique is useful in identifying the root cause of problem.

Q5) Explain Statistical process control charts ? Elaborate the application and benefits of SPC charts.

Q6) Write short note on following : (Any Two)

- a) Six Sigma Quality
- b) Total Quality Management (TQM)
- c) Taguchi Loss Function

Q7) Write short notes : (Any Two)

- a) ISO 9001 : 2000 Quality Management System
- b) Cause & Effect Diagram
- c) Pareto Analysis
- d) Flow Chart



Total No. of Questions : 7]

SEAT No. :

P2451

[Total No. of Pages : 1

[5465] - 70

M.B.A.

406 E : STRATEGIC HUMAN RESOURCE MANAGEMENT

(2008 Pattern) (Semester - IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Integrating HR strategies with business strategies is need of the hour', explain.

Q2) "Employee referrals" are useful from the organisations point of view,' explain.

Q3) Define 'Competency mapping' along with its importance in an organization.

Q4) Define 'Learning Organisation'. Explain how to create learning organisation.

Q5) Explain any two strategies of 'performance management'.

Q6) Explain any two strategies of 'Reward and Compensation.

Q7) Short notes : (Any Two)

- a) Multi-Skilling
- b) HR Outsourcing
- c) Employee Morale
- d) VRS



Total No. of Questions : 7]

SEAT No. :

P2452

[Total No. of Pages : 1

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M.B.A.

406 (F) : INTERNATIONAL FINANCIAL MANAGEMENT

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Comment on 'Hedging is an effective risk management tool'.

Q2) What is forward exchange market ? Explain the features of forward exchange market.

Q3) Write a detail note on short term financial markets.

Q4) What do you mean by FDI ? Explain the adjusted present value technique of capital budgeting for FDI.

Q5) Discuss 'Portfolio Analysis' and 'Portfolio Selection' in the context of International Financial Management.

Q6) Discuss the significance of International finance. Explain the advantages and risks involved in International finance.

Q7) Write short notes on (any 2)

- a) Gold and Dollar Standard
- b) Euro Notes
- c) Currency Swaps.

