

Total No. of Questions : 5+1Case Study]

SEAT No. :

P2103

[Total No. of Pages : 3

[5469]-11

M.B.S.

**INTERNATIONAL BUSINESS MANAGEMENT (IBM)**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**SECTION - I**

- Q1)** Explain and compare international trade theories by Adam Smith and David Ricardo.
- Q2)** Describe economic, political and socioeconomic environment faced in international business.
- Q3)** Explain potential, need and problems faced by Indian companies becoming multinational.
- Q4)** Explain and compare Balance of Payment with Balance of Trade. Describe all the components of Balance of Payment.
- Q5)** Write short notes (any three) :
- a) International market selection
  - b) Global sourcing and its impact on Indian industry
  - c) TRIPS, TRIMs and GATS
  - d) World Bank Vs. ADB
  - e) International trade barriers

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

## **SECTION - II**

### **CASE STUDY**

#### **Unhappy Marriage**

In 1993, Anheuser-Busch purchased 17.7 percent of Grupo Modelo for \$477 million, with an option of increasing its shares to 50.2 percent. At the time of the purchase, Anheuser held 45 percent of the U.S. beer market. Modelo was the world's tenth-largest beer producer. It held 50 percent of the Mexican beer market and exported to 124 countries in every continent of the world. However, with the passing of NAFTA (North American Free Trade Agreement), Mexico's 20 percent tariffs on imported beer were to be phased out. Modelo feared that U.S. breweries would invade its market. Anheuser viewed its stake in Modelo as a profitable acquisition of brands such as Corona, as well as a way to increase Anheuser's distribution network in Mexico quickly.

Anheuser told its U.S. distributors that they would soon have access to a major imported beer. Distributors assumed this meant Corona, which was fast growing in popularity in the United States. However, in late 1996, management at Modelo renewed the firm's 10-year contract with its existing U.S. distributors, dashing Anheuser's hopes of gaining Modelo brands for its own U.S. distribution system. In December 1996, Anheuser announced that it would exercise its option to increase its stake in Modelo.

A 6-month dispute over price ensued, and the parties settled for \$605 million. In June 1997, Anheuser opted to increase its stake to the full 50.2 percent. Discussions became so contentious that the two parties went into international arbitration, and the price was eventually set at \$556 million. By 1998, the price of Anheuser's stake in Modelo, as valued on the Mexican stock exchange, was twice what it had paid for the stock. However, its 50.2 percent stake in Modelo did not give Anheuser a controlling share of board votes. It held only ten of the twenty-one seats on the board of directors.

Despite trade liberalization, Modelo's brands increased their share of the Mexican market to 55 percent by 1998. In the United States, where beer imports accounted for 14 percent of the market, Corona had pulled ahead of Heineken to become the best-selling import. Corona was enjoying 40 percent growth per year in the United States and had already become the tenth-best-selling beer in that market. It was particularly successful among college students and consumers in their twenties. Anheuser's major brand, Budweiser, found itself competing against Corona. Anheuser began a campaign to disparage the

freshness of Corona. It distributed display cards to thousands of bars and restaurants, noting that Corona didn't put the manufacturing date on its bottles. Anheuser also introduced three Corona clones—Azteca, Tequiza, and Rio Cristal—all produced in the United States.

### **Discussion Questions**

1. Why did Anheuser purchase its stake in Grupo Modelo?
2. Why was Grupo Modelo willing to sell the stake?
3. What went wrong? Why?
4. What lessons about choosing international partners can be learned from this case?



Total No. of Questions : 7]

SEAT No. :

**P2104**

[Total No. of Pages : 3

**[5469]-12**

**M.B.S./M.M.S. (Semester - I)**

**BUSINESS POLICY AND STRATEGIC MANAGEMENT (C No 102)**  
**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question No. 7 is compulsory.*
- 2) *Attempt any four questions from question No. 1 to 6.*
- 3) *All questions carry equal marks.*

**Q1) a)** Define strategy and strategic management

b) Explain the following terms

- i) Vision
- ii) Mission
- iii) Objectives

**[14]**

**Q2) a)** Describe BCG Matrix.

b) Explain GE nine cell model. What is the advantage of GE nine cell over BCG Matrix.

**[14]**

**Q3)** Leadership style, corporate culture, values and ethics play crucial role in effective implementation of strategy. Comment. **[14]**

**Q4)** What are components of value chain? How does analysis of value chain help in strategy formulation and evaluation. **[14]**

**P.T.O.**

**Q5)** Explain in detail how strategic control can be exhibited at functional level.[14]

**Q6)** Write short note on : (any two) [14]

- a) Core competence
- b) McKinseys 7S framework
- c) SWOT Analysis
- d) PEST Analysis

**Q7)** Case study (enclosed) [14]

Note - Systematic approach, critical analysis of the case, identification of the issues involved, solutions to problems with logical reasoning will carry more weightage.

- **Case Study/ Situation**

**Managing Cultural Changes at Procter & Gamble\***

In September 1998, the Procter & Gamble Company, Cincinnati, USA, announced a major global structural change programme, "Organisation 2005". The mission of the programme was to take P & G's global turnover from \$ 38 billion to \$ 70 billion by 2005. The objective was to raise profitability by changing the work culture at P & G. The change drivers identified were the attributes of Stretch, Innovation, and Speed (SIS). The structural changes to be initiated included setting up of four global business units based on product lines, eight market development organisations based on regions, and one global business service centre. A 14-member cross-functional team named as the Culture Team was set up to oversee the management of change.

The achievements of the Organisation 2005 programme were to be seen in terms of:

1. changing P & G from being a misaligned organisation to one aligned on common goals, with trust as the foundation
2. evolve from an intense inspection-led organisation where everything is kept under control to one that is a team-collaborating unit
3. shift from a risk-avoiding culture to a stretch-taking one

4. move from running down on complexities to taking on challenges
5. heave from a slow-moving organisation to one which hurtles through stretch, innovation, and speed to breakthrough goals

As the news of Organisation 2005 programme reached the P & G Hygiene and Health Care headquarter at Mumbai, India, there, was a lot of apprehension among the employees. Uncertainty and suspicion arose with regard to their own future and related to the continued existence of the business division they worked in. It took about a year for the apprehensions to fade away and be replaced by clarity and confidence.

P & G, India adopted the global motto of SIS of its parent. A cultural team was set up to communicate the goals of SIS internally to the employees and to seek their involvement in creating a new P & G. The team set out to identify projects to help achieve the goals of SIS and to get employee feedback periodically. Outdoor meetings of all P & G India employees were conducted to drive home the SIS message. Weekly indoor meetings were held both department-wise and across hierarchies and categories. Team members were made responsible for communicating formal and informal feedback to and from their department. Monthly updates and communication through newsletters were extensively used. Question-and-answer sessions were held to clarify doubts of employees. Reassurance of employees thus became an on- going continual process.

Says a P & G employee: "Initially, when the global changes were announced, we were a little sceptical as to what will be its impact on the Indian operations. Now after so much communication and interaction at all levels we are confident and look forward to this change.

### **Question**

Comment on whether the cultural changes at P & G are supportive of the strategy being implemented. What, in your opinion, are the chances of the cultural change being successful? What needs to be done additionally to ensure success?



Total No. of Questions : 7]

SEAT No. :

**P2105**

[Total No. of Pages : 1

**[5469]-14**

**M.B.S./M.M.S (Semester - I)**

**103 - B : MERCHANT BANKING AND FINANCIAL SERVICES**

**(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 role of SEBI as capital market regulator **[14]**

**Q2)** What is the role of mutual fund in capital market? In your assessment what is the reason for growing popularity of mutual funds in developing country like India? **[14]**

**Q3)** What is IPO? Explain the role of merchant banker in IPO. **[14]**

**Q4)** What is index? Explain how it is calculated? **[14]**

**Q5)** What is leasing? Explain various types of leasing? **[14]**

**Q6)** Explain the mechanism of Debt securitization and various parties involved in this process. **[14]**

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

- a) Commercial paper
- b) Book building
- c) Credit rating



Total No. of Questions : 7]

SEAT No. :

**P2106**

[Total No. of Pages : 1

**[5469]-15**

**M.B.S./M.M.S (Semester - I)**

**103 - C : SOFTWARE ENGINEERING**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question 1 & 7 are compulsory.*
- 2) *Answer any four questions from remaining.*
- 3) *Figures to the right side indicate full marks.*

**Q1)** A car rental agency has multiple offices/branches. The customer visits the agency for enquiry and booking a car with terms and condition while signing the booking form. The booking is also done through SMS, Telephone and E-mail, if customer is preregistered. Once booking is confirmed the payment can be done by cash or cheque or credit/debit card. Advance payment is initially taken and final bill is completed after use of car. The billing is based on the type of vehicle used and distance traveled.

- a) Identify all entities. **[6]**
- b) Draw context level DFD. **[7]**
- c) Draw first level DFD. **[7]**

**Q2)** Explain with examples decision Tree and decision tables. **[10]**

**Q3)** Draw report layout for pending purchase order supplier wise. **[10]**

**Q4)** Explain fact finding techniques in detail. What are its advantages? **[10]**

**Q5)** Why E-R diagram is used? What are the rules of drawing E-R diagram? Explain with example the E-R diagram. **[10]**

**Q6)** What is maintenance? Why maintenance is important? Explain how it is done. **[10]**

**Q7)** Write short notes (any two) **[10]**

- a) Object oriented Methodology.
- b) Software crises.
- c) Advantages of CASE tool
- d) Data dictionary.





Total No. of Questions : 8]

SEAT No. :

P2107

[Total No. of Pages : 1

**[5469]-16**  
**M.B.S. (Semester - I)**  
**QUALITY MANAGEMENT**  
**103 - D : Production and Material Specialisation**  
**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** Define quality. Discuss quality in manufacturing and service system.
- Q2)** What is total quality management? Explain the 'Juran Philosophy' in TQM.
- Q3)** Explain 'The customer-Driven quality cycle' and 'quality function Deployment'
- Q4)** What is the concept of Quality assurance? Explain 'oc-curves' and AQL.
- Q5)** Explain 'c-charts'. Discuss benefits and application of control charts.
- Q6)** Short notes on (any two)
- a) Cross-functional team
  - b) Quality audit
  - c) Quality and organisational culture
  - d) Ishikawa diagram in TQM
- Q7)** What is the concept and importance of the ISO-9001: 2000, Quality management system standard? Explain with example.
- Q8)** What is 'Flow Chart' and 'Quality circles'? What is the consideration of 'Poka Yoke' in Quality management assistance tools?



Total No. of Questions : 7]

SEAT No. :

**P2108**

[Total No. of Pages : 1

**[5469]-17**

**M.B.S. (Semester - I)**

**103 - E : ORGANISATIONAL DEVELOPMENT**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any five questions.*
- 2) *Each questions carries 14 marks.*

**Q1)** "Organizational Development is all about change". Explain how OD practices help in bringing about change in the organization. **[14]**

**Q2)** "Change is highly important to the success of an organization but many people have the tendency overtly or covertly to resist it". Explain this statement. **[14]**

**Q3)** Discuss various theories of change management i.e. open system model, Leavitts system model, Burke Litwin model of change with example **[14]**

**Q4)** What is action research? Explain action research process. How it supplants OD? **[14]**

**Q5)** What is OD intervention? Discuss any two types of intervention and their significance to the organization. **[14]**

**Q6)** Discuss the relevance of quality of work-life and recent trends affecting the quality of work life of employees. **[14]**

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

- a) Role of the OD consultant
- b) Self managed teams
- c) SIX BOX model
- d) Third party intergroup intervention
- e) Role Analysis Technique



Total No. of Questions : 7]

SEAT No. :

**P2109**

[Total No. of Pages : 1

**[5469]-21**

**M.B.S./M.M.S. (Semester - II)**

**201:ENTREPRENEURSHIP DEVELOPMENT & PROJECT  
MANAGEMENT  
(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Q.1 is compulsory.*
- 2) Solve any 3 out of the remaining*
- 3) Figures to the right indicate full marks.*

- Q1)** a) Define the term entrepreneur & entrepreneurship. Elaborate the characteristics of an entrepreneur. **[15]**  
b) Explain the concept of business planning process with its elements **[10]**
- Q2)** Elaborate McClelland's theory of high achievement in detail. **[15]**
- Q3)** "Entrepreneurs are born & not made". Do you agree? Justify. **[15]**
- Q4)** What are the external factors that influence on entrepreneurship development? Give suitable examples. **[15]**
- Q5)** Explain the reasons for failure of entrepreneurship, with reference to women entrepreneurs. **[15]**
- Q6)** In what way an entrepreneur plays a vital role with reference to development of a product? **[15]**
- Q7)** Write short notes on : (any 3) **[15]**
- a) Corporate entrepreneurship
  - b) Entrepreneurship development cycle
  - c) Business Idea
  - d) Creativity
  - e) Market Analysis



Total No. of Questions : 7]

SEAT No. :

P2110

[Total No. of Pages : 1

[5469]-22

MMS/MBS (Semester - II)

**MARKETING MANAGEMENT SPECIALIZATION**

**202-A:Retail and Distribution 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)** Define Retailing? Explain in detail different types of Retailing. Justify it with suitable examples.

**Q2)** In light of emerging retail revolution, discuss different factors involved in achieving strategic positioning. Justify the same with suitable examples.

**Q3)** Explain the significance of Distribution channels in Marketing Management.

**Q4)** “Material handling, Transportation Warehousing and Inventories are major components of Channel logistics”. Justify your answer with examples

**Q5)** Discuss the different methods of communication with the customers. Supplement it with suitable example.

**Q6)** Discuss the Importance of Information Technology in distribution w.r.t. retail.

**Q7)** Write Short Note on any Two

- a) Store Design
- b) Retail Location
- c) Importance of Marketing Channel



Total No. of Questions : 9]

SEAT No. :

P2111

[Total No. of Pages : 2

[5469]-23

M.B.S. (Semester - II)

FINANCE SPECIALIZATION

202 - B : International Finance

(2008 Pattern)

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q. 1 is compulsory.*
- 2) *Attempt any two questions from section - I*
- 3) *Attempt any two questions from section - II*
- 4) *Figures to the right indicate full marks.*
- 5) *Use of non-programmable calculator is allowed.*

**Q1)** Explain the role of various participants in the foreign exchange market. [10]

**SECTION - I**

**Q2)** Explain in details the various trade settlement methods used in international trade. [15]

**Q3)** Write notes on the following [15]

- a) Syndication
- b) Euro Currency
- c) Relative Purchasing Power Parity.

**Q4)** Explain the various internal and external hedging tools used in international finance. [15]

**Q5)** Explain the nature, scope and significance of international finance in the globalized economy. [15]

**P.T.O.**

**SECTION - II**

**Q6)** a) Suppose a dealer provides the following quote in the U.S. for euros. Calculate the spread percentage. [7]

	Bid	Ask
Euro/\$	\$0.8038	\$0.8041

b) Explain in detail the International Accounting standards on foreign transactions. [8]

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

- a) Federal Reserve Bank
- b) SEZ
- c) ADR
- d) Export Finance
- e) Special Drawing Rights

**Q8)** a) The current spot exchange rate is £/\$=2.0507 and the three month forward rate is £/\$=2.0753. You enter into a short position on £ 120,000. At maturity the spot exchange rate is £/\$=2.0919. How much have you made or lost? [7]

b) Explain the concept of "Rupee Convertibility" [8]

**Q9)** a) If indirect quote is Rupees/USD = 0.01847, how can this exchange rate be presented under direct quote. [7]

b) Write a note on Foreign Direct Investment. [8]



Total No. of Questions : 6]

SEAT No. :

P2112

[Total No. of Pages : 1

**[5469]-24**  
**MBS/MMS**  
**COMPUTER SPECIALISATION**  
**Business Application**  
**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q. 6 is compulsory.*
- 2) *Solve any four from Q.1 to Q.5.*

*Q1)* Explain Supply Chain Management in detail. **[15]**

*Q2)* Explain material requirement planning in detail. **[15]**

*Q3)* Explain Accounts receivable and Accounts payable system in detail. **[15]**

*Q4)* Explain Leave Management System in detail. **[15]**

*Q5)* Explain Fund Management of Financial System in detail. **[15]**

*Q6)* Write short notes on (any two) **[10]**

- a) Implementation issues in ERP
- b) Distribution systems
- c) Trial balance



Total No. of Questions : 8]

SEAT No. :

P2113

[Total No. of Pages : 2

[5469]-25

M.M.S./M.B.S. (Semester - II)

PRODUCTION AND MATERIALS MANAGEMENT SPECIALIZATION

202 - D : Operation Strategy

(2008 Pattern)

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What is strategic fit? Give the framework of operation strategy in manufacturing & service.

**Q2)** Explore the concept of value chain with respect to core competence & distinctive capabilities.

**Q3)** What are the order winners & order qualifiers attributes? Give the characteristics & examples of it.

**Q4)** Explain the impact of following factors on process choice decisions:

- a) Product life cycle
- b) Level of customization
- c) Demand

**Q5)** “Low price & good quality are not only characteristics of product profiling but alternative strategies are available to manager to bring value to customer” Discuss.

**P.T.O.**



**Q6)** Explain importance of IT in Operations Strategy implementation.

**Q7)** Discuss the issues involved in Manufacturing Infrastructure Development?

**Q8)** Write a short note on any two.

- a) CIM
- b) Hybrid Process
- c) Down Sizing strategy
- d) JIT



Total No. of Questions : 6]

SEAT No. :

P2114

[Total No. of Pages : 1

[5469]-26

MMS/MBS (Semester - II)

HRM SPECIALISATION

202 E : Training and Development  
(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 questions.*
- 3) *Figure to right indicate full marks.*

**Q1)** What is the difference between training and development. **[10]**

**Q2)** Design a training module on "Effective Leadership" for twenty managers from industries. **[15]**

**Q3)** What are the objectives of employee training? Discuss its benefits in details. **[15]**

**Q4)** What steps needs to be taken to facilitate training program in an organisation? Discuss in detail. **[15]**

**Q5)** Explain need & importance of training evaluation explain different methods of training evaluation. **[15]**

**Q6)** Write short notes on (any two) **[15]**

- a) Trainer's training
- b) Audio-visual aids in training
- c) Skills inventory
- d) Distance learning



Total No. of Questions : 9]

SEAT No. :

P2115

[Total No. of Pages : 2

[5469]-27

M.B.S./M.M.S. (Semester - II)

MARKETING SPECIALISATION

**203 (A) : Marketing Strategy & Relationship Marketing  
(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any three questions from section A and any two questions from section-B.*
- 2) *Answers to both sections should be written in same answer book.*
- 3) *All questions carry equal marks.*

**SECTION - A**

**Q1)** Explain the relationship of 'Marketing Strategy' with corporate vision, mission and objectives.

**Q2)** Why new products are developed? How would you organise 'New product Development'? Explain the steps involved.

**Q3)** What do you understand by 'Offensive and Defensive competitive marketing strategies'? Why and when these should be adopted?

**Q4)** Discuss marketing strategy formulation across various stages of product life cycle. (PLC)

**Q5)** Write short notes (any two)

- a) e-Marketing
- b) Harvesting Strategies
- c) Customer Defections
- d) Internal Marketing

**P.T.O.**

## **SECTION - B**

**Q6)** Discuss RFM (Recency-Frequency-Monetary value) model in detail.

**Q7)** 'An effective relationship marketing strategy reduce cost of customer acquisition'. Critically comment.

**Q8)** Define and explain 'customer satisfaction' for a 'Low Cost Airliner' operating in India.

**Q9)** Write short notes (any two)

- a) Six Markets framework
- b) Relationship marketing in Industrial markets and Consumer markets
- c) Data Mining
- d) Customer life cycle



Total No. of Questions : 8]

SEAT No. :

**P2116**

[Total No. of Pages : 2

**[5469]-29**

**M.B.S./M.M.S. (Semester - II)**

**COMPUTER SPECIALIZATION**

**203 - C : OOD Concepts and Basic JAVA**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Question 1 and 8 are compulsory and attempt any five from remaining.*
- 2) Figures to the right indicate full marks.*

**Q1) Answer in short [10]**

- a) What are abstract classes in JAVA?
- b) What is overriding?
- c) What is garbage collection?
- d) What is try, catch?
- e) What is stringBuffer?

**Q2) Design GUI for student admission (Assume structure with atleast 5 fields)[10]**

**Q3) Explain exception handling with suitable example. [10]**

**Q4) What are wrapper classes in JAVA? Explain with suitable example. [10]**

**Q5) Write a JAVA application to count number of characters, words, lines in a given file. [10]**

**P.T.O.**

**Q6)** Explain Event Delegation Model with suitable example. **[10]**

**Q7)** Explain any five methods of Math class with suitable example. **[10]**

**Q8)** Write short notes on (any two) **[10]**

- a) Multithreading
- b) Grid Layout
- c) Applet life cycle
- d) JVM



Total No. of Questions : 6]

SEAT No. :

P2117

[Total No. of Pages : 1

[5469]-31

M.M.S./M.B.S. (Semester - II)

HRM SPECIALISATION

203 - E : Performance Management Systems

(2008 Pattern)

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What is the need & importance of performance appraisal. **[10]**

**Q2)** Explain performance management system with reference to performance planning & performance coaching. **[15]**

**Q3)** Discuss in detail the challenges ahead in performance management systems**[15]**

**Q4)** Explain modern methods of performance appraisals differentiate between traditional & modern methods of performance appraisal. **[15]**

**Q5)** Why self-assessment is necessary? Explain process of self-assessment. **[15]**

**Q6)** Write short notes on (any two) **[15]**

- a) MBO
- b) Assessment centers
- c) Career planning
- d) Use of technology in performance management systems.

