

Total No. of Questions : 7]

SEAT No. :

**P519**

[Total No. of Pages : 1

**[4175] - 101**

**M.B.A.**

**101 : ORGANIZATIONAL BEHAVIOUR AND PRINCIPLES AND  
PRACTICES OF MANAGEMENT  
(2008 Pattern) (Sem. - I)**

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

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

*Q1)* Define organizational behaviour. Explain its importance and score in detail.

*Q2)* What are various theories of motivation? Discuss any one of them with suitable examples.

*Q3)* Define 'morale' and explain its relationship with 'productivity' in an organization.

*Q4)* Discuss Henry Fayol's principles of management with suitable examples.

*Q5)* What are the schools of management thought you have studied? Discuss at least two of them in your own language.

*Q6)* What is PODC? Explain each concept with suitable illustrations.

*Q7)* Write short notes on any two :

- a) Johari window.
- b) Stages in group formation.
- c) MBO.
- d) Line and Staff Authority.



Total No. of Questions : 9]

SEAT No. :

P520

[Total No. of Pages : 4

[4175] - 102

M.B.A.

102 : MANAGEMENT ACCOUNTING

(2008 Pattern) (Sem. - I)

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:-*

- 1) *Q.No. 1 is compulsory.*
- 2) *Attempt any two questions from each section.*
- 3) *Figures to the right indicate marks.*
- 4) *Use of simple calculator is allowed.*

**Q1)** Explain the following terms :

[5 × 2 = 10]

- a) Drawings.
- b) Cost Concept.
- c) Conservatism.
- d) Money measurement.
- e) Time keeping and Time booking.

**SECTION - I**

**Q2)** What do you mean by 'Management Accounting'? State its objectives and limitations. Also distinguish between 'Management Accounting' and 'Financial Accounting'. [15]

**Q3)** Explain step by step procedure of identifying the material in respect to procurement, storing and issuing. [15]

**Q4)** Discuss the classification of overheads with appropriate examples. Explain the 'Under absorption' and 'over absorption'. [15]

**Q5)** Write short notes on :

[3 × 5 = 15]

- a) Classification of Accounts.
- b) Labour Turnover.
- c) Advantages and disadvantages of Standard Costing.

*P.T.O.*

## SECTION - II

**Q6)** Prepare Trading and Profit & Loss Account and Balance Sheet from the following information of M/s Ganesh & Co. [15]

### Trial Balance as on 31-03-2011

Particulars	Debit Rs.	Credit Rs.
Sales		3,00,000
Plant & Machinery	1,20,000	
Rent, rates & Taxes	20,000	
Sales return	30,000	
Freight	4,000	
Accounts receivable	70,000	
Opening inventory	1,20,000	
Purchases	2,30,000	
Discount	5,000	
Interest	5,000	
Salaries	70,000	
Cash in hand	5,000	
Purchase return		10,000
Bank loan		1,50,000
Capital		1,81,500
Accounts payable		40,000
Bills payable		26,000
Legal charges	500	
General expenses	8,000	
Cash at bank	20,000	
<b>Total</b>	<b>7,07,500</b>	<b>7,07,500</b>

#### Adjustments :

- a) Closing stock on 31-03-2011 was valued at Rs. 1,20,000 but its market value was Rs. 1,30,000
- b) Interest on bank loan was outstanding of Rs. 7,000.
- c) Depreciate plant & Machinery at 10%.
- d) The owner of M/s Ganesh & Company has withdrawn the goods worth Rs. 20,000 for personal purpose. The accountant has forgotten the said entry while preparing Trial Balance.

**Q7)** Following is the data :

Raw material consumed	Rs. 60,000
Direct labour charges	Rs. 36,000
Machine hours worked	3,600
Machine hour rate	Rs. 5
Administrative overheads	20% on works cost
Selling overheads	Re. 1 per unit
Unit produced	10,000
Unit sold	9,000 at Rs. 20 per unit

You are required to prepare a cost sheet from the above and also indicate cost and profit per unit. **[15]**

**Q8)** Two businesses, P Ltd. and Q Ltd. sell the same type of product in the same type of market. Their budgeted profit and loss accounts for the current year ending March 31, are as under : **[15]**

	P Ltd.	Q Ltd.
Sales	Rs. 1,50,000	Rs. 1,50,000
(-) Variable cost	Rs. 1,20,000	Rs. 1,00,000
Fixed cost	Rs. 15,000	Rs. 35,000
	----- Rs. 1,35,000	----- Rs. 1,35,000
Net budgeted profit	Rs. 15,000	Rs. 15,000

You are required to :

- a) Calculate the break even points of each business; and
- b) State which business is likely to earn greater profits in conditions of
  - i) heavy demand for the product,
  - ii) low demand for the product.

**Q9)** A company manufactures two products, A and B. Forecast of the units to be sold in the first seven months of the year is given below : **[15]**

Month	Product 'A'	Product 'B'
January	1,000	2,800
February	1,200	2,800
March	1,600	2,400
April	2,000	2,000
May	2,400	1,600
June	2,400	1,600
July	2,000	1,800

it is anticipated that

- a) there will be no work - in - process at the end of any month, and
- b) finished units equal to half the sale for the next month will be in stock at the end of each month (including the previous December).

Budgeted production and production costs for the whole year are as follows:

	Product 'A'	Product 'B'
Product (Units)	22,000	24,000
Per unit direct material	Rs. 12.50	Rs. 19
Per unit direct labour	Rs. 4.50	Rs. 7
Total factory overhead (apportioned)	Rs. 66,000	Rs. 96,000

Prepare for the six months period ending June,

- i) production budget for each month, and
- ii) a summarized production cost budget.



Total No. of Questions : 7]

SEAT No. :

**P521**

[Total No. of Pages : 1

**[4175] - 103**

**M.B.A.**

**103 : MANAGERIAL ECONOMICS**

**(2008 Pattern) (Sem. - 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 wherever necessary.*

*Q1)* Define Managerial Economics. Which economic concepts are useful in decision making for the managers.

*Q2)* What is Demand Forecasting? Explain the objectives and any two methods with their limitations.

*Q3)* Define production Function. Explain the three types of Returns to scale.

*Q4)* Compare the price and output determination under the conditions of perfect competition and monopoly in the long run with the help of MR and MC curves.

*Q5)* Explain the need and steps involved in project evaluation.

*Q6)* What is Profit? Recommend a suitable profit policy for a well established firm. Justify your answer.

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

- a) Opportunity cost
- b) Elasticity of supply
- c) Price skimming
- d) Cartel



Total No. of Questions : 7]

SEAT No. :

**P523**

[Total No. of Pages : 1

**[4175] - 105**

**M.B.A. (Sem. - I)**

**105 : LEGAL ASPECTS OF BUSINESS**

**(2008 Pattern)**

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

- 1) *Solve any 5 out of 7 questions.*
- 2) *Each question carries equal marks.*

- Q1)** a) “All agreements are not contracts but all contracts are agreements”.  
Comment. **[10]**
- b) Explain the term ‘negotiability’. **[4]**
- Q2)** a) Elaborate the implied conditions in contract of sale. **[10]**
- b) Who can authenticate an electronic record? **[4]**
- Q3)** a) Write a note on ‘Coercion & undue influence’. **[8]**
- b) Distinguish between ‘share & stock’. **[6]**
- Q4)** Elaborate the stages of incorporation & Commencement of Business under the companies Act, 1956. **[14]**
- Q5)** What are the “Unfair Trade Practices” & “Restrictive trade practices” under the consumer protection Act 1986? Give suitable examples. **[14]**
- Q6)** Explain the concept of ‘Patents’, ‘Copyrights’. & ‘trade marks’ & design. **[14]**
- Q7)** a) Who can be considered as consumer? **[7]**
- b) How is agency created? **[7]**



Total No. of Questions : 7]

SEAT No. :

P524

[Total No. of Pages : 2

[4175] - 106

M.B.A.

(106) : BASICS OF MARKETING

(2008 Pattern) (Sem. - I)

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

- 1) *Q.No. 1 is compulsory.*
- 2) *Q.No. 1 carries 10 marks.*
- 3) *Solve any 4 questions from Q. 2 to Q. 7.*

**Q1)** Explain the following concepts in detail (any two) **[10]**

- a) Customer satisfaction.
- b) Marketing concept vs selling concept.
- c) Holistic Marketing.
- d) Goods Services Continuum.

**Q2)** Define Consumer Behaviour. Distinguish between Individual and organizational buying behaviour. **[15]**

**Q3)** The Micro Environmental factors are likely to affect the marketing activities of an organisation. Discuss in the context of the Micro Environmental factors.**[15]**

**Q4)** Define segmentation. Discuss geographic and psychographic bases of segmentation with suitable examples. **[15]**

**Q5)** You are the marketing manager of company. You have to design a marketing mix for the following products. **[15]**

- a) Bath soap
- b) Tractor.

**Q6)** Explain the process of marketing planning & control in detail. **[15]**

**P.T.O.**



**Q7)** Write short notes on any (3) :

**[15]**

- a) Marketing Audit.
- b) Technological factors affecting marketing activities.
- c) Positioning strategies.
- d) Marketing Myopia.
- e) Social responsibility of marketing organizations.



Total No. of Questions : 7]

SEAT No. :

P525

[Total No. of Pages : 2

[4175] - 201

M.B.A.

**201 : MARKETING MANAGEMENT**

**(2008 Pattern) (Sem. - II)**

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

- 1) *Question 1 is compulsory.*
- 2) *Answer any four among the remaining questions.*
- 3) *All questions carry equal marks.*

*Q1) Define Product. Explain different types of products with suitable examples.*

*Q2) Company X has a dominant share in the Indian Sauce market and also owns a successful brand in the category. Research showed that there was a need for sauce with unique taste which could be taken with Indian as well as western snack foods. The company introduced 'Tomi - Imli', a new tomato sauce with tamarind and tangy spices. The product is targeted at children in the agegroup of 14 years and above.*

*As a marketing manager, which steps would you like to take while launching this product? How will you conduct the test marketing for this product?*

*Q3) Discuss the pricing techniques applicable to FMCG products being launched in a highly competitive market.*

*Q4) 'Channel intermediaries are essential for effective distribution of a product? Discuss.*

*Q5) Describe in detail the extended PS of marketing mix.*

*Q6) Explain the 'Push' and 'Pull' strategies with suitable examples.*

**P.T.O.**

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

- a) Direct Marketing.
- b) New trends in packaging.
- c) Non - Store Retailing.
- d) Physical Evidence.



Total No. of Questions : 9]

SEAT No. :

P526

[Total No. of Pages : 3

[4175] - 202

M.B.A.

202 : FINANCIAL MANAGEMENT

(2008 Pattern) (Sem. - 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 & section II.*
- 3) *Use of simple calculator is allowed.*
- 4) *Figures to the right indicate full marks.*

*Q1) What is Financial system? Explain its functions. [10]*

**SECTION - I**

*Q2) Explain in detail various sources of finance available to support working capital needs? [15]*

*Q3) What are the limitations of financial statements? What do you understand by analysis of financial statement? Describe the uses of such analysis. [15]*

*Q4) Define capitalization. Explain the various theories of capitalisation. [15]*

*Q5) Write short notes (Any Three) [15]*

- a) Capital Rationing.
- b) Bonus shares
- c) Time value of money.
- d) Cash Management.
- e) Financial planning.

**SECTION - II**

*Q6) Prepare an estimate of working capital requirement from the following data of a trading concern. [15]*

- a) Projected annual sales 80,000 units.
- b) Selling price Rs. 8 per unit.
- c) Percentage net profit as sales 20.
- d) Average credit period allowed to customers – 10 weeks.

*P.T.O.*

- e) Average credit period allowed to suppliers – 8 weeks.
- f) Average stock holding in terms of sales requirement – 10 weeks.
- g) Allow 20% for contingencies.

Assuming 52 weeks in a year.

**Q7)** The directors of Bharucha Enterprises Ltd ask you to ascertain : **[15]**

- a) Proprietor's fund
- b) Fixed Assets.
- c) Closing Debtors.
- d) Closing Creditors.
- e) Closing Stock.
- f) Share Capital.
- g) Cash and Bank Balance.

From the following information :

- i) Inventory turnover ratio is 6 times.  
Year end debtors are outstanding for 2 months.  
Year end creditors are outstanding for 73 days.
- ii) Ratios of cost of goods sold to :
  - 1) Proprietor's funds is 2 : 1.
  - 2) Fixed Assets is 4 : 1.
- iii) Ratio of gross profit to sales is 20%
- iv) Closing stock is greater than opening stock by Rs. 10,000 /-
- v) The gross profit for the year ended 31<sup>st</sup> March 2011 is Rs. 1,20,000.
- vi) Reserves and surplus appearing in the Balance sheet as at 31<sup>st</sup> March 2011 total to Rs. 40,000/-

**Q8)** A company is considering an investment proposal to install a new machine. The project will cost Rs. 50,000 and will have a life of 5 years and no salvage value. The company's tax rate is 35% and no investment allowance is allowed. This firm uses straight line method of depreciation. The estimated net income before depreciation and tax from the proposed investment proposal are as follows :**[15]**

Year	Net income before depreciation & tax (Rs.)
1	10,000
2	11,000
3	14,000
4	15,000
5	25,000

Compute the following :

- a) Pay back period.
- b) Average Rate of Return.
- c) Net present value at 10% discount Rate.
- d) Profitability index at 10% discount Rate.

Following are the present value factors @ 10%.

Year	P.V. Factors at 10%	Year	P.V. factors at 10%
1	0.909	4	0.683
2	0.826	5	0.751
3	0.621		

**Q9)** Calculate operating, financial and combined leverage under financial plan X and financial Plan Y when the fixed costs are Rs. 50,000 and Rs. 1,00,000 in two different situations. The information regarding capital structure and other data are as under. **[15]**

	Rs.
Total Assets	5,00,000
Total Assets turnover based on sales	2
Variable cost as percentage of sales	60

	Financial Plan 'X' (Rs)	Financial Plan 'Y' (Rs)
Equity	5,00,000	1,00,000
10% debenture	1,00,000	5,00,000



Total No. of Questions : 7]

SEAT No. :

**P527**

[Total No. of Pages : 1

**[4175] - 203**

**M.B.A.**

**203 : HUMAN RESOURCES MANAGEMENT**

**(2008 Pattern) (Sem. - II)**

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

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

**Q1)** Explain the concept of HRM and Rules of HR manager.

**Q2)** Define manpower planning. Explain various steps involved in manpower planning.

**Q3)** Explain concept of Training Evaluation. Describe Kirk Patricle's model.

**Q4)** Explain concept of performance management system. How does it differ from performance appraisal.

**Q5)** Explain in detail model of Grievance Procedure.

**Q6)** Explain in detail total quality management.

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

- a) Succession planning.
- b) MBO
- c) Job Enrichment and job Enlargement.
- d) Kaizen.



Total No. of Questions : 8]

SEAT No. :

P528

[Total No. of Pages : 2

[4175] - 204

M.B.A. (Sem. - II)

**204 : MANUFACTURING AND 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)** How does operations management differs from production management? What are the responsibilities of a operations manager?

**Q2)** Explain the salient features of intermittent production with respect to in - process inventory, materials handling. Layout of manufacturing facilities.

**Q3)** What factors need to be considered for the selection of the site of a plant? What are the advantages and disadvantages of urban and rural location.

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

**Q5)** Why an effective plant maintenance important? Does this have any connection with organisation placement of the maintenance department? If so, what and why?

**Q6)** Ten woolen carpets were studied critically for total number of defects in their texture. The details of the number of defects in each carpet are given below

Carpet no.	1	2	3	4	5	6	7	8	9	10
No. of defects	2	4	3	5	1	3	2	3	4	3

All ten carpets however, were regarded as “acceptable” by the quality control department of the company.

Construct a ‘C’ control chart for number of defects and comment on the results.

**P.T.O.**



**Q7)** What is work measurement? What does it aim at? Why is it important for the organisation?

**Q8)** Write short notes on any two

- a) KANBAN
- b) Control charts.
- c) Method study.
- d) Break down maintenance.



Total No. of Questions : 8]

SEAT No. :

**P529**

[Total No. of Pages : 2

**[4175] - 205**

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

**205 : MATERIALS AND LOGISTICS 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)** Define the term “Materials management”. State its importance. Mention the challenges of materials management in today’s competitive business.

**Q2)** What do you understand from the term “logistics”? What are the advantages of logistics management.

**Q3)** What is meant by selective control of inventories? What are the different methods used for selective control of inventory items?

**Q4)** Explain the following terms in relation to MRP technique

- a) Independent or dependent demand.
- b) Level by level explosion.
- c) Gross requirements and net requirements.

**Q5)** Under what condition should a firm practice the following methods of buying.

- a) Forward buying.
- b) Hand to mouth buying.
- c) Scheduled purchasing.
- d) Contract buying.

**Q6)** What is meant by location of stores? Discuss the basic factors that must be taken into account to determine the best location for stores?

**P.T.O.**

*Q7)* What is value analysis? How does it differ from value engineering? Which is better and why?

*Q8)* A well conceived and carefully planned materials flow pattern will have many advantages? Elaborate.



Total No. of Questions : 7]

SEAT No. :

**P530**

[Total No. of Pages : 1

**[4175] - 206**

**M.B.A.**

**206 : MANAGEMENT INFORMATION SYSTEM**

**(2008 Pattern) (Sem. - 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 indicate full marks.*

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

- a) Paysheet.
- b) Monthly Productwise sales report.
- c) Goods Received Note.

**Q2)** What is role of MIS in the effective functioning of business organisation.[10]

**Q3)** Define information. Explain factors used in deciding quality of information.[10]

**Q4)** Explain concept of data ware housing. Discuss need of dataware housing in modern business. **[10]**

**Q5)** Explain the stages of SDLC in detail. **[10]**

**Q6)** What is artificial intelligence? Differentiate between conventional system and expert system. **[10]**

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

- a) Decision support system.
- b) Network topologies.
- c) Herbert Simon model
- d) Threats to information security.



Total No. of Questions : 6 + 1 Case]

SEAT No. :

P531

[Total No. of Pages : 4

[4175] - 301

M.B.A. (Sem. - III)

301 : BUSINESS POLICY & STRATEGIC MANAGEMENT

(2008 Pattern)

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *Question No. 7 - case study is compulsory.*
- 2) *Attempt any 4 questions from question 1 to 6.*

**Q1)** Define the terms 'strategy', 'strategic management' & 'business model'. Explain the relationship between strategy & business model. [13]

**Q2)** Discuss at length porter's five forces model of industry analysis with respect to any one of the following industry. [13]

- a) Telecom service providers.
- b) Two wheeler manufacturers.

**Q3)** What is a 'Value chain'? Explain the primary and support activities in a value chain. Why do value chains of rival companies often differ? [13]

**Q4)** How does a company's culture influence strategy implementation? What problems are posed by new acquisitions to corporate culture? [13]

**Q5)** Considering any one of the following industries, explain the 3 generic strategies of [13]

- a) low cost
- b) differentiation.
- c) focus.

Also bring out the strategic pitfalls of these 3 strategies.

Industry 1 : Civil Aviation (Passenger Airlines)

Industry 2 : White goods (T.V., Refrigerators, etc.)

*P.T.O.*

**Q6)** How has the internet & telecom revolution impacted the business models of the following firms? [13]

- a) Travel & Tourism companies.
- b) Book Publishers.
- c) Matrimonials.

**Q7) DIVERSIFICATION AT TATAS : “TREAT THE WORLD AS YOUR MARKET”** [18]

A dozen years ago, many believed that India’s Tata Group – the country’s oldest and largest conglomerate – was a bloated behemoth that would eventually go under. Instead, it has become a powerhouse in the 21<sup>st</sup> century, focusing on core businesses like steel and automobiles and seizing opportunities, including the hugely profitable outsourcing business, that came with India’s dramatic economic transformation.

A slew of recent acquisitions, including for Britain’s Tetley Tea and Boston’s Ritz Carlton Hotel, have thrust the Tata conglomerate – which comprises 98 companies and was largely unknown outside India until recently – into the global spotlight. A year ago (in 2007), Tata Steel Ltd. became the world’s sixth biggest steelmaker when it bought Britain - based Corus Group for \$13 billion. Then in January 2008, Tata Motors grabbed the world’s attention when it unveiled the planet’s cheapest car : a \$2,500 four - seater that could change the global auto industry. Surprising naysayers, the company also later successfully acquired Ford Motor’s Jaguar and Land Rover businesses in the UK.

“We have been thinking bigger than we have done in the past,” said Chairman Ratan N Tata, 70, in an interview at Bombay House, the group’s headquarters since 1926. “We have been bolder ... and we have been more aggressive in the marketplace.” In five years through March 2007, annual group sales more than doubled to \$29 billion, while market capitalization of its 27 listed companies increased six - fold to \$78 billion. The numbers do not include corus, whose sales totaled \$19 billion in 2006.

While recent rapid earnings growth at Tata Steel and Tata Motors has slowed, net profit at Tata Consultancy Services (TCS), India’s biggest outsourcing company, continues to rise. The globalization strategy will only get bigger, said the barrel-chested Tata. “We are at an early stage,” he said, “We are still feeling our way”.

The resurgence of the 140 - year - old Tata brand is as much a story of the country’s economic rise as it is about the success of the chairman, whose ascent to the top job in 1991 coincided with the beginning of India’s shift from a socialist - style state to a market economy. For decades after India’s

independence from Britain in 1947, the government fixed prices, imposed curbs on foreign goods and capital, brought draconian tax laws and set limits to what a company could produce. The restrictive regime stifled growth and bred corruption.

The Tata Group was hit harder than others because it strove to create a business culture that emphasized transparency and integrity. Tata executives are known for refusing to pay bribes, a widespread Indian practice and their lifestyles are mostly modest. Ratan Tata, a bachelor, lives in a beachfront Mumbai apartment and is driven to work in an inexpensive Tata sedan.

When Ratan took over the company from his gregarious uncle, J R D Tata, India's economy was starting to open up, but the Tata group was almost falling apart. Sales were sluggish and government controls had limited new investments. J R D's hands off approach had led to inflated egos and squabbling among top executives at the group's many companies. All of the 1980s was marred with speculation about who would succeed the ailing J R D.

Tata as a company was founded in 1868 when Jamsetji N Tata, a young trader from India's Parsi minority, set out to bring technology and money from around the world to establish India's first textile mill. The company went on to build the first steel plant, overcoming resistance of British colonial rulers, and later built the airline that eventually became the nation's flagship carrier – Air India. When Ratan became chairman, many heads of group companies had scant respect for him. He was a loner who had graduated from Cornell University with a bachelor's degree in architecture and had led a variety of Tata businesses far from the limelight. Unlike his uncle, Ratan took charge from the start. It took him years to clean up the mess from the power struggles, pushing out a generation of executives and jettisoning several peripheral businesses. At Tata Steel, tens of thousands of jobs were cut. Tata Motors built the first fully Indian - designed car, the Indica – a roomy hatchback rolled out in 1998.

Tata Consultancy Services meanwhile hired thousands to become a global power in outsourcing, doing back office work and software engineering for western firms. Just as the group's fortunes were reviving the Indian economy hit a slump, a slowdown aggravated in 2002 by new tensions with Pakistan.

That's when it became compelling for Tata to look overseas. The big change came five years ago at a company annual meeting where the chairman “exhorted us to go treat the world as the market”, recalls R Gopalakrishnan, an executive director at Tata Sons, the group's holding company. What followed was a massive push to acquire businesses abroad.

Nearly 30 overseas buyouts have since helped the group's international revenues

grow fourfold to \$11 billion and contributed more than a third to its total sales last year. Takeovers include the truck unit of South Korea's Daewoo Motors, Singapore's Natsteel and Thailand's Millennium Steel. The Indian giant is also snapping up mining rights in Africa and Asia. For all that, Ratan Tata insists he hasn't traded off the group's long cherished values. No Tata family members are among the country's growing list of billion aires because the family business is owned mostly by Tata - funded charitable trusts. A substantial portion of the group's income is channeled into various philanthropies that have helped build some of the country's finest institutions, including India's first cancer hospital. Tata companies are also known for offering worker benefits that are rare in India, including pension and child care allowances. Tata Steel hasn't seen a strike in the past 50 years. "The one thing I had always felt is that I wanted to go to bed at night saying I had not succumbed to the temptation of giving up the values and the ethics, that the group had been built on, just for short - term gains," Tata said.

Some experts believe the group is still too bloated. Tata concedes that he has "not been very successful" at pruning the number of companies and downsizing staff, which currently totals about 290,000. The big issue, however, is who will succeed Tata after he steps down. "The Tatas have been producing many things successfully except children," said Dwijendra Tripathy, a business historian who predicts Ratan Tata may stay on at least five more years. "It is only in the past two years that he has come into global limelight. It is human for him to be wanting to stay on for some more time, achieve some more milestones", he said.

Tata won't say when he plans to retire, but insists he is looking for a successor. That person "doesn't have to be a Tata, doesn't have to be from within the organization".

### **Questions**

- a) Is there a pattern in the apparent madness in international acquisitions by the Tatas? What does it indicate? Compare the growth pattern with those of two Ambani brothers.
- b) Are the Tatas embarking on a high - risk gamble by spreading too many resources thinly on too many projects?





Total No. of Questions : 7]

SEAT No. :

P532

[Total No. of Pages : 2

[4175] - 302

M.B.A. (Sem. - III)

**(302) : MANAGEMENT CONTROL SYSTEMS**

**(2008 Pattern)**

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

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

**Q1)** What are the differences in the nature of control in Service Industry and Manufacturing Industry? Explain management control system applied to banking organizations.

**Q2)** “Management control is the process through which manager influences other members of the organization to implement organizational strategies.” Explain with suitable example.

**Q3)** “A Sound Audit System strengthens management control.” Critically examine this statement in respect of Cost Audit and Management Audit.

**Q4)** What do you understand by Goal Congruence? Give suitable example and explain problem of Goal Congruence faced by multidivisional companies at different levels.

**Q5)** What do you understand by Responsibility Centre? Describe various types of Responsibility Centres giving relevant examples.

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

- a) Profit sharing.
- b) Internal Audit.
- c) Zero Based Budget.
- d) Functions of controller.

**P.T.O.**

**Q7)** The expected cash flows of a project are as follows :

Year	Cash flow
0	-1,00,000
1	20,000
2	30,000
3	40,000
4	50,000
5	30,000

The cost of capital is 12 percent. Calculate the following :

- a) net present value,
- b) internal rate of return,
- c) payback period



Total No. of Questions : 7]

SEAT No. :

P533

[Total No. of Pages : 1

[4175] - 303

M.B.A. (Sem. - III)

MARKETING MANAGEMENT SPECIALISATION - I

303A : Marketing Research

(2008 Pattern)

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates:-

- 1) Attempt any 5 (Five) questions.
- 2) All questions carry equal marks.
- 3) Use of electronic calculator is permitted.

Q1) Marketing research is not just Consumer Survey. Discuss in the light of scope of marketing research.

Q2) Suggest appropriate sources of secondary data for identifying target segments for the following products

- a) Digital camera
- b) Chewing gum

Q3) Write short note (any two)

[2 × 7 = 14]

- a) Cool hunting.
- b) Viral marketing research.
- c) Mystery shopping.

Q4) Discuss the advantages and limitations of syndicated services?

Q5) Design a questionnaire to collect the data regarding perception of the architect's about the demand for eco - friendly devellings in an urban city.

Q6) Following table shows the data regarding owning a L.C.D. T.V. and watching I.C.C. World cup semi final. Use Chi - Square test, to test whether owning of L.C.D. T.V. is related to watching of the semi final match. (Given the critical value of Chi Square for  $\downarrow$  df, 5% level of significance is 3.841)

No. of house holds	Watched semi final		Total
	Yes	No	
Having L.C.D. T.V.	50	50	100
Not having L.C.D. T.V.	30	70	100
Total	80	120	200

Q7) Describe different methods of collecting qualitative data



Total No. of Questions : 8]

SEAT No. :

P534

[Total No. of Pages : 3

[4175] - 304

M.B.A.

FINANCIAL MANAGEMENT SPECIALISATION - I

(303 B) : Advanced Financial Management

(2008 Pattern) (Sem. - III)

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

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

**Q1)** How should working capital and sunk costs be treated in analyzing investment opportunities? Explain with suitable examples. [10]

**SECTION - I**

**Q2)** As per AS – 13 Accounting for Investments, explain the following : [12]

- a) Types of investments and its cost and accounting.
- b) Carrying amount of investments.
- c) Disclosure requirements.

**Q3)** Write short notes on : [12]

- a) Project Internal Rate of Return (IRR).
- b) Net income Approach of capital Structure.
- c) Tandon committee / Chore Committee Recommendations on working capital.

**Q4)** What is Economic Value Added (EVA) and how it is calculated? On what factors EVA changes? [12]

*P.T.O.*

## SECTION - II

**Q5)** Examine the partial statement of changes shown below, as taken from the annual report of J. Industries :-

Statement of changes in financial position for the year ended December 31, 2010.

Sources :-	Rs.	Rs.
Net income from income statement	3,000	
Depreciation	7,000	
Accounts receivable decrease	6,000	
Inventory increase	(9000)	
Account payable increase	2000	
	9,000	
New 3 - year note payable		10,000
Cost of land sold at loss of Rs. 4000		24,000
Change in funds		8,000
Total		51,000
Uses of funds		
Payment of dividends		9,000
Repayment of mortgage		30,000
Purchase of new equipment		12,000
Total		51,000

Required :-

- a) What is the definition of funds? Explain.
- b) Did fund increase or decrease and by how much?
- c) What was the company's main source of funds?
- d) What amount of funds was actually provided by operations? Explain how funds from operations can be so much greater than net income?
- e) Does the statement indicate that current assets are becoming more or less liquid? Explain.
- f) What was the company's main use of funds?
- g) Does the statement indicate the presence of potential problems for the company? Explain.

**[12]**

- Q6)** A company is considering two mutually exclusive projects X and Y. Project X costs Rs. 30,000 and Project Y Rs. 36,000. The probability distribution of two projects' NPVs are given below : [12]

Project X		Project Y	
NPV Rs.	Probability	NPV Rs.	Probability
3,000	0.1	3,000	0.2
6,000	0.4	6,000	0.3
12,000	0.4	12,000	0.3
15,000	0.1	15,000	0.2

Calculate the expected value, the standard deviation and the coefficient of variation for each project. Which of these mutually exclusive projects do you prefer and why?

- Q7)** A proforma cost sheet of a company provides the following data : [12]

Costs(per unit)	Rs.
Raw material	40
Direct labour	15
Overheads	<u>30</u>
Total cost (per unit)	85
Profit	<u>15</u>
Selling price	<u>100</u>

The following is the additional information available :

Average raw material in stock : one month; average works in process : half a month ., Finished goods in stock, on average one month.

Credit allowed by suppliers – one month ; credit allowed to debtors – 2 months. Time lag in payment of wages – 1½ weeks; overheads – one month. One fourth of sales are on cash basis. Cash balance is expected to be Rs. 1,80,000.

You are required to prepare a statement showing the working capital needed to finance a level of activity of 1,04,000 units of output. You may assume that production is carried on evenly throughout the year and wages and overheads accrue.

- Q8)** S Ltd is a fast growing manufacturing firm. It earns above industry return on its investment. It has been earning a rate in excess of 25 percent on its investments in the past and has good prospects of earnings at the same rate in future as well. S Ltd has been following a dividend policy of paying 70 percent of the earnings to shareholders and retaining 30 percent. The dividend policy is justified on the grounds that the sole objective of a company is to pay dividends and that dividends have a positive impact upon the price of the share. If most of the company's shareholders are young wealthy persons in high tax brackets, is the current dividend policy of the company justified. [12]



Total No. of Questions : 7]

SEAT No. :

P535

[Total No. of Pages : 2

[4175] - 305

M.B.A.

COMPUTER MANAGEMENT SPECIALISATION - I

303 C : Software Engineering

(2008 Pattern) (Sem. - III)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:-

- 1) Question Number 1 and 7 are compulsory.
- 2) Attempt any four questions from the remaining.
- 3) Write down the assumptions clearly. (if any)

**Q1)** ABC auto Ltd. procures material against a purchase requisition received from stores. The material is supplied against a purchase order prepared by the purchase department. Received material is recorded in GRN and sent to the inspection department for acceptance. Based on the acceptance report, the stocks are updated. GRN is further sent to the purchase department for processing supplier bill. [15]

Draw the following :

- a) E.R. diagram.
- b) Context level DFD.
- c) Report layouts (any two)

**Q2)** Explain RAD model, also explain the advantages and disadvantages. [10]

**Q3)** Explain Normalization with the help of a suitable example. [10]

**Q4)** Draw decision table for the performance appraisal of employees. [10]

- If his / her performance is average and attendance is more than 70% then increment is given.
- If his / her performance is poor then no increment is given.
- If his / her performance is good and attendance is more than 70% then promotion are given.
- If his / her performance is excellent and attendance is more than 70% then promotion is given.
- If his / her performance is good and attendance is less than 70% then increment is given.
- If his / her performance is excellent and attendance is less than 70% then two increments are given.

P.T.O.

**Q5)** Explain the importance of systems design in system development life cycle.[10]

**Q6)** Define system. Explain the different types of systems. [10]

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

- a) Types of data processing techniques.
- b) Data dictionary.
- c) Object oriented approach.
- d) CASE Tools.





Total No. of Questions : 5 + 1 Case]

**P553**

SEAT No. :

[Total No. of Pages : 4

**[4175] - 402**

**M.B.A.**

**402 : INTERNATIONAL BUSINESS MANAGEMENT  
(2008 Pattern) (Sem. - 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)* Adam Smith's theory of absolute cost advantage and Recardo's theory of comparative cost advantage has enhanced international business. Explain . What assumptions have been made in the theory of comparative cost advantage?
- Q2)* Explain the trade barriers. What are the different type of Tariff and Non-Tariff barriers.
- Q3)* What are the ethical issues an international manager has to consider in an international business?
- Q4)* Explain the globalization of market. Analyse the steps taken by Indian Government to globalize the economy.
- Q5)* Short notes attempt any three :
- a) Type of L/C's.
  - b) Contractual mode of entry.
  - c) Global sourcing its impact on Indian industry.
  - d) NAFTA.
  - e) Product life cycle.

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

## SECTION - II

### Case Study

#### **ARTOS INDUSTRIES LIMITED**

Artos Soft Drinks Limited, Ramachandrapuram was one of the leading soft drinks industrial unit during 1960s in Andhra Pradesh. In fact, the variety of soft drinks available in the market were a few. The market in Andhra Pradesh was rather unorganised during 1960s. The transport facilities and other infrastructural facilities for marketing soft drinks were not developed. The culture of the customers was not in favour of consumption of soft drinks. In fact consumption of soft drinks was a luxurious item for most of the consumers during this period in the region. Strategic themes of the company during this period include:

- Develop its brand as a major brand with market leadership.
- Sophisticated, yet efficient, operating systems.
- Create the awareness among consumers about soft drink consumption.

The company could implement the first strategy. It could become the leader in the area through its niche strategy with a few followers. The company's closest competitor was M/s Raju Soft Drinks Company, Vijayawada. This company could not perform well in the market due to low demand and as such offered a merger proposal with Artos Soft Drinks Limited in 1971. The management of Artos Soft Drinks Limited accepted the proposal and executed the merger in 1972. The new company's product range include:

- Artos Orange
- Artos Lemon
- Artos Grape and
- Artos Pineapple

The company's capital went up from Rs. 1 lakh to Rs. 50 lakhs, the sales increased from Rs. 15 lakhs to Rs. 10 crores per year during the period between 1960 and 1975.

The return on investment has gone up from 18 percent to 24 per cent during the period. Company also expanded its market to the neighbouring states during the period 1972 to 1975. During this period, environment was favourable to the company due to the economic growth, population growth, increased awareness of the soft drink consumption and the like.

Moreover, the environment was marked by the negligible competition in the soft drink industry.

The new brands of soft drinks like Gold Spot (orange flavour), Limca (Lemon flavour),

Kismet (pineapple flavour) were introduced in 1976 in different sizes,

attractive bottles and attractive flavour. Added to this, these new brands were advertised extensively. The high income bracket customers, who generally consume soft drinks frequently, shifted their loyalty to the new brands. The new company offered concessional price for bulk purchases for marriages and other functions. These factors created threats to Artos Soft Drink Limited. The company's sales declined year by year and reached the lowest level of Rs. 2 lakhs during 1980. The cost of sales was more than the sales revenue. The company was unable to pay even the salaries of its employees during 1980.

The management called for a meeting of its board of directors to decide upon the future strategy of the company. The board of directors considered several alternative strategies including:

- Conversion of soft drink manufacturing plant into beer manufacturing plant with additional investment.
- Turnaround the existing company
- Divesting the present company as it is
- Merge with the new company.

The board of directors, after considering SWOT analysis of each of the above strategies, selected the strategy of converting the existing plant and facilities to produce beer as the competition in beer industry was significantly less. The company mobilised the additional capital through loans and advances from the banks and the board of directors.

The process of conversion was completed in 1982. The company changed its name as Artos Industries Limited in 1982.

The company followed the strategy of penetration pricing policy for the Artos Beer and advertised about the product extensively. The favourable marketing and environmental conditions and the companies strategies helped it to revive the company's financial position by 1988, The company could generate surplus cash reserves by 1989.

The company, after the failure of its soft drinks products, was of the opinion that, it should have more than one type of business in its portfolio. The present cash surplus position of the company enabled the board of directors to plan about a new business in its portfolio. The board of directors met in April 1989 and discussed about the different portfolios including related and unrelated businesses.

Sri Ram Textiles, a loss-making company, offered itself for merger with Artos Industries. In fact, Sri Ram Textiles communicated the same offer to several profit-making and cash surplus companies in early 1989. The board of directors of Artos Limited discussed the offer and decided to accept it in June 1989. Sri Ram Textiles was merged with the Artos Industries in September 1989. The shareholders of Sri Ram Textiles were given one

equity share in Artos Industries Limited of Rs.10 fully paid for every three shares of Rs.10 fully paid held by them in Sri Ram Textiles.

The management of Artos Industries invested all their cash surplus and turned around their textiles business. The textile business introduced a number of changes including new designs, improving the quality, extensive advertising and reducing the prices. These strategies of the company had started producing the results in the form of increase in sales, gross profit and net profit since 1991.

The competition in beer business started intensifying from the year 1990. It reached its peak level in 1995. Artos industries had been affected severely by the mounting competition. The company's beer unit's sales declined drastically by 1995. Operating expenses were in excess of sales revenue. The company's management could not estimate the situation and also could not come out of the shock. However, the management called for an urgent meeting of the board of directors to discuss the issue and formulate the future strategies.

#### **Strategic Options Available :**

The strategic options to the board of directors were:

- i) Harvesting the assets of the beer business;
- ii) Turnaround the beer business by investing additional finances generated by the textile unit;
- iii) Merging the beer unit with the competitor's units; and
- iv) Firing the chief executive of the beer unit and appointing the new chief executive

#### **Questions;**

- 1) What went wrong with the organization?
- 2) What strategic option you suggest and why?



Total No. of Questions : 8]

**P554**

SEAT No. :

[Total No. of Pages : 1

**[4175] - 403**

**M.B.A.**

**403 : CURRENT TRENDS IN MANAGEMENT**

**(2008 Pattern) (Sem. - IV)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** How is knowledge management architecture important for its implementation? Write the process of knowledge management.

**Q2)** “Six sigma is the highest standard for quality yet to be achieved by Indian Industry” Analyse.

**Q3)** “Organisations can spread themselves through Mergers and Acquisitions”. Illustrate the statement from strategic aspect.

**Q4)** Indian advantage in IT enabled services may not last long. Do you agree? Explain.

**Q5)** How has work environment at job floor been changed by implementation of world class manufacturing?

**Q6)** How Satyam fiasco has highlighted the need for corporate governance? Analyse current situation of corporate governance in Indian Industry.

**Q7)** Write short notes on any two of the following :

- a) Evolution of KPO.
- b) TPM & TQM.
- c) CSR.

**Q8)** Differentiate between implicit and explicit knowledge assets.



Total No. of Questions : 7]

SEAT No. :

**P555**

[Total No. of Pages : 1

**[4175] - 404**

**M.B.A.**

**MARKETING MANAGEMENT SPECIALIZATION**

**404 A : Services Marketing**

**(2008 Pattern) (Sem. - 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 services. **[14]**

**Q2)** Explain

- a) PZB-GAPs model. **[7]**
- b) SERVQUAL model. **[7]**

**Q3)** Explain the promotion mix of services. **[14]**

**Q4)** Considering the Intangible nature of services explain the concept of 'Tangibilizing the Intangible'. **[14]**

**Q5)** What are the main approaches adopted while pricing the services. Explain the factors affecting pricing decision of services. **[14]**

**Q6)** a) Compare goods and services. **[7]**  
b) Explain 'Goods-Services Continuum'. **[7]**

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

- a) Service positioning.
- b) E-Services.
- c) Service life-cycle.
- d) Waiting time management.



Total No. of Questions : 6]

**P556**

SEAT No. :

[Total No. of Pages : 1

**[4175] - 405**  
**M.B.A. (Sem. - IV)**  
**FINANCIAL MANAGEMENT SPECIALIZATION**  
**404 B : Indirect Taxation**  
**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** a) When liability for Excise Duty arises?

b) When dealer is liable to pay VAT?

**Q2)** Define following :

- a) Job workers (under cExcise).
- b) Excisable Goods (\_\_\_\_,,\_\_\_\_)
- c) Non Resident Dealer (under VAT).
- d) Place of Business (\_\_\_\_,,\_\_\_\_).

**Q3)** Explain procedure for Registration under VAT & also explain procedure for cancelation of Registration under VAT.

**Q4)** What do you mean by Tariff value? State provisions of Valuation of Goods under Excise Duty Act.

**Q5)** Explain w.r.to Service Tax

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

**Q6)** Explain provisions of classification of goods under VAT. Also State Excise Audit Provisions applicable to Traders & manufacturers.



Total No. of Questions : 6]

**P557**

SEAT No. :

[Total No. of Pages : 1

**[4175] - 406**  
**M.B.A. (Sem. - IV)**  
**COMPUTER MANAGEMENT SPECIALIZATION**  
**(404 C) : Emerging Trends in IT**  
**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *Question No. 6 is compulsory.*
- 2) *Attempt any four from remaining.*

*Q1)* A XYZ company has decided to start BPO. As a consultant prepare brief proposal comprising functioning, ethics & disaster recovery management.

[15]

*Q2)* What is e-logistics? Explain supply chain management.

[15]

*Q3)* What is knowledge management? Explain the architecture of knowledge management.

[15]

*Q4)* What is e-learning? Explain various model of E-learning.

[15]

*Q5)* What is e-governance? Explain various strategies and tactics for implementation of e-governance.

[15]

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

[10]

- a) Digital signature.
- b) Network security.
- c) ECS.
- d) GPS.





Total No. of Questions : 7]

**P558**

SEAT No. :

[Total No. of Pages : 1

**[4175] - 407**  
**M.B.A. (Sem. - IV)**  
**PRODUCTION & MATERIALS MANAGEMENT**  
**SPECIALIZATION**  
**(404 D) : Operations Strategy**  
**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

*Q1)* What do you understand by flexibility-cost trade off in operations strategy?

*Q2)* Explain how the role of operations has evolved in the organizational chart and has assumed strategic importance. What according to you will be the strategic role of Operations Management in 2020?

*Q3)* What is the linkage between product choices and process choices in an organization?

*Q4)* From an operations perspective, how are core competence and distinctive capabilities related to operations strategy.

*Q5)* Explain the importance of six sigma in the context of process capability.

*Q6)* Write a detailed note on Technology strategy.

*Q7)* Explain in brief (Any Two) :

- a) Link between Traditional accounting and financial perspectives and operations strategy.
- b) Link between stake holders & operations strategy.
- c) CIM.



Total No. of Questions : 7]

**P559**

SEAT No. :

[Total No. of Pages : 1

**[4175] - 408**

**M.B.A.**

**HRM SPECIALIZATION**

**404 E : Labour Welfare**

**(2008 Pattern) (Sem. - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question No. 1 is Compulsory.*
- 2) *Attempt any three from the remaining.*
- 3) *Figures to the right indicate full marks.*

**Q1)** a) Define Labour Welfare. Discuss the theories of Labour Welfare. [15]  
b) Explain the scope and objectives of Labour Welfare. [10]

**Q2)** What is the role of Labour Welfare officer? What is the Qualification of a Labour Welfare officer under Maharashtra Welfare Officer Rules - 1966.[15]

**Q3)** What are the various non-statutory welfare amenities extended to workers? What could be the role of union in this behalf? [15]

**Q4)** What is workers participation in management? Explain its various forms with their merits and demerits. [15]

**Q5)** Discuss the objectives of ILO. Explain the structure and functions of ILO.[15]

**Q6)** Discuss the impact of industrialization on physical and mental health of employees. [15]

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

- a) Industrial pollution and workers health.
- b) Ethics and Welfare.
- c) Mental Health.
- d) Corporate Social Responsibility.
- e) Social Security.



Total No. of Questions : 7]

SEAT No. :

**P560**

[Total No. of Pages : 1

[4175] - 409

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

**INTERNATIONAL BUSINESS SPECIALIZATION**

**(404 F) : International Business Operations**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

*Q1)* Elaborate factors to be considered for facility location and layout in international business.

*Q2)* What are the different strategic alliances that can be formed?

*Q3)* Discuss the role of planning in international operations and how it differs from home country planning.

*Q4)* Give the significance of International Logistics.

*Q5)* Discuss the concept of out sourcing in international business.

*Q6)* Explain the concept of transfer of technology in international business.

*Q7)* Write short note on (any two) :

- |                |                   |
|----------------|-------------------|
| a) Factory Act | b) Joint Venture. |
| c) Toyota Way  | d) Bench marking. |



Total No. of Questions : 7]

SEAT No. :

P566

[Total No. of Pages : 2

[4175] - 417

M.B.A.

FINANCIAL MANAGEMENT SPECIALIZATION - VI

(406 B) : Strategic Financial Management

(2008 Pattern) (Sem. - IV)

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

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

**Q1)** Describe strategic Financial Management, with reference to current business scenario. Give the reasons for managing business financially.

**Q2)** Explain 'VRS' and discuss its financial implications.

**Q3)** What is 'Brand Valuation'? Explain any two methods of brand valuation.

**Q4)** Describe in detail various approaches to supply cost management.

**Q5)** Write short notes on : (any -2)

- a) Innovative sources of finance.
- b) Nine 'S' Model.
- c) Ethical Dilemma faced by Financial Managers.

**Q6)** Mr. Wagh is normally paid following wages

- |                    |   |                                 |
|--------------------|---|---------------------------------|
| Basic pay          | - | Rs. 20 per hour.                |
| Dearness Allowance | - | Rs. 10 Per hour.                |
| Overtime Wages     | - | Rs. 40 Per hour.                |
| Productive Bonus   | - | Rs. 10 per extra unit produced. |
| Weekly Bonus       | - | Rs. 10.                         |

He is entitled to one weekly paid holiday (Basic + D.A.). He should work 8 hours per day and six days per week. He is expected give 1 unit of product in 2 hours, as per the normal productivity norm.

In actual fact he worked for 56 hours and gave an output of 30 units during the last week.

- a) Calculate normal wage per unit.
- b) Normal wage with overtime wage cost per unit.
- c) Normal wage with productive bonus.

*P.T.O.*

*Q7)* Khan Ltd. was purchasing its raw material from one supplier for the last 10 years. Who was supplying them at Rs. 500.00 per kg. Mr. Mangesh Diwan the purchase manager decided to search for other supplier 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 his decision was rational.



Total No. of Questions : 6]

SEAT No. :

**P567**

[Total No. of Pages : 1

**[4175] - 418**

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

**COMPUTER MANAGEMENT SPECIALIZATION - VI**

**(406 - C) : Business Applications**

**(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 your assumptions clearly.*

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

- a) Context level diagram.
- b) Entity relationship diagram.
- c) Purchase order layout.
- d) Table layout.

**Q2)** Discuss importance of leave accounting with the help of suitable report layout. **[10]**

**Q3)** Explain various ratio and expense analysis. **[10]**

**Q4)** Explain sales budgeting in detail. **[10]**

**Q5)** Explain procedure of billing in hospital management system. **[10]**

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

- a) Inventory of food items in hotel
- b) Income tax calculations and reporting.
- c) Bill of material.
- d) Fixed deposits.
- e) Stock accounting.
- f) Production planning.



Total No. of Questions : 6 + 1 Case]

SEAT No. :

P486

[Total No. of Pages : 4

[4175]-31

M.B.A.

**301 : BUSINESS POLICY & STRATEGIC MANAGEMENT  
(2005 Pattern) (Sem. - III)**

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *Question 7: Case Study is compulsory and it carries 18 marks.*
- 2) *Attempt any 4 questions from questions 1 to 6. Each question carries 13 marks.*

**Q1)** Explain concept of strategic management & their characteristics in detail.[13]

**Q2)** “An organization cannot exist if it does not define vision, mission, purpose, objectives & goals of business”. Do you agree with the statement? Justify your answer. [13]

**Q3)** Discuss any two of the following with an appropriate block diagrams, in the context of strategic management [13]

- a) Porter’s five forces model of competition.
- b) Mc Kinsey’s 7’s Framework.
- c) GE 3 Cell model.

**Q4)** Elaborate various issues an organization encounters while implementing the strategy. [13]

**Q5)** What is meant by strategic evaluation & control? Why they are necessary?[13]

**Q6)** Write notes on any two of the following : [13]

- a) Internet strategies for traditional businesses.
- b) Organizational Capability Profile.
- c) Synergy & Dysergy

*P.T.O.*

## **INCORPORATING CORPORATE SOCIAL RESPONSIBILITY INTO STRATEGY AT THE TATA GROUP\***

‘In a free enterprise, the community is not just another stakeholder in business, but is in fact, the very purpose of its existence’. This is a statement of the founder of the Tata group of companies, Jamsetji N Tata. The thinking behind the statement probably drives the corporate social responsibility initiatives at the Tata group of companies.

The Tata group describes itself as ‘India’s oldest, largest and most respected business conglomerates’ a depiction that seems to be quite justified. The group’s businesses operate globally through 98 companies—27 of them publicly-listed—in seven business sectors. There are nearly 2,90,000 employees working in these companies that have about 3 million shareholders. The group’s turnover in 2006-2007 was about Rs. 1,30,000 crore.

There are five core values that guide the Tata group’s business decisions: integrity, understanding, excellence, unity and responsibility. The value of integrity means conducting business fairly, honestly and with transparency. Understanding involves caring, showing respect, compassion and humanity for colleagues, customers and community. Excellence denotes striving constantly to achieve high standards in work and quality. Unity implies, building strong relationships with colleagues, customers and business partners. Responsibility signifies giving back to the community and society.

The tradition of CSR is embedded in the history of the Tata group. The J.N. Tata Endowment Scheme was established in 1892. Over the years, individual family members have created a constellation of trusts and endowments that contribute to a wide range of CSR activities. In the words of J.J. Irani, ex-managing director of Tata Steel: ‘Some people consider social responsibility as an additional cost; we don’t. We see it as part of an essential cost of business, as much as land, power, raw materials and employees. This is seen in the quantum of funding that is channelled into CSR. The Tata group contributes nearly 30 per cent of its profit after tax, which is an unusually high figure, when other companies or business groups may take pride in putting in just one per cent of profits into CSR. The high social investment come from the Tata trusts that have a controlling interest in the holding company, Tata Sons. This ensures that the dividends paid out are directed to CSR, making the Tata group companies unique in ensuring that personal wealth is converted into social capital.



The Tata group has created a formal structure to direct CSR activities. The Tata Council for Community initiatives is a centralised agency consisting of the Tata companies' CEOs, charged with the responsibility of directing and coordinating the CSR activities across the group. It is headed by a member of the group corporate centre, one of the two top governance bodies, the other being the group executive office. This is an indication of the high priority accorded by the Tata group to CSR. In order to create accountability, the Tata group has a distinctive evaluation system called the Tata Index for Sustainable Human Development. The Index is a set of guidelines for Tata companies looking to fulfil their social responsibilities. In the words of Anant G. Nadkarni, vice president, group corporate sustainability, 'We have adopted a business model to drive social responsibility efforts within the group because that way, you ensure a huge network. The Index helps structure our efforts and quantify their effect on the communities and people they are aimed at.'

Of significance is the fact that the Tata Index for Sustainable Human Development is built around the Tata Business Excellence Model that drives business decisions of the group companies. One of the several areas of business performance in the model is of governance and social responsibility, indicating the strategic priority given to this issue by the Tata group. Typically, business organisations have considered social responsibility as far removed from their mainline business activities. Not so at the Tata group where CSR is a key element in the business model. It is the responsibility of every company in the group to make CSR a component of its strategic plan.

Despite having a centralised network and structural arrangements, the individual Tata companies are autonomous to choose whatever CSR initiatives suit the requirements of the communities they work with. The strategy that each company evolves is required to be focussed on the needs of the communities in which the company works in. There is a conscious effort to match the strengths and competencies of the company to the developmental needs of the communities being served. Thus, the company is left free to determine the scope of its CSR initiatives, be it in the area of arts and culture, civic amenities, education, environment, health or infrastructure. For instance, the Tata Steel Rural Development Society works at Tata Steel for the rural communities around the operational units, while the Tata Chemicals Society for Rural Development does similar work for Tata Chemicals. Voltas for Women is an exclusively female society consisting of female employees and wives of employees, who work on health and education issues for women. The Tata family trusts consist of the Sir Dorabji Trust and Sir Ratan Tata Trust besides the J.N. Tata Endowment. Some of the prominent Tata-funded institutions are the Indian Institute of Science, Tata Institute for Fundamental Research and Tata Institute of Social Sciences

## Questions

1. Collect evidence from the case to support the argument that social responsiveness at the Tata group is closely aligned with its strategic management.
2. How would you respond to a critic who says that the Tata group engages in CSR activities to enhance the reputation of the Tata brand and thereby, benefit economically from its social responsibility initiatives?



Total No. of Questions : 7]

SEAT No. :

P487

[Total No. of Pages : 2

[4175]-32

M.B.A. (Sem. - III)

302: MANAGEMENT CONTROL SYSTEMS (MCS)

(2005 Pattern)

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *Question No. 7 is compulsory.*
- 2) *Attempt any 4 questions from remaining.*
- 3) *All questions carry equal marks.*

**Q1)** Describe the meaning and concept of Management Control Systems. Explain the process of MCS in detail.

**Q2)** Distinguish clearly between Strategic Planning, Management Control and Operational control with suitable examples.

**Q3)** Explain the concept of Responsibility Centre. State and explain the various types of Responsibility Centres with relevant examples.

**Q4)** Discuss MCS in Service organisation and Manufacturing organisation. Give suitable examples.

**Q5)** “The Balanced Score land strikes a balance between different perspectives while translating organisation’s mission and strategy into operational objectives and performance measures”. Discuss and bring out the cause and effect relationship among performance measures.

**Q6)** Write Short Notes (Any Three) :

- a) Goal Congruence.
- b) Bench Marking.
- c) EVA.
- d) Financial Audit Vs Management Audit.

*P.T.O.*

**Q7)** ABC Ltd. is a multidivision integrated company. Division 'A' of the company manufactures product 'X' that is sold to Div. 'B' which further processes it to manufacturing product 'Y'. The division 'B' sells product 'Y' to division 'C' that further processes to manufacture final product 'Z'.

The company follows the principle of transfer pricing for fixing transfer price at standard cost plus 20% return on inventory and fixed assets.

Calculate the transfer price of products 'x' and 'y' and standard cost of product 'z' with the help of the following available information;

Std. cost per unit	Product 'X'	Product 'Y'	Product 'Z'
Direct Material cost	Rs. 60	Rs. 90	Rs. 30
Direct Labour cost	Rs. 30	Rs. 30	Rs. 40
Variable Overheads	Rs. 30	Rs. 30	Rs. 40
Fixed Overheads	Rs. 30	Rs. 40	Rs. 10

Additional information :

Item	Div. A	Div. B	Div. C
Standard Output (units)	10000	10000	10000
Average Inventory (Rs.)	250	300	350
Net Fixed Assets (Rs.)	500	600	400

\*\*\*

Total No. of Questions : 4]

SEAT No. :

P488

[Total No. of Pages : 2

[4175]-33

M.B.A.

MARKETING MANAGEMENT SPECIALISATION

(303A) : Marketing Research

(2005 Pattern) (Sem. - III) (Elective - I)

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *Attempt all questions.*
- 2) *Figures to the right indicate full marks.*
- 3) *Use of non-programmable electronic calculators allowed.*

**Q1)** Explain the concept of Marketing Decision Support System. What are its different components? **[15]**

**Q2)** Why are questionnaires popular tools of data collection? What are the drawbacks of using questionnaires as tools for data collection? Explain with examples. **[15]**

- a) Open ended questions.
- b) Close ended questions.
- c) Leading questions.

OR

A hotel management is interested in determining the percentage of hotel's guests who stay for more than 2 days. The reservation manager wants to be 95 per cent confident that the percentage has been estimated to be within  $\pm 3\%$  of the true value. What is the most conservative sample size? Given :  $Z = 1.96$  (as per table of area under normal curve for the given confidence level 95%  $P = 0.5$ ).

**Q3)** The Hindustan Solar Energy Centre, located in Maharashtra is one of the largest renewable energy research centers of the country. It was created to advance the research, development and analysis of solar technology. The center has highly qualified multidisciplinary professional staff with comprehensive facilities for research.

*P.T.O.*

The center was asked by the local administration if it could conduct a survey to obtain information from owners of various solar energy devices concerning the amount spent in 2006 on such devices per household and the percentage of people who were satisfied with these devices. The local MLA would like to use this information to evaluate the current state Energy Program. He would also like to formulate new policy directions for the state for effective utilization of solar energy.

The center has warranty cards of the solar devices which are installed by local companies for use by individual household. The information from these card is entered into the computer data base of the center. If you have to initiate the study –

- a) Define the population from which the sample is to be drawn.
- b) Formulate the objectives for the study.
- c) Based on your objectives suggest the appropriate sampling plan.

[6 + 7 + 7]

**Q4)** Write short notes on (any four) :

[20]

- a) Discriminant analysis.
- b) Constituents of a good report.
- c) Primary and Secondary data.
- d) Probability and non probability sampling.
- e) Viewership surveys.



Total No. of Questions : 8]

SEAT No. :

P489

[Total No. of Pages : 3

[4175]-34

M.B.A.

FINANCE SPECIALIZATION

303 B : Advanced Financial Management  
(2005 Pattern) (Sem. - III) (Elective - I)

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** What is the purpose of the statement of changes in financial position? How does it differ from a balance sheet or income statement. [10]

**SECTION - I**

**Q2)** What is the importance of ratio analysis? Briefly discuss the importance of the following accounting ratios:

- a) Liquidity ratio.
- b) Debt-equity ratio.
- c) Stock-turnover rate. [15]

**Q3)** What is meant by discounted cash flow methods? Name two capital budgeting methods that are based on discounted cash flows. [15]

**Q4)** Write short notes on (any three) : [3 × 5]

- a) Cost of capital.
- b) GDR/ADR.
- c) Commercial paper.
- d) Credit rating.

**Q5)** What is meant by a firm's credit terms? What are the expected effects of  
(a) a decrease in firm's cash discount and  
(b) a decrease in the credit period? [15]

*P.T.O.*

## SECTION - II

**Q6)** Following are account balances of S Company, which reported Rs. 10,000 of net income for the year ended June 30, 2010.

	2009 Rs.	2010 Rs.
Cash	72,000	55,000
Accounts receivable	53,000	60,000
Equipment	590,000	540,000
Accumulated depreciation	<u>(115,000)</u>	<u>(105,000)</u>
Total Assets	<u>600,000</u>	<u>550,000</u>
Accounts payable	60,000	78,000
Long-term debt	200,000	172,000
Capital	<u>340,000</u>	<u>300,000</u>
Total equities	<u>600,000</u>	<u>550,000</u>

During the fiscal year, the owner withdrew Rs. 60,000 from the business. Required : Set up working papers for the preparation of changes in financial position with funds defined as working capital and complete the working papers. **[15]**

**Q7)** A firm is considering a two mutually exclusive projects. Project X and Project Y the details are as follows :

Year	Project X	Project Y
	Cash Flows Rs.	Cash Flows Rs.
0	(250,000)	(100,000)
1	90,000	45,000
2	90,000	45,000
3	90,000	45,000
4	90,000	45,000
5	90,000	45,000

The company uses a target rate of return of 20 per cent for evaluating investment proposals.

Required :

- a) Compute the net present value for each machine.
  - b) Compute the profitability index for each machine.
- Give your opinion as to what project is to be selected. **[15]**



**Q8)** A proforma cost sheet of a company provides the following data :

Costs (per unit)	Rs.
Raw material	40
Direct labour	15
Overheads	<u>30</u>
Total cost (per unit)	85
Profit	<u>15</u>
Selling price	<u>100</u>

The following is the additional information available :

Average raw material in stock: one month; average work in process : half a month. Finished goods in stock, on average one month.

Credit allowed by suppliers – one month; credit allowed to debtors – 2 months. Time lag in payment of wages – 1½ weeks; overheads – one month. One fourth of sales are on cash basis. Cash balance is expected to be Rs. 185,000.

You are required to prepare a statement showing the working capital needed to finance a level of activity of 78,000 units of output. You may assume that production is carried on evenly throughout the year and wages and overheads accrue. **[15]**



Total No. of Questions : 7]

SEAT No. :

P490

[Total No. of Pages : 1

[4175]-36

M.B.A.

**PRODUCTION AND MATERIAL SPECIALISATION**

**(303-D) : Supply Chain & Logistics Management**

**(2005 Pattern) (Sem. - III) (Elective - I)**

*Time :3 Hours]*

*[Max. Marks :60*

*Instructions to the candidates:*

- 1) *Attempt any 4 questions.*
- 2) *All questions carry equal marks.*

- Q1)** Explain the concept of Logistics and discuss its significance in the context of a manufacturer of kitchen appliances.
- Q2)** Discuss with examples the merits and demerits of various Transportation Alternatives - Railway, Road, Air, Waterways and Pipe Lines.
- Q3)** What are the various factors to be considered in Distribution Network Planning.
- Q4)** Explain the Concept of Intra and Inter Organization Supply Chains.
- Q5)** What is the role of Freight and Insurance in Logistics.
- Q6)** What is the connect between supply chain and corporate strategy.
- Q7)** Write short notes on (any two) :
- a) Role of computer and IT in supply chain.
  - b) State and Central Warehouse Acts.
  - c) Bottlenecks and remedies in Supply Chains.



Total No. of Questions : 7]

SEAT No. :

P491

[Total No. of Pages : 1

[4175]-37

M.B.A.

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

303E : Labour Laws - I

(2005 Pattern) ( Sem. - III) (Elective - I)

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

*Q1)* Explain definition of Factory and Health related provisions under Factories Act.

*Q2)* Explain definition of Industry under I.D. Act. What is triple test.

*Q3)* Explain unfair labour practices by management under MRTU and PULP Act.

*Q4)* Explain in detail Eligibility and payment of Gratuity.

*Q5)* Explain any seven deductions under payment of Wage Act, 1936.

*Q6)* Explain salient features of workmen's compensation Act 1923.

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

- a) Occupier under Factories Act.
- b) Closure and Lockout.
- c) Forfeiture of Gratuity.
- d) Minimum Wage.



Total No. of Questions : 5]

SEAT No. :

P492

[Total No. of Pages : 1

[4175]-38

M.B.A.

**MARKETING MANAGEMENT SPECIALIZATION**

**304 A : Integrated Marketing Communication**

**(2005 Pattern) (Sem. - III) (Elective - II)**

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *Attempt any 3 questions from Q.1 to Q.4.*
- 2) *Q.5 is compulsory.*
- 3) *Q.1 to Q.4 carries 20 marks each and Q.5 carries 10 marks.*
- 4) *Figures to the right indicate full marks.*

**Q1)** Explain the importance of advertising in IMC. Support with examples. **[20]**

**Q2)** What is sales promotion? Explain the different sales promotion activities in detail. **[20]**

**Q3)** Explain the process of IMC in detail. **[20]**

**Q4)** What are the tools and techniques of Evaluating marketing communications? **[20]**

**Q5)** Write short note on (any 2) : **[10]**

- a) TRP.
- b) Headline.
- c) AIDA model.



Total No. of Questions : 7]

SEAT No. :

P493

[Total No. of Pages : 2

[4175]-39

M.B.A.

FINANCE SPECIALIZATION

304(B) : Direct Taxation

(2005 Pattern) (Semester - III) (Elective - II)

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Write short notes on any two of the following :

**[10]**

- a) Residential status of an individual.
- b) Tax Planning.
- c) Permanent Account Number.

**Q2)** Mr. Satish own a property at Delhi & the particulars are as under for FY 2010-11.

Municipal valuation	1,64,000
Fair rent	2,16,000
Standard rent	1,80,000
Rent received	1,78,000

Expenses incurred by Mr. Satish are :

Municipal tax	Rs.	6,000
Repairs	Rs.	2,100
Insurance premium of house property	Rs.	1,100
Interest on borrowed capital	Rs.	1,23,000

Find out income from House property.

**[15]**

*P.T.O.*

- Q3)** a) Mr. 'X' sells his residential house for Rs. 10 lacs on 10.4.2010. Cost of acquisition on 28.8.1985 was Rs. 1 lac. If Mr. 'X' invested Rs. 3 lacs in Bonds of Rural electrification Corporation from the sales proceeds, calculate taxable capital gain.
- |                      |                 |            |
|----------------------|-----------------|------------|
| Cost inflation Index | 1985 – 86 – 133 |            |
|                      | 2010 – 11 – 711 | <b>[8]</b> |
- b) Write a note on deductions under (Sec. 80c) **[7]**
- Q4)** a) Write a note on income from other sources. **[8]**
- b) Write a note on income from business & profession. **[7]**
- Q5)** Discuss the tax treatment of following items which have been debited to profit & loss account of a company for the year ended 31.3.2011. **[15]**
- |  |            |
|--|------------|
| a) Interest on delayed payment to micro, small & medium enterprises.                   | Rs. 7,100  |
| b) Expenditure on shifting of Regd. Office.  | Rs. 4,000  |
| c) Damages for infringement of law   | Rs. 6,000  |
| d) Advertising expenses paid in cash   | Rs. 33,000 |
| e) Royalty for technical services payable to non-resident on which TDS is not deducted | Rs. 41,000 |
- Q6)** a) What are the provisions for carry forward & setoff of losses. **[7]**
- b) Write a note on tax deduction at source. **[8]**
- Q7)** a) What are the provisions for computation of taxable value of following perquisites
- |                             |            |
|-----------------------------|------------|
| i) Rent free accommodation. |            |
| ii) Leave encashment.       | <b>[7]</b> |
- b) Mr. 'X' resides in Kolkata (population above 25 lacs). He receives Rs. 1 lac as HRA. Rent paid by him is Rs. 80,000. If his basic salary is Rs. 6,00,000 find out value of taxable HRA. **[8]**



Total No. of Questions : 7]

SEAT No. :

P494

[Total No. of Pages : 2

[4175]-40

M.B.A.

COMPUTER SPECIALISATION

304 C : Relational Database Management Systems

(2005 Pattern) (Sem. - III) (Elective - II)

Time :3 Hours]

[Max. Marks :70

Instructions to the candidates:

- 1) Q.1 & Q.7 are compulsory.
- 2) Solve any 4 questions from remaining.

Q1) Study the following invoice details and normalize the data upto 3NF. [20]

ABC Enterprises				
				Total :
Rs. _____				
				For ABC Enterprise
M/s :	Invoice No:	Date :		
Chall No :		Date :		
P.O. No :				
Quotation No.			Date	
Sr.No.	Item No. & Description	Qty.	Rate	Amount

Q2) Explain CODD's Rules. [10]

Q3) Describe Architecture of RDBMS [10]

Q4) Explain Domain, Tuple and Cardinalities [10]

Q5) What is subquery? Explain all types of subqueries. [10]

Q6) Write short notes (Any two) : [10]

- a) Aggregate functions.
- b) SET operators.
- c) Class, object, Data binding.

P.T.O.

**Q7)** Explain following terms with examples. (Any five)

**[10]**

- a) Select.
- b) Insert.
- c) Create.
- d) Grant.
- e) Revoke.
- f) Drop.





Total No. of Questions : 8]

SEAT No. :

P495

[Total No. of Pages : 1

[4175]-41

M.B.A.

**PRODUCTION AND MATERIAL SPECIALIZATION**

**304 D : Quality Management**

**(2005 Pattern) (Sem. - 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)* Explain the concept of Quality. Describe the components of costs associated with Quality.
- Q2)* What is quality control and quality assurance discuss in detail elements of OC curve?
- Q3)* Discuss the role of leadership and organization culture in effective implementation of TQM in an organization.
- Q4)* Elaborate the principles given by Dr. Deming and Ishikawa in the field of quality management.
- Q5)* Discuss the success and failure models in reliability.
- Q6)* Outline the steps in implementation of ISO 9000 in an organization.
- Q7)* Describe with example concept and application of Ishikawa Fishbone Diagram and Pareto Analysis.
- Q8)* Write short note on any two of the following.
- a) Quality audit.
  - b) Concept of reliability and maintainability.
  - c) House of Quality.
  - d) Poka Yoke.



Total No. of Questions : 7]

SEAT No. :

P496

[Total No. of Pages : 1

[4175]-42

M.B.A.

**HUMAN RESOURCES MANAGEMENT SPECIALIZATION**

**(304E): INDUSTRIAL RELATIONS**

**(2005 Pattern) (Semester - III) (Elective - II)**

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

- Q1)** Define Industrial Relations. Explain the objectives of Industrial Relations and impact of various factors on Industrial Relation.
- Q2)** Explain the machineries to solve Industrial Dispute under Industrial Dispute Act 1947.
- Q3)** What is Collective Bargaining? Explain the importance and process of Collective Bargaining.
- Q4)** Explain the concept of worker's participation in Management. What are the pre-requisites for effective worker's participation in Management.
- Q5)** Explain the procedure for Registration of Trade Union under Trade Union Act 1926.
- Q6)** Elaborate the problems of Trade Union in detail.
- Q7)** Write Short Note (Any two) :
- a) Impact of Globalisation on Industrial Relations.
  - b) Works Committee.
  - c) Role of Judiciary.
  - d) Intra and Inter Union rivalaries.



Total No. of Questions : 7]

SEAT No. :

P497

[Total No. of Pages : 1

[4175]-43

M.B.A.

**MARKETING MANAGEMENT SPECIALIZATION**

**(305A): Distribution and Retail Management**

**(2005 Pattern) (Semester - III) (Elective - III)**

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Discuss the concept, component and significance of supply chain Management with reference to distribution efficiency.

**Q2)** Define retail merchandising. Explain various steps in merchandising planning.

**Q3)** Discuss with the help of appropriate examples “middle men are necessary evils”.

**Q4)** Explain the concept of retail marketing mix giving details each of their component?

**Q5)** State the necessity of ‘Assessing the Channel Performance’. How it is done?

**Q6)** Discuss the different types of retailers? Illustrate these with suitable examples.

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

- a) Store Retailing.
- b) Channel leadership.
- c) Scrambled Merchandising.
- d) Functions of wholesaler.



Total No. of Questions : 8]

SEAT No. :

P498

[Total No. of Pages : 1

[4175]-44

M.B.A.

FINANCE SPECIALISATION

305B : Merchant Banking & Financial Services

(2005 Pattern) (Sem. - 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)* Define capital market. Describe its structure and role in India.
- Q2)* Critically examine the functions and powers of SEBI.
- Q3)* Explain the various activities undertaken by merchant bankers.
- Q4)* Write a detailed note on housing finance in India.
- Q5)* “Bullish trend in the stock markets in India continues in spite of the ‘Sub-prime’ phenomenon in U.S.A.” Examine the reasons behind this trend.
- Q6)* Define N.B.F.C.S and explain their role and importance.
- Q7)* Describe the developments in the money markets in India after liberalisation.
- Q8)* Write notes on any two of the following :
- a) Depository and Custodian.
  - b) Derivatives in Stock Markets.
  - c) Venture Capital.
  - d) Portfolio Management.



Total No. of Questions : 6]

SEAT No. :

P499

[Total No. of Pages : 2

[4175]-45

M.B.A.

COMPUTER SPECIALISATION

305C: Visual Basic and Oracle

(2005 Pattern) (Semester - III) (Elective - III)

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Write your assumptions.*
- 3) *For solving queries, use exact column names.*
- 4) *Figures to right indicate full marks.*

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

Emp (eno, ename, dob, gender, sal, deptno, designo, city)

Dept (deptno, dept\_name)

Designation (designo, desig\_name)

- a) Add "Email" column in Emp table.
- b) Raise the salary of those employees who are working in deptno. 5 by 12%.
- c) Display total number of employees in each dept.
- d) Display list of employees whose designation is 'Manager'.
- e) Display list of employees whose name has 'A' as second letter and 'R' as second last letter.
- f) Display list of employees who are working in "HR" Dept.

**Q2)** Write a trigger which will not allow any user to perform any DML operation on "Emp" table on weekends (Saturday & Sunday). **[10]**

OR

Write a cursor which will display top 5 salaried employees for a particular department. Accept dept number from user.

*P.T.O.*

- Q3)** Write short notes on the following (any 4) : **[16]**
- a) Set Operators.
  - b) Joins.
  - c) Locks in Oracle.
  - d) Report writing commands in SQL.
  - e) String Functions.
- Q4)** Explain the properties (any 5) : **[10]**
- a) Caption property of command button.
  - b) Interval of timer.
  - c) Value of Check box.
  - d) Style of Combo box.
  - e) Border Style of Label.
  - f) Scale Height of Frame.
- Q5)** Write a ADO code for table EMP with fields eno, ename, deptno, salary and perform Add, Edit, Delete & View First, View Next, View Previous and View Last Facility. Do proper Validations. **[12]**
- Q6)** Write short notes on the following (any 3) : **[12]**
- a) Date Functions in VB.
  - b) Data Types in VB.
  - c) Dialog boxes in VB.
  - d) Cursor types in ADO.



Total No. of Questions : 8]

SEAT No. :

[Total No. of Pages : 2

P500

[4175]-46

M.B.A. (Sem. - III)

PRODUCTION AND MATERIALS SPECIALIZATION

305 D : Production Planning & Control

(2005 Pattern) (Elective - III)

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

- Q1)** Explain the role of PPC in avoiding wastage of resources and meeting customer demand.
- Q2)** Distinguish between following functions :
- a) Process Planning & Capacity Planning.
  - b) Aggregate Planning & Scheduling.
- Q3)** Explain Production Control Methods/Techniques used in Mass Production.
- Q4)** Explain the concept of Flexible Manufacturing System, and its advantage from production control point of view.
- Q5)** Use of CAD, CAM technologies, results in saving Time & cost of New Product Development – Discuss the statement.
- Q6)** Explain the terms :
- a) Forward Scheduling.
  - b) Backward Scheduling.
  - c) Finite Loading &
  - d) Infinite Loading.
- Q7)** Explain the characteristics of continuous flow type manufacturing system from Production planning and Control point of view.

*P.T.O.*

**Q8)** Write short notes on :

- a) Estimating.
- b) Feed back systems.
- c) Heuristic method.





Total No. of Questions : 7]

SEAT No. :

[Total No. of Pages : 1

P501

[4175]-47

M.B.A.

HRM SPECIALISATION

305 E : Personnel Administration - Application and Procedure  
(2005 Pattern) (Sem. - III) (Elective - III)

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

- Q1)** Explain the role of Personnel Manager and discuss the difference between Personnel Management and Personnel Administration.
- Q2)** Draft a charge sheet against employees for following misconduct.  
“Instigating other employees and working below norms”.
- Q3)** Write a Appreciation letter to the employees for his best “performance”.
- Q4)** Calculate Bonus for following employees.
- a) Mr. Pravin – Basic + DA = Rs. 9,000.00
  - b) Mr. Akash – Basic + DA = Rs. 5,500.00
  - c) Mr. Mayur – Basic + DA = Rs. 10,000.00  
at the rate of 8.33% and 20%.
- Q5)** Write a letter to “Union Secretary” for inviting for discussion and negotiation for collective agreement.
- Q6)** Explain the Time office role and functions in detail.
- Q7)** Write Short Note (Any two) :
- a) Personnel Audit.
  - b) Role of Security Officer.
  - c) Concept of Personnel Administration.
  - d) Suspension.



Total No. of Questions : 7]

SEAT No. :

P502

[Total No. of Pages : 1

**[4175]-51**  
**M.B.A. (Sem. - IV)**  
**401: ENTREPRENEURSHIP DEVELOPMENT AND PROJECT**  
**MANAGEMENT**  
**(2005 Pattern)**

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

- Q1)* What are the characteristics of a successful entrepreneur? Also explain the term entrepreneurial culture. **[14]**
- Q2)* Explain two examples of successful women entrepreneurs. Explain problems faced by women entrepreneurship. **[14]**
- Q3)* Explain the four major pitfalls put forth by Peter Drucker. **[14]**
- Q4)* Explain in brief the elements of a Business Plan. **[14]**
- Q5)* Explain the theory of Profit by Knight. **[14]**
- Q6)* Explain : **[14]**
- a) Market Analysis.
  - b) Objectives of Business Plan.
- Q7)* Write Short Notes on (any three) : **[14]**
- a) Socio cultural influences on Entrepreneurship.
  - b) Corporate Entrepreneurship.
  - c) Environment Analysis.
  - d) DIC.



Total No. of Questions : 5 + 1 Case]

SEAT No. :

P503

[Total No. of Pages : 2

[4175] - 52

M.B.A. (Sem. - IV)

(402) : INTERNATIONAL BUSINESS MANAGEMENT

(2005 Pattern)

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**SECTION - I**

**Q1)** Adam Smith's theory of cost advantage and Ricardo's theory of comparative cost advantage has enhance International business. Explain. What assumptions have been made in the theory of comparative cost advantage.

**Q2)** Explain the Porters Diamond theory of National Competitive advantage.

**Q3)** What is Business Ethics? Explain various approaches of business ethics.

**Q4)** Explain the different entry modes in international market with their advantages and disadvantages.

**Q5)** Short notes. Attempt any three:

- a) Ohlin Heckler's theory of international trade.
- b) Type of L/C's.
- c) ASEAN.
- d) Product Life Cycle.
- e) Exim Policy.

**P.T.O.**

## SECTION - II

### **Q6) Case Study**

#### **Mahindra & Mahindra**

Mahindra & Mahindra (M & M) is a major player in the tractor and certain segments of the automobile market in India. After an impressive growth for a few years, the tractor market in India has been stagnating during 1998-1999 to 2000-2001.

M & M has been selling its tractors and utility vehicles in foreign markets including USA. Some of the components for its products have been sourced from abroad.

M & M has a 100 percent subsidiary in USA, Mahindra USA, with a strong network of 100 dealers.

Mahindra has a five percent market share in the US market in the 28-30 horse power (HP) range.

As a part of the strategy aimed at building a global supply chain, Mahindra USA has signed a memorandum of understanding (MoU) with the Korean tractor major Tong Yang, a part of the \$ 2 billion Tong Yang Moolsam group, according to which Mahindra will source high horse power (mostly 25-40 hp range) and sell them around the world under the M & M brand name. To start with, the premium range of tractors will be sold in the US.

M & M's current tractor range is more utility-oriented and lacks the aesthetic appeal that Tong Yang's tractors have a must for a strong presence in the US market.

#### **Questions:**

1. What are the advantages and disadvantages of global sourcing?
2. How will the foreign market expansion help M & M?
3. How does the strategic alliance with Tong Yang benefit M & M?
4. What are the possible risks of the alliance? How can they be overcome/minimized?



Total No. of Questions : 7]

SEAT No. :

**P504**

[Total No. of Pages : 1

**[4175] - 53**

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

**403 : CURRENT TRENDS IN MANAGEMENT**

**(2005 Pattern)**

*Time :3Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

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

*Q1)* Explain Knowledge Management & it's importance in global scenario.

*Q2)* Explain Six sigma & it's benefits in Manufacturing Organisation.

*Q3)* With help of suitable examples, describe problems in e-business.

*Q4)* Describe TQM & it's implication / applicability in Service Sector.

*Q5)* With help of suitable examples, explain Mergers and acquisitions.

*Q6)* Explain corporate governance Vis-a-Vis Indian industries.

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

- a) JIT.
- b) Theory of Constraints.
- c) Critical Success factors in WCM.



Total No. of Questions : 7]

SEAT No. :

**P505**

[Total No. of Pages : 1

**[4175] - 54**

**M.B.A.**

**MARKETING MANAGEMENT SPECIALISATION**

**404 - A : Services Marketing**

**(2005 Pattern) (Sem. - IV) (Elective - VI)**

*Time :3Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Discuss the nature of Services. Explain challenges of services marketing due to their distinct characteristics.

**Q2)** Explain 7 p's of service marketing with special reference to Banking Services marketing. Make necessary assumptions.

**Q3)** Discuss the importance of promotion in services marketing. Explain how promotion of services is done.

**Q4)** Enumerate the various factors that must be considered to determine the location for services marketing.

**Q5)** What is pricing strategy? Discuss the factors influencing pricing decision with special reference to travel and tourism services.

**Q6)** Explain the Role and Process of Relationship marketing in Service Industry.

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

- a) Classification of services.
- b) Services blue printing.
- c) Types of Service Encounters.
- d) Internal Marketing.



Total No. of Questions : 7]

SEAT No. :

**P506**

[Total No. of Pages : 1

**[4175] - 55**

**M.B.A.**

**FINANCE SPECIALIZATION**

**404 B : Indirect Taxation**

**(2005 Pattern) (Sem. - IV) (Elective - VI)**

*Time :3Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

- 1) *Question No. 1 is compulsory.*
- 2) *Attempt any four Questions out of remaining.*

**Q1)** Write short notes: (Any two) **[10]**

- a) Non-Excisable Goods.
- b) Taxable Service.
- c) Tax Invoice under VAT.
- d) Manufacturer.
- e) Cascading effect.

**Q2)** What are the various duties under the Central Excise act 1944, Explain by suitable examples. Are there any concessions for SSI Unit. **[15]**

**Q3)** Explain movable, marketable and manufacture with reference to Central Excise Act. **[15]**

**Q4)** Explain the chargeability of Service Tax incase of professionals like ICWA's, CA's etc. in details. **[15]**

**Q5)** Explain the procedure for payment of VAT & Periodicity. **[15]**

**Q6)** Explain the Concept of Value added Tax and benefits of cascading effect. **[15]**

**Q7)** What is taxable service under Service Tax also explain any two taxable services. **[15]**



Total No. of Questions : 7]

SEAT No. :

P507

[Total No. of Pages : 2

[4175] - 56

M.B.A.

COMPUTER SPECIALIZATION

404C : OOD Concepts and Java Programming

(2005 Pattern) (Sem. - IV) (Elective - VI)

Time :3Hours]

[Max. Marks :70

Instructions to the candidates:-

- 1) Question No. 1 is compulsory.
- 2) Solve any five from remaining.

Q1) Solve the following:

[20]

a) Which of the following is illegal and why?

- i) `int i = +112;`
- ii) `float f = 45.02;`
- iii) `double d = 45.02;`

b) Trace the output of the following code.

```
Public class mmm {  
    Public void final mmm ()  
    {  
        final int i = 200;  
        System.out.println (i);  
    }  
}
```

c) What is the output of following code?

```
Public class test {  
    Public static void main (string args [ ] )  
    {  
        int [ ] array = {4, 8, 16};  
        int i = 1;  
        array [ ++i ] = -- i;  
        system.out.println (array [0] + array [1] + array [2]);  
    }  
}
```

d) Justify with true or false.

- i) A subclass must define all the method from the super class.
- ii) It is possible for a subclass to define a field with the same name as a field defined by the super class.

e) List and explain Applet Life Cycle Stages.

P.T.O.



- Q2)** What is Listener class? Explain functioning of listener with example. [10]
- Q3)** Define a class employee with class attributes: empno, ename, salary. Write any two constructors and a display Record ( ) method. [10]
- Q4)** Accept number from command line. Print these numbers and throw your own defined - Number - Exception if number is Prime. [10]
- Q5)** Create an applet which will accept Co-ordinates of a triangle as html parameters and draw the triangle accordingly. [10]
- Q6)** Display moving banner using Thread, using Applet. [10]
- Q7)** Write short notes (Any Two): [2 × 5 = 10]
- a) String and String Buffer.
  - b) Inheritance.
  - c) Interfaces.
  - d) Polymorphism.



Total No. of Questions : 7]

SEAT No. :

[Total No. of Pages : 1

**P508**

**[4175] - 57**

**M.B.A.**

**PRODUCTION & MATERIALS SPECIALIZATION**

**(404 D) : Inventory Management**

**(2005 Pattern) (Sem. - IV) (Elective -VI)**

*Time :3Hours]*

*[Max. Marks :60*

*Instructions to the candidates:-*

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

**Q1)** Define inventory. List and discuss various costs associated with inventory.

**Q2)** What is WIP? State its significance in inventory management. Discuss the factors contributing to the existence of WIP inventories and strategies for control of the WIP inventory.

**Q3)** Safety stock and EOQ concepts are inimical to the MRP system. Discuss.

**Q4)** Explain the importance of the following aspects in arriving at a make-or-buy decision:

- a) Criticality of the item under consideration.
- b) Cost.
- c) Capacity.
- d) Strategic restructuring issues.

**Q5)** How is inventory planning for independent demand items different from inventory planning for dependent demand items?

**Q6)** Why should organizations adopt a selective inventory control? If you were asked to recommend a suitable classification scheme, how would you go about the task?

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

- a) Distribution Inventory Planning.
- b) Excess Inventory : A Roadblock to World-Class Manufacturing.
- c) Integration of Inventory Management with Sales Forecast.



Total No. of Questions : 7]

SEAT No. :

**P509**

[Total No. of Pages : 1

**[4175] - 58**

**M.B.A.**

**HRM SPECIALISATION**

**(404E) : Labour Welfare**

**(2005 Pattern) (Sem. - IV) (Elective - VI)**

*Time :3Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

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

- Q1)** a) Define Labour Welfare and discuss principles and theories of Labour Welfare. **[15]**  
b) State and describe different objective of Labour Welfare. **[10]**

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

**Q3)** Evaluate the provisions of 'Welfare' under the Chapter V of the Factories Act, 1948. **[15]**

**Q4)** Describe objectives, structure and functions of ILO. **[15]**

**Q5)** Define the term workers participation in management. Explain different forms of WPM with their merits and demerits. **[15]**

**Q6)** "Labour Welfare is an investment" examine the statement and discuss the importance of Labour Welfare in Industrial Organisation. **[15]**

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

- a) Components of social security.
- b) Welfare and productivity.
- c) Corporate social responsibility.
- d) Mental health.
- e) Industrial pollution and workers health.



Total No. of Questions : 9]

SEAT No. :

P510

[Total No. of Pages : 2

[4175] - 59

M.B.A.

**MARKETING MANAGEMENT SPECIALISATION**  
**407A : Marketing Strategy and Relationship Marketing**  
**(2005 Pattern) (Sem. - IV) (Elective - IX)**

*Time :3Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

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

**SECTION - I**

- Q1)** Differentiation strategy are useful in obtaining sustainable competitive advantage? Explain with the help of suitable examples.
- Q2)** What factors are considered for identifying and reaching target market effectively?
- Q3)** What are the marketing strategies used at various stages of Industry Life Cycle.
- Q4)** Distinguish between Market Leader Strategy and Market Nicher Strategy. Explain what is Push-pull promotion strategy.
- Q5)** Write short notes on (Any Two) :
- a) Penetration Pricing.
  - b) Principles of competitive positioning.
  - c) Three'S's of Customer Services.

**P.T.O.**

## SECTION - II

- Q6)** Relationship Marketing in Industrial Market and Consumer Markets differ. Do you agree? Justify your answers with suitable examples?
- Q7)** Explain in details the key concept of Relationship Marketing like, Promise, Trust, Commitment, Satisfaction, Quality etc.?
- Q8)** Describe in detail giving suitable examples “the customer - product profitability Analysis? Give the customer classification in to different profit tiers?
- Q9)** Write short notes on (Any Two) :
- a) Communication Tools for CRM.
  - b) Analysing Customer defections.
  - c) IT enabled Relationship Marketing.



Total No. of Questions : 6]

SEAT No. :

P511

[Total No. of Pages : 1

[4175] - 61

M.B.A. (Sem. - IV)

COMPUTER SPECIALIZATION

407 (C) - Project Management & IT Management

(2005 Pattern) (Elective - IX)

*Time :3Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

- 1) *Q.No. 6 is compulsory.*
- 2) *Solve any four from remaining.*

**Q1)** Explain Configuration Management. **[15]**

**Q2)** What is software maintainability? Explain how software maintenance is carried out and documented. **[15]**

**Q3)** Explain software testing. Explain different testing methods and their advantages. **[15]**

**Q4)** Explain various methods of time and cost estimation used in Project Management. **[15]**

**Q5)** Explain acquisition process of hardware and software followed in an IT Organisation. **[15]**

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

- a) CASE Tools.
- b) Career Path Planning.
- c) QA & QC.
- d) ISO & CMM.



Total No. of Questions : 8]

SEAT No. :

P512

[Total No. of Pages : 1

[4175] - 62

M.B.A.

**PRODUCTION AND MATERIALS SPECIALIZATION**

**407-D : Materials Requirement Planning**

**(2005 Pattern) (Sem. - IV) (Elective - IX)**

*Time :3Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Discuss whether MRP is:

- a) An inventory Control Technique or Scheduling technique or both: Inventory control and scheduling technique.
- b) A pull system or push system.

**Q2)** Explain the role and objectives of MPS in MRP system.

**Q3)** Describe outputs of MRP process.

**Q4)** Discuss common causes of failure of MRP system implementation and state prerequisite for effective implementation of MRP system.

**Q5)** Explain the meaning of 'Bill of Material' in MRP system. Describe relation of Bill of Material with MPS in MRP process.

**Q6)** Discuss common reasons for delays in updating Bill of Material and Inventory Records file in MRP system. State the effect of the delays in updating these files on effective functioning of MRP system.

**Q7)** Describe salient features of any three lot sizing techniques.

**Q8)** Write notes on any two of the following:

- a) Future of MRP.
- b) Limitations and assumptions of MRP.
- c) Objectives of MRP.
- d) Product Tree Structure.



Total No. of Questions : 7]

SEAT No. :

**P513**

[Total No. of Pages : 1

**[4175] - 63**

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

**HUMAN RESOURCE MANAGEMENT SPECIALIZATION**

**407-E : Strategic Human Resource Management**

**(2005 Pattern) (Elective - IX)**

*Time :3Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

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

**Q1)** What do you mean by strategic management? Explain its process in detail.[14]

**Q2)** Explain the leadership styles in mergers & acquisition. [14]

**Q3)** Elaborate the major challenges faced by the organisations in managing a global workforce. [14]

**Q4)** What are the different factors affecting compensation & rewards? [14]

**Q5)** Elaborate the result based performance appraisal with reference to IT industry? [14]

**Q6)** Explain the advantages & disadvantages of HR outsourcing in an organisation.[14]

**Q7)** Write short Notes on: (Any two): [14]

- a) Succession Planning.
- b) Employee Morale.
- c) Flexi Time.
- d) Profit Sharing.





Total No. of Questions : 7]

SEAT No. :

**P514**

[Total No. of Pages : 1

**[4175] - 64**

**M.B.A.**

**MARKETING MANAGEMENT SPECIALISATION**

**408A : Product & Brand Management**

**(2005 Pattern) (Sem. - IV) (Elective - X)**

*Time :3Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

- 1) Attempt any five questions.*
- 2) All questions carry equal marks.*
- 3) Suitable examples and models will be appreciated.*

**Q1)** Managing Brand equity is difficult task. Comment with suitable examples.

**Q2)** For any successful brand, brand equity plays a dominant role. Explain the techniques of measuring brand equity.

**Q3)** Evolve the steps in a brand building for a old fashion cafe chain.

**Q4)** Discuss the different methods of estimating market and Sales potential.

**Q5)** Depending on stages of product life cycle explain the strategies for each stage.

**Q6)** Describe different factors affecting designing of the product with suitable examples.

**Q7)** Write short Notes on:-

- a) Brand Extension.
- b) Aaker Model.
- c) Brand Valuation.



Total No. of Questions : 8]

SEAT No. :

P515

[Total No. of Pages : 2

[4175] - 65

M.B.A.

FINANCE SPECIALIZATION

(408 B) : Strategic Financial Management

(2005 Pattern) (Sem. - IV) (Elective - X)

*Time :3Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

- 1) *Attempt any five questions from question 1 to 7.*
- 2) *Q. No. 8 is compulsory.*
- 3) *Figures to right indicate full marks.*

**Q1)** Explain the reasons for Managing business Finance effectively. State the role of 'Strategy' and 'The Strategist'. [11]

**Q2)** What are the prerequisites of strategic wage negotiation? Discuss the importance of strategic wage negotiation with suitable examples? [11]

**Q3)** How a finance manager face an ethical dilemma? [11]

**Q4)** What are the strategies for product pricing which can be adopted? [11]

**Q5)** Explain the scope of corporate restructuring. What are pre-requisites of corporate restructuring? [11]

**Q6)** Explain the importance of VRS in strategic wage management. [11]

**Q7)** Short notes:- [Any - 2] [11]

- a) 9 s' model for SFM.
- b) Strategic wage control.
- c) Need for valuation of a business enterprise.

**P.T.O.**

**Q8)** Mr. Deshpande is normally paid the following wages.

**[15]**

Basic Pay	- Rs. 5 per hour.
Dearness Allowance	- Re. 1 per hour.
Overtime Wage	- Rs. 10 per hour.
Productive Bonus	- Re. 1 per extra unit produced
Weekly Bonus	- Rs. 10

He is entitled to one weekly holiday with payment (Basic + D.A). He should work 8 hours per day and six days per week. He is expected to give 1 unit of product in 2 hours, as the normal productive norm.

In actual fact he worked for 60 hours and gave an output of 32 units during the last week. Prepare wage statement of Mr. Deshpande with the help of following three wage combinations.

- a) Only normal wages [without overtime wage or productive bonus].
- b) Normal wage with overtime wage and productive bonus.
- c) Normal wage with productive bonus.



Total No. of Questions : 6]

SEAT No. :

**P516**

[Total No. of Pages : 1

**[4175] - 66**

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

**COMPUTER SPECIALIZATION**

**408 C - Business Applications of IT**

**(2005 Pattern) (Elective - X)**

*Time :3Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

- 1) *Q.No. 1 and Q.No. 6 are compulsory.*
- 2) *Solve any THREE from the remaining.*
- 3) *State your assumption clearly.*

**Q1)** Front office system of a Hospital is to be designed, handling patient registration, IPD and OPD transactions. As a system engineer design. **[20]**

- a) Data flow diagram.
- b) Entity relationship diagram.
- c) Final bill format.
- d) Table layout.

**Q2)** Draw the format of quotation and invoice. Explain relation between them. **[10]**

**Q3)** Explain process of printing trial balance, using suitable computerised database. **[10]**

**Q4)** What is importance of stock accounting and control? **[10]**

**Q5)** Explain any two mandatory reports in Payroll system. **[10]**

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

- a) ABC analysis.
- b) Employee appraisal.
- c) Fixed deposit.
- d) Services of Restaurant.
- e) Sub Contracting.
- f) Sales analysis.



Total No. of Questions : 3]

SEAT No. :

P517

[Total No. of Pages : 3

[4175] - 67

M.B.A. (Sem. - IV)

**PRODUCTION AND MATERIALS SPECIALIZATION**

**408-D : Cases Studies**

**(2005 Pattern) (Elective - X)**

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

- 1) *Attempt any two cases.*
- 2) *All cases carry equal marks.*

**Case : 1**

**Global Technology Inc**

A project team has been organized at Global Technology Inc (GTI) to design and develop slightly different version of one of the firm's industrial robots. The new robot is named RAMOV (Random Access Mobile Orthogonal Vision) robot. One of the GTI's most important customers wants to see the demonstration, technical proposal and cost proposal in 2 months. The project team listed activities, determined order of activities and estimated how much time each activity would like. This information about activities is presented in the table below:

Activity code	Activity	Immediate predecessor	Activity Duration in days
A	Design RAMOV	-	20
B	Build Prototype unit	A	10
C	Perform test on Prototype	B	8
D	Estimate material cost	A	11
E	Refine RAMOV design	C, D	7
F	Demonstrate RAMOV to customer	E	6
G	Estimate labour cost	D	12
H	Prepare technical proposal	E	13
I	Deliver proposal to customer	G, H, F	5

**P.T.O**

Questions:

- 1) Draw a Network Diagram for the RAMOV project?
- 2) Identify critical path, critical activity and compute project duration?
- 3) Compute slack for each activity?
- 4) What additional information the Project Team needs to have if it decides to shorten the project duration?

## Case : 2

### **Morbay Engineering Works**

MEW is a small-scale engineering firm, which is an OE supplier to large number of automobile firms. MEW was founded in 1965 by Mr. Mehta. He worked hard and took pride to turning out jobs at the dates promised to the customers. He soon prospered and by investing all his profits in buying new machines he greatly expanded his business and the range of products. Today, Mew owns a battery of capstan lathes centre lathes, automats, grinding machines etc.

Mr. Mehta had one weakness. He could never say no to any customer. His son, Sunil Mehta, after completing engineering studies took over as Production Manager. He felt that his father was unusually too fussy over customer's service. One day his father gave him a drawing and told him to keep the items ready the next day. The following conversation ensued-

Sunil asked, "Why tomorrow?"

"Because it is their line shortage."

"Are we responsible?"

"No, we can be helpful"

"But father, this job goes on A-60 machines where hollow screws are being produced."

"You can change the setting and after finishing the job go back to hollow screw".

"But hollow screw is also urgent."

"Hollow screw can wait for two days."

"Why can't this item wait for two days?"

"Oh! Sunil, why should you go on arguing? When I am dead you can do what you want."

Sunil was crestfallen. That evening when he was relaxing with his friend, he complained that running an industry was a hell of a job.

His friend teased him, "Try to say no to the customers."

"You know I can't do that. It is in the blood."

"Buy more machines or subcontract"

"Where is the money? Moreover the jobs are critical and vendors will not be able to do them"

“But Sunil, what is the solution then?”

Sunil outlined his plan to introduce an incentive scheme, “I talked to few of my senior workmen and they have shown interest.”

“Introducing a scheme is not that easy”, said his friend, “It requires lot of careful planning. You must have scientific time standards, proper inspection and quality control system, proper reporting of operator’s daily production and so on and so forth. The list of these pre-requisites is too big. You ought to streamline these areas before starting the scheme otherwise you will land into trouble like many other firms.”

“I am to make whatever changes that is necessary and that is the reason why I am here with you. Will you prepare a checklist of these re-requisites?”

“I will do that.”

(Mr. Mehta Leaves)

- a) Put your self in place of Mr. Mehta and prepare checklist of pre-requisites?
- b) Which schemes do you suggest for Morbay Engineering Works, which happens to be a job order production unit (highly labour intensive)?
- c) Outline salient features of the proposed scheme?

### Case : 3

#### **Diamond Engineering Enterprises**

Diamond Engineering Enterprises is a job work organization for engineering parts. Some of the items contracted from the customer are offloaded to its vendors for machining. The company has an order for a regular supply of 50,000 no.of covers. The raw materials casting weight 0.75 kg and cost Rs. 10/no. The company pays Rs. 7/piece to subcontractors for machining operations.

The company can machine the component in-house. For manufacturing the components in-house, jigs/fixtures shall have to be which will cost Rs. 8,000 for manufacturing 25,000 nos. of Covers. Other relevant information available about the job is as under:

Labour Cost	: Rs. 3.50 per piece
Power Cost	: Rs. 0.90 per piece
Procurement Cost/Order	: Rs. 50 per order
Frequency of order	: 4 per year
Number of Subcontractors	: 3
Value of Scrap	: Rs. 2,500

- 1) Examine the case and give your Comment.
- 2) Should the company do the machining of the cover in-house or continue the practice of subcontracting?



Total No. of Questions : 6]

SEAT No. :

P518

[4175]-68

[Total No. of Pages : 1

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

**HUMAN RESOURCE MANAGEMENT SPECIALISATION**

**(408E) : Labour and Other Law - II**

**(2005 Pattern) (Elective - X)**

*Time :3Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

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

**Q1)** Explain the provisions of Industrial Employment (S.O.) Act relating to modification of standing orders. What is the role of certifying Authority?

**Q2)** Explain the provisions of consumer protection Act relating to constitution and functions of consumer Disputes redressal agencies.

**Q3)** What are the principles of natural justice? Explain how they are to be observed in Domestic enquiry.

**Q4)** Explain the provisions of IncomeTax Act relating to T.D.S.

**Q5)** Explain the provisions of BSE Act relating to opening / closing hours of shops and working hours of employees.

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

- a) Digital Signature.
- b) Defence Representative.
- c) Certified Standing Orders.





Total No. of Questions : 6]

SEAT No. :

P522

[Total No. of Pages : 3

[4175] - 104

M.B.A. (Sem. - I)

104 : STATISTICAL AND QUANTITATIVE METHODS

(2008 Pattern)

Time :3Hours]

[Max. Marks :70

Instructions to the candidates:-

- 1) Solve any two questions from Section I and any two questions from Section II.
- 2) Use of electronic calculator is allowed.
- 3) Graph paper will not be supplied. Draw rough sketches wherever required.

**SECTION - I**

**Q1) a)** Given the following data as two regression lines. **[10]**

$$4x - 5y + 33 = 0, 20x - 9y - 107 = 0$$

and variance of  $x$  is 9 calculate

- i) mean of  $x$  and  $y$ .
  - ii) Correlation coefficient 'r'
  - iii) S.D. of  $Y$ .
- b) In a certain interview there were 126 candidates, of which 70 were boys, 36 candidates were successful, among them 20 were boys, Calculate coefficient of association. **[7]**

**Q2) a)** Given the following data calculate mean, median and mode **[10]**

Daily

Wages

Rs.            100-120    120-140    140-160    160-180    180-200    200-220

No.of

persons        8                23                36                29                15                6

- b) A factory producing electric bulbs in a lot of 500 bulbs each box. A machine produces 0.2% defective bulbs. Using poisson distribution find
- i) Probability that in a lot there is no defective bulb. **[7]**
  - ii) At least two defective bulbs.

[Given

$$e^{-2} = 0.1135 \quad e^{-1} = 0.3679; \quad e^{-0.5} = 0.6065]$$

**P.T.O.**

**Q3) a)** Calculate S.D. and coefficient of variation. **[10]**

Age in Years	13-16	16-19	19-22	22-25	25-28
No.of Girls	20	140	55	15	5

- b) There are three stock items, each of which can be substituted for the other. Each has a stockout probability of 0.03 and is independent of others. The materials manager wants to know the probability that **[7]**
- i) All items in the stock.
  - ii) No item in the stock.

### SECTION - II

**Q4) a)** A trader deals in a perishable commodity. The daily demand is a random variable. Records of past 200 days show the following distribution. **[8]**

Demand	1	2	3	4	5
No.of days	20	40	60	60	20

The trader buys the commodity at Rs. 15 and sells at Rs. 18 per unit. Calculate the average profit in 10 days.

Use following random numbers.

79, 01, 28, 56, 85, 32, 45, 59, 72, 18

- b) Following data gives cost incurred by 4 persons to 4 Jobs. Find optimum allocation of persons. **[10]**

Persons	Jobs			
	1	2	3	4
A	18	15	16	10
B	20	13	18	12
C	16	20	22	20
D	13	18	16	10

**Q5) a)** Solve Graphically following L.P.P. **[8]**

Maximize  $Z = 30x + 30y$

Subject to  $3x + y \leq 30,000$

$x \leq 8000$

$y \leq 12000$

$x, y \geq 0$

- b) Solve following transportation problem for minimisation. [10]

Sources	Destinations				Available Units
	D <sub>1</sub>	D <sub>2</sub>	D <sub>3</sub>	D <sub>4</sub>	
S <sub>1</sub>	8	6	9	5	35
S <sub>2</sub>	2	1	6	3	42
S <sub>3</sub>	5	6	7	8	37
Demand	21	23	25	16	

- Q6)** a) At an ATM centre arrivals occur according to a poisson distribution with a rate of 5 per hour. Service time per customer is exponentially distributed with mean 5 minutes. [6]

- i) Find the average number of customers in system.
- ii) What is the percentage of time the facility is idle?

- b) Solve the following game with following pay off [6]

	B <sub>1</sub>	B <sub>2</sub>
A <sub>1</sub>	6	-3
A <sub>2</sub>	-3	0

- c) Given the following pay off matrix prepare a Regret matrix. [6]

States of Nature	Actions				
	A <sub>1</sub>	A <sub>2</sub>	A <sub>3</sub>	A <sub>4</sub>	A <sub>5</sub>
S <sub>1</sub>	5	6	-2	3	8
S <sub>2</sub>	4	2	6	3	5
S <sub>3</sub>	-4	3	2	-1	7
S <sub>4</sub>	10	5	2	3	4



Total No. of Questions : 7]

SEAT No. :

P537

[Total No. of Pages : 2

[4175] - 306

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

**PRODUCTION AND MATERIALS MANAGEMENT SPECIALIZATION - I**

**(303 D) : Inventory Management & Material Requirements Planning**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Why should organizations adopt a selective inventory control? If you were asked to recommend a suitable classification scheme, how would you go about the task.

**Q2)** What is MRP? What are the inputs to MRP and outputs from MRP? Explain the core logic of MRP using these inputs and outputs.

**Q3)** What is WIP? State its significance in inventory management. Discuss the factors contributing to the existence of WIP inventories and strategies for control of the WIP inventory.

**Q4)** Discuss the ways in which the JIT approach to inventory is difference from the traditional approach to inventory management. Do you believe that JIT simply passes the burden of holding stock on to the supplier.

**Q5)** An auto industry purchases spark plug at the rate of Rs. 25 per piece. The annual consumption of spark plug is 18,000 numbers. If the ordering cost is Rs. 250 per order and carrying cost is 25% p.a., what would be the EOQ? If the supplier of spark plug offers a discount of 5% for order quantity of 3,000 numbers per order, do you accept the discount offer.

**P.T.O.**

**Q6)** Write a note on use of computers in inventory control.

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

- a) Make Or Buy Decisions.
- b) Vendor relationship in JIT context.
- c) MRP II.



Total No. of Questions : 7]

SEAT No. :

P538

[Total No. of Pages : 2

[4175] - 307

**M.B.A.**

**HRM SPECIALIZATION - I**

**(303 E) : Labour Law - I**

**(2008 Pattern) (Sem. - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define Factory. Explain in detail provisions for annual leave wages.

**Q2)** What is commercial establishment. Explain provisions for residential hotels, restaurants and eating houses.

**Q3)** Explain in detail concepts and provision for set off and set on under payment of Bonus Act, 1965.

**Q4)** Explain provision for registration of establishments and licensing of contractors under contract labour Regulation and Abolition Act, 1970.

**Q5)** Define wage under payment of Wages Act, 1936. Explain in detail provisions for payment of wages.

**Q6)** a) Explain provisions for Forfeiture of Gratuity.

b) Calculate gratuity for employee according to given conditions.

Prasad joined ABC Engineering on 24<sup>th</sup> June 1976. He left the organisation on 4<sup>th</sup> January 1998. His last drawn basic salary was Rs. 12,000/-. Rate of D.A was 25% of basic calculate gratuity payable to him.

**P.T.O.**

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

- a) Registers and records Under Factories Act.
- b) Welfare of Contract Labour.
- c) Minimum Wage.
- d) Time limit for payment of bonus and returns for bonus.
- e) Fines and Taxes as deduction from payment of wages.



Total No. of Questions : 7]

SEAT No. :

**P539**

[Total No. of Pages : 2

**[4175] - 308**  
**M.B.A. (Sem. - III)**  
**303 F : INTERNATIONAL MARKETING**  
**(I.B. Specialization - I)**  
**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What is 'Global Marketing Environment'? Explain with reference to Economic, Socio-cultural and Legal environment.

**Q2)** Discuss the merits and demerits of different foreign market entry strategies with the help of examples.

**Q3)** "An international marketer has to find out a trade-off between standardized and customised product as it is difficult to develop a global product". Comment.

**Q4)** What are the objectives of International Marketing? Discuss with examples. What are the risks involved in International Marketing?

**Q5)** Describe the procedure for registration with various agencies for entering into export business.

**P.T.O.**



**Q6)** “Effective International Marketing Research is a must prerequisite to enter into foreign market”. Do you agree. Also highlight the importance of ‘Global Marketing Information System.

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

- a) Challenges for Global Marketing Research.
- b) Compulsory Quality Control.
- c) Commercial Documents needed for processing Export Order.
- d) Underlying forces of International Marketing.
- e) Planning for International Marketing.



Total No. of Questions : 7]

SEAT No. :

P540

[Total No. of Pages : 2

**[4175] - 309**  
**M.B.A. (Sem. - III)**  
**MARKETING MANAGEMENT SPECIALIZATION - II**  
**(304 A) : Integrated Marketing Communication**  
**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define IMC and explain in detail, the elements of IMC. **[14]**

**Q2)** Define sales promotion. Discuss the various techniques of sales promotion. **[14]**

**Q3)** What are the tools and techniques of evaluating marketing communication. **[14]**

**Q4)** “Advertising should be considered as an investment for new product launch”. Discuss. **[14]**

**Q5)** What is advertising copy? Design an advertise for a company wish to advertise their brand new bike in Indian Market. (Make necessary assumptions). **[14]**

**Q6)** Match the following and then explain why such positioning statements are written by the advertiser. **[14]**

- |                         |        |
|-------------------------|--------|
| a) Express yourself     | Idea   |
| b) Connecting people    | Bajaj  |
| c) Can change your life | AIRTEL |
| d) Just do it           | Nokia  |
| e) Inspire confidence   | Nike   |

**P.T.O.**

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

**[14]**

- a) Advertising budget.
- b) Public relations.
- c) Ethics in IMC.
- d) Personal selling.



Total No. of Questions : 7]

SEAT No. :

P541

[Total No. of Pages : 3

[4175] - 310

M.B.A. (Sem. - III)

FINANCE MANAGEMENT SPECIALIZATION - II

(304 B) : Direct Taxation

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) Q.No. 1 is compulsory. Attempt any four questions from the remaining.
- 2) Use of electronic pocket calculator is allowed.
- 3) Figures to the right indicate full marks.

**Q1)** Explain the meaning of following concepts (Any Five): **[10]**

- a) Artificial juridical person as given in the definition of the term "Person".
- b) Pre - construction period interest.
- c) Non - resident in case of company.
- d) Previous year.
- e) Short term capital gain in respect of securities.
- f) Defective return.

**Q2)** It is said that "tax liability of any person depends upon his residential stay as well as nationality". Do you agree with this view? Substantiate your answer. **[15]**

**Q3)** Miss Kardata has two properties. Both are let out. Particulars for FY 2010-11 are as follows: **[15]**

Property - I

Municipal valuation Rs. 6,50,000

Fair rent Rs. 6,80,000

Standard rent Not applicable

Property actually let out for 9 months only. Monthly rent Rs. 60,000/- & remains vacant for 3 months.

Municipal taxes are 15% of Municipal Value and are paid by the tenant.

Interest paid on housing loan for the year Rs. 1,60,000/-

**P.T.O.**

Property - II

Municipal value	Rs. 3,50,000
Fair rent	Rs. 4,00,000
Standard rent	Rs. 5,00,000
Rent received	Rs. 6,50,000

Extensive repairs were carried out costing Rs. 1,50,000. Municipal taxes Rs. 6,000 paid by Miss Kardata.

Calculate income from house property for both properties.

**Q4) a)** State the meaning of inter source and inter head adjustment. What are the provisions for carry forward & set off of business losses & unabsorbed depreciation? **[8]**

**b)** Calculate Capital Gain **[7]**

- Flat purchased on  
10 - 4 - 97 for Rs. 6,00,000
- Improvement in flat on  
17 - 5 - 97 expenditure Rs. 2,50,000
- Extension of flat on 24 - 8 - 05 Rs. 2,00,000
- Flat sold on 31 - 12 - 2010 for Rs. 53,50,000
- Brokerage paid at the time of sale 65,000

[Cost inflation Index

1997 - 98 – 331

2005 - 06 – 497

2010 - 11 – 711]

**Q5)** Mr. Abhay has following income during 2010-11 **[15]**

- Basic Salary 1,20,000
- DA 40,000
- Turnover Commission 6,000
- Education allowance  
for Children  
(Mr. Abhay has two children) 7,200
- He is provided rent free Accommodation at Mumbai by employer ABC ltd.

- He receives dividend from Indian company                      Rs. 5,400/-
- He received Rs. 6000 profit on sale of listed shares which were held for 2 years.
- Calculate taxable income of Mr. Abhay.

**Q6)** Write short notes on any 3: **[15]**

- a) Agricultural Income.
- b) Income from other sources.
- c) Best judgement Assessment.
- d) Consequences of non payment of advance tax.
- e) Income from business & profession.

**Q7)** Discuss the tax treatment of the following with suitable examples (any 3): **[15]**

- a) Gratuity.
- b) Entertainment Allowance.
- c) Amount received in Voluntary Retirement Scheme.
- d) House rent allowance.





Total No. of Questions : 7]

SEAT No. :

P542

[Total No. of Pages : 2

[4175] - 311

M.B.A. (Sem. - III)

COMPUTER MANAGEMENT SPECIALISATION - II

(304 C) : Relational Database Management System

(2008 Pattern)

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question No. 1 and 7 are compulsory.*
- 2) *Solve any 4 questions from remaining.*

**Q1)** Normalise the following upto 3NF

**[20]**

---

ABC Hospital.

---

Patient No :	Bill No :
Patient Name :	Bill Date :
Patient Address :	Date of Admission :
	Date of Discharge :

---

	No of Days	Rate	Amount
--	------------	------	--------

---

Room Type	
-----------	--

---

Treatment Details	Amount
-------------------	--------

---

No of Test	Rate	Amount
------------	------	--------

---

	Total Service Tax
Treated By (Doctor)	Net Amount

---

**P.T.O.**



**Q2)** Describe various Date Models. **[10]**

**Q3)** List different users of RDBMS with their role. **[10]**

**Q4)** Explain concept of Join. Explain various types of Join in SQL with example. **[10]**

**Q5)** Explain concept of Domain, Tuple and Cardinality. **[10]**

**Q6)** Short Notes (Any 2): **[10]**

- a) Grant, Revoke.
- b) Entity.
- c) Set.

**Q7)** Describe the syntax of queries with example (Any 5): **[10]**

- a) Union.
- b) Intersection.
- c) Commit and Rollback.
- d) DROP.
- e) INSERT.
- f) DELETE.



Total No. of Questions : 7]

SEAT No. :

P543

[Total No. of Pages : 2

[4175] - 312

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

**PRODUCTION & MATERIALS MANAGEMENT SPECIALIZATION - II**

**(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.*
- 3) *Use of calculators is allowed.*

**Q1)** What is modeling? State the steps involved in modeling process for a managerial decision making. **[14]**

**Q2)** A company produces three products A, B & C from two raw materials I & II and labour L. One unit of product A requires one unit of I, 3 units of II and 2units of L. One unit of B product requires 2 units of I & II each and 3 units of L, while one unit of C needs 2 units of I, 6 units of II and 4 units of L.

The company has a daily availability of 8 units of I , 12 units of II and 12 units of L. It is further known that the unit contribution margin for the products us Rs. 3, 2 and 5 respectively for A, B and C.

Formulate this problem as a linear programming problem and then solve it to determine the optimum products mix. **[14]**

**Q3)** A project organization has to decide whether to bid for certain contract or not. Cost of preparing the bid is estimated to be Rs. 10 lakhs. On submission of bid, there is 50% chance that it would be 'short listed' otherwise their bid will not be considered. Once 'short listed', the organisation will have to supply further detailed information. The cost of gathering such information is estimated to be Rs. 5 lakhs. After this stage the bid will either be accepted or rejected.

The company estimates the cost of executing the project as Rs. 127 lakhs. Three possible price bids of Rs. 155 lakhs, Rs. 170 lakhs and Rs. 190 lakhs are under considerations. The estimated probability of these three price bids getting accepted are 0.90, - 0.75 and 0.35 respectively.

**P.T.O.**

- a) Draw the decision tree diagram.
- b) Compute Expected Monetary Values.
- c) Suggest what the company should decide.

[14]

**Q4)** Explain the role of IT in Production Planning and logistical operations giving examples. [14]

**Q5)** Describe salient features of ERP systems offered by leading vendors. Also explain prerequisites for effective implementation of ERP system in manufacturing organizations. [14]

**Q6) a)** Explain dynamic programming. How is it different from linear programming? [7]

b) What is simulation? Describe the simulation process. [7]

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

- a) Duality in LPP.
- b) Sequencing in 'n' jobs - 2 machines.
- c) Simulation in operations management.
- d) Goal programming.



Total No. of Questions : 7]

SEAT No. :

P544

[Total No. of Pages : 2

**[4175] - 313**  
**M.B.A. (Sem. - III)**  
**INDUSTRIAL RELATIONS**  
**(304 E) : Human Resource Management Specialisation - II**  
**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

*Q1)* Define Industrial Relations. Explain objectives, factors & scope of Industrial Relations. **[14]**

*Q2)* Elaborate the functions & problems of Trade Union. **[14]**

*Q3)* Define industrial dispute. Explain types & causes of industrial disputes. **[14]**

*Q4)* Explain, in detail, the importance and steps involved in collective bargaining process. **[14]**

*Q5)* What do you mean by workers participation in management? Explain forms & levels of participation. **[14]**

*Q6)* Comment on the impact of globalisation on industrial relation in India. **[14]**

*P.T.O.*

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

**[14]**

- a) Approaches of IR.
- b) Inter - Union Rivalry.
- c) Types of trade Union.
- d) Role of HRD in developing IR.



Total No. of Questions : 7]

SEAT No. :

P545

[Total No. of Pages : 2

[4175] - 314

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

**INTERNATIONAL BUSINESS SPECIALIZATION - II**

**(304 F) : International Logistics & 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)** Explain the term “International logistics”. What are the principal components of international logistics. Also explain its importance in global economy.

**Q2)** “Outsourcing in global supply chain management is beneficial”. Comment on the statement and state determinants for outsourcing decisions.

**Q3)** Why is IT the key component of SCM system? Discuss the role of IT applications in SCM decisions.

**Q4)** a) Explain the significance of benchmarking tool in supply chain.

b) How performance measurement is done in global supply chain.

**Q5)** How decisions in network designs are made with respect to location of plant, warehouse facilities and its capacity. Also state factors influencing network design decisions.

**P.T.O.**

- Q6)** a) Discuss factors influencing mode and carrier selection decision in international business.
- b) Suggest a framework for developing customer service strategy for an export oriented firm.

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

- a) Modeling in supply chain.
- b) Bull whip effect.
- c) Business matching supply chain design.
- d) Impact of trade block on supply chain management.



Total No. of Questions : 8]

SEAT No. :

P546

[Total No. of Pages : 2

[4175] - 315

M.B.A. (Sem. - III)

MARKETING MANAGEMENT SPECIALIZATION

305 A : Distribution & Retail Management

(2008 Pattern)

*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 equal marks.*
- 3) *State clearly the assumptions made.*

**SECTION - I**

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

*Q2)* What factors would you consider while selecting channel partners? Explain the same with reference to a Home Appliance company.

*Q3)* Wholesaler is an important link between manufacturer and retailer. Do you agree? Explain with reference to Paint Industry.

**SECTION - II**

*Q4)* Explain the concept of retailing. What challenges do companies face while retailing globally.

*Q5)* What is the reason behind rise in Franchising as a business? Explain with suitable examples.

*P.T.O.*



**Q6)** What factors do companies consider before selecting site for a retail outlet? Explain with reference to a company manufacturing Motor-Bikes having price range between Rs. 6 lacs and Rs. 40 lacs.

**Q7)** Explain the concept of store layout. Discuss different types of store layout.

**Q8)** Short Notes (any 2):

- a) Channel Performance Evaluation.
- b) Managing store inventory.
- c) Multi channel Marketing Systems.
- d) Category Management.



Total No. of Questions : 7]

SEAT No. :

P547

[Total No. of Pages : 2

**[4175] - 316**  
**M.B.A. (Sem. - III)**  
**MERCHANT BANKING & FINANCIAL SERVICES**  
**(305 B) : Advanced Financial Services (Finance Specialization)**  
**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Trace the steps taken in phase II of the Indian Financial System i.e. 1951 to Mid Eighties. What are your comments?

**Q2)** What are Venture capitalists and the services rendered by them?

**Q3)** Write short notes on any three:

- a) Book building.
- b) Share lending scheme.
- c) Scrip less trading.
- d) Buy back of shares.

**Q4)** Analyze the trends in size and interest rates of commercial papers and certificate of deposits in India during the period of liberalization.

- Q5)**
- a) Explain the different types of lease.
  - b) Explain the advantages and limitation of leasing.

**P.T.O.**

**Q6)** Write short notes on the following (in relation to SEBI's Stock Watch System):

- a) Databases,
- b) Alerts,
- c) Parameters for Alert Generation,
- d) Mark to market Margin.

**Q7)** What are the Development and causes of Global Financial Crisis of 2008-09?  
What was the action taken by the US government to tackle the event?



Total No. of Questions : 6]

SEAT No. :

P548

[Total No. of Pages : 2

[4175] - 317

M.B.A. (Sem. - III)

COMPUTER MANAGEMENT SPECIALIZATION

(305 C) : Visual Basic and Oracle

(2008 Pattern)

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

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

Stud (S - id, S - name, dob, gender, address, course - id)

Course (Course - id, Course - name)

- a) Display the total number of student taken admission HR.
- b) Delete the record from stud whose id is 102.
- c) Add the column email - id in student table.
- d) Rename the table stud to student.
- e) Display the male students.
- f) Insert one record in stud table.

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

OR

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

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

- a) Joins.
- b) Views.
- c) Cursors.
- d) Constraints.
- e) PL/SQL features.

**P.T.O.**

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

- a) Auto size property of label.
- b) Interval of Timer.
- c) Cancel property of Command Button.
- d) Tool Tip text of dirlist box.
- e) Style property of Combo box.
- f) Value of check box.

**Q5)** Write a ADO code for EMP table with fields: eno, ename, deptno, salary to perform various operations: **[12]**

- a) Add a record.
- b) Edit a record.
- c) View previous record.
- d) Do proper validation of table.

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

- a) Data types in VB.
- b) Dialog Boxes in VB.
- c) Control Statements in VB.
- d) Cursor types in VB.



Total No. of Questions : 7]

SEAT No. :

P549

[Total No. of Pages : 2

[4175] - 318

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

**PRODUCTION & MATERIALS MANAGEMENT SPECIALIZATION**

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

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What is a supply chain? Why can the current movement towards the establishment of supply chains be characterized as a revolution.

**Q2)** Describe the fundamental similarities and differences between procurement, manufacturing support and customer accommodation performance cycles as they relate to logistical control.

**Q3)** Managing logistics in the supply chain requires an interface between logistics, procurement and manufacturing strategies. Discuss.

**Q4)** Discuss with suitable examples the importance and benefits of collaboration in the development of supply chain inventory strategies.

**Q5)** Compare and contrast the transport principles of economy of scale and economy of distance. Illustrate how they combine to create efficient transportation.

**P.T.O.**

**Q6)** What is the meaning of the term cradle-to-cradle logistics? Discuss the operational differences of original versus reverse logistics.

**Q7)** Discuss the factors that should be considered by logistical management in the total cost analysis for global sourcing.



Total No. of Questions : 7]

SEAT No. :

**P550**

[Total No. of Pages : 2

**[4175] - 319**

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

**HUMAN RESOURCE MANAGEMENT SPECIALIZATION**

**305 E : Personnel Administration - Application and Procedure  
(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define Personnel Administration. And discuss its principles of Personnel Administration.

**Q2)** Draft an appointment letter for HR Officer.

**Q3)** Explain the importance of personal file in Personnel Administration.

**Q4)** Mention the circumstances in which an employee is disqualified from receiving bonus.

**Q5)** Calculate the bonus of following employees who have worked for 12 months in year 2010.

- a) Mr. Sudhir Agarwal (Basic + DA = Rs. 3400).
- b) Mr. Ketan Khanna (Basic + DA = Rs. 2800).
- c) Mrs. Radha Kulkarni (Basic + DA = Rs. 7800).
- d) Mrs. Varsha Murthy (Basic + DA = Rs. 10,700).

at the rate of 8.33% and 20%.

**P.T.O.**



**Q6)** Define Personnel Audit with its importance in organization.

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

- a) Personal file.
- b) Promotion.
- c) Notice & Circular.
- d) Superannuation.



Total No. of Questions : 7]

SEAT No. :

**P551**

[Total No. of Pages : 1

[4175] - 320

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

**INTERNATIONAL BUSINESS SPECIALISATION**

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

**(2008 Pattern)**

*Time :3Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

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

*Q1)* Explain in detail the meaning, nature & scope of Commercial Geography.

*Q2)* Explain the various competitive forces proposed by Michel Porter.

*Q3)* Elaborate the different indicators of World Competitiveness.

*Q4)* Critically explain the Absolute Cost Advantage theory of International Trade.

*Q5)* Explain how the economic, Social & technological forces affects the global business environment.

*Q6)* How does global aspirations & nationalistic compulsions will lead to sustained growth?

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

- a) G33.
- b) Borderless world concept.
- c) International Database.



Total No. of Questions : 6]

SEAT No. :

P552

[Total No. of Pages : 1

**[4175] - 401**  
**M.B.A. (Sem. - IV)**  
**401 : ENTREPRENEURSHIP DEVELOPMENT AND**  
**PROJECT MANAGEMENT**  
**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** a) Define environment. Discuss in brief the various environmental factors affecting development of entrepreneurship. **[15]**  
b) What is the process of environmental analysis? **[10]**

- Q2)** Discuss the different entrepreneurial traits put forth by management thinkers? **[15]**

- Q3)** Illustrate the role of financial institutions in promoting entrepreneurship development in India. With special emphasis on their liberalized schemes of assistance for working capital and long term loans? **[15]**

- Q4)** Elaborate the reasons for failure of women entrepreneurs in Indian Context. **[15]**

- Q5)** Explain in detail the process of venture capital funding? **[15]**

- Q6)** Distinguish between (Any Two): **[15]**

- a) Imitative Entrepreneurs and Innovative Entrepreneurs.
- b) Export promotion and Export Financing.
- c) Small Scale Industries and Tiny Sector Industries.



Total No. of Questions : 9]

SEAT No. :

P561

[Total No. of Pages : 2

[4175] - 410

M.B.A. (Sem. - IV)

MARKETING MANAGEMENT SPECIALIZATION - V

(405 A) : Marketing Strategy and Relationship Marketing  
(2008 Pattern)

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**SECTION - I**

**Q1)** Explain in detail how strategic intent - vision, mission and objectives influence marketing strategy.

**Q2)** Why new product development is necessary for the sustaining in the market? What will happen if new product development is ignored?

**Q3)** What are the Marketing Strategies used at various stages of Industry Life Cycle?

**Q4)** "STP - segmenting, Targeting and Positioning are imperative to design marketing strategies" Comment?

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

- a) Planned / Unplanned strategy withdrawals/obsolescence.
- b) Sustaining Competitive advantage.
- c) Constraint in Marketing Strategy Implementation.

**P.T.O.**

## SECTION - II

**Q6)** Explain key concepts in Relationship Marketing giving suitable examples?

**Q7)** How IT enabled Relationship Marketing has helped to achieve better market turnovers? Elaborate with appropriate examples.

**Q8)** What do you mean by paradigm shift? Discuss in detail the shift from transactional Marketing to Customer Relationship Marketing with appropriate examples.

**Q9)** Write Short Notes on (Any Two):

- a) Lifetime Customer Value (LCV).
- b) Recency - Frequency Monetary Value Model (RFM).
- c) Customer Retention Vs Customer Acquisition.



Total No. of Questions : 7]

SEAT No. :

**P562**

[Total No. of Pages : 1

[4175] - 412

**M.B.A.**

**COMPUTER MANAGEMENT SPECIALIZATION - V**  
**405 (C) : Software Project Management & IT Management**  
**(2008 Pattern) (Sem. - IV)**

*Time :3Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

**Q1)** Explain various factors considered while purchasing hardware & software. **[15]**

**Q2)** Explain various techniques of tracking the project. **[10]**

**Q3)** Explain various factors considered while deciding team size & forming the teams also explain various team structures. **[10]**

**Q4)** What is test plan? Differentiate between white box & black box testing. **[10]**

**Q5)** Explain & compare LOC & FP. **[10]**

**Q6)** Explain process followed while terminating a person in IT organization. **[10]**

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

- a) Project Plan.
- b) Version Control.
- c) CMM.
- d) Disaster recovery Plan.



Total No. of Questions : 8]

SEAT No. :

**P563**

[Total No. of Pages : 1

[4175] - 413

**M.B.A.**

**PRODUCTION AND MATERIALS MANAGEMENT  
SPECIALIZATION - V**

**405 D : Technology Management  
(2008 Pattern) (Sem. - IV)**

*Time :3Hours]*

*[Max. Marks :70*

*Instructions to the candidates:-*

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

**Q1)** State the significance of Management of Technology. Explain the impact of Technology on society.

**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 hi 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) Growth curve.
- b) Managing R & D.
- c) Human Aspect in Technology management.
- d) Technology Transfer.



Total No. of Questions : 6]

SEAT No. :

P564

[Total No. of Pages : 1

[4175] - 414

**M.B.A.**

**HUMAN RESOURCE MANAGEMENT SPECIALIZATION - V**

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

**(2008 Pattern) (Sem. - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q.No.1 is compulsory.*
- 2) *From the remaining questions answer any three.*
- 3) *Figures to the right indicate maximum marks for that question.*

**Q1)** a) Define 'Industry', 'Workman', and 'Industrial Dispute' Under Industrial Disputes Act. **[15]**

b) What are the rights of unrecognised union under MRTU & PULP Act? **[10]**

**Q2)** What is the procedure to be followed in conducting domestic enquiry? **[15]**

**Q3)** Distinguish between 'Exempted' and 'Excluded' employee under Employee's Provident Fund Act. **[15]**

**Q4)** Explain the 'Contribution Period', and 'Benefit Period' under ESI Act. **[15]**

**Q5)** Explain the concept of 'Disablement' under Employees' Compensation Act. **[15]**

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

- a) Illegal Strike.
- b) Recognition of Union.
- c) Model Standing Orders.
- d) Funeral Benefit.
- e) Applicability of Maternity Benefit Act.





Total No. of Questions : 7]

SEAT No. :

P565

[Total No. of Pages : 2

**[4175] - 416**  
**M.B.A. (Sem. - IV)**  
**MARKETING MANAGEMENT SPECIALIZATION - VI**  
**(406 A) : Product & Brand 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)** Define 'Product'. Discuss various product line decisions taken by the Marketing Manager.

**Q2)** While developing product strategy as a Marketing Manager, how you will do customer analysis & competitor analysis? Elaborate.

**Q3)** Explain the concept of Branding. Describe the scope of branding in the evolving markets.

**Q4)** How Brand Equity Management System is established and how sources of brand equity & consumer mindset are measured? Discuss.

**Q5)** Discuss the need of Brand Extension. What are various types of Brand Extensions.

**Q6)** Discuss various components of brand knowledge.

**P.T.O.**

**Q7) Write Short Notes (any two):**

- a) Brand Audits.
- b) Brand Revitalization.
- c) Estimating Market Potential.
- d) Brand Identity.



Total No. of Questions : 8]

SEAT No. :

P568

[Total No. of Pages : 2

[4175] - 419

M.B.A. (Sem. - IV)

QUALITY MANAGEMENT

(406 D) : Production and Materials Management Specialization - VI  
(2008 Pattern)

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain Deming's philosophy of profound knowledge and discuss its relevance.

**Q2)** State the meaning and explain the process of Quality Function Deployment.

**Q3)** Explain significance, importance and application of OC curves.

**Q4)** How will you identify needs of service quality? Explain any design model for measuring customer satisfaction.

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

**Q6)** Discuss how Quality can be a competitive advantage for an organization with example.

**P.T.O.**

**Q7)** State the principles of Total Quality Management. And describe the importance and role of leadership in achieving excellence in quality.

**Q8)** Write notes on any two of the following:

- a) Concept of reliability and its significance.
- b) Change Management.
- c) Customer Satisfaction Management.
- d) P chart.



Total No. of Questions : 7]

SEAT No. :

P569

[Total No. of Pages : 2

[4175] - 420

M.B.A. (Sem. - IV)

**HUMAN RESOURCE MANAGEMENT SPECIALIZATION - VI**

**(406 E) : Strategic Human Resource Management**

**(2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any 5 (five) questions out of the remaining.*
- 2) *All questions carries equal marks.*
- 3) *Figures to the right indicate full marks.*

**Q1)** Define Strategic Human Resource Management. What is the difference between Strategic Human Resource Management & HRM Strategies? **[14]**

**Q2)** Why it is important for the HR Manager to be a strategic business partner? What other roles are HR managers expected to play in the knowledge economy? **[14]**

**Q3)** What is Cross Cultural Training? How training is likely to change the future? **[14]**

**Q4)** Discuss strategic linkage of Performance Management. **[14]**

**Q5)** Explain the importance of Leadership styles in strategy implementation. **[14]**

**Q6)** Define compensation strategies. Which are the latest compensation strategies in global market? **[14]**

*P.T.O.*

**Q7) Short Notes (Solve Any Two):**

**[14]**

- a) Virtual Hiring.
- b) Downsizing.
- c) Profit Sharing Plans.
- d) Job Evaluation Methods.



Total No. of Questions : 7]

SEAT No. :

[Total No. of Pages : 1

**P631**

**[4175]-60**

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

**FINANCE SPECIALIZATION**

**407 (B) : International Finance**

**(2005 Pattern) (Elective - IX)**

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

- Q1)** What are 'Development Banks'? Discuss the role of Development Banks in the international economy.
- Q2)** What is International Monetary Fund (IMF)? Discuss the role of IMF in global economy.
- Q3)** State & Explain the theory of Interest Rate Parity principle of Foreign Exchange.
- Q4)** Explain the objectives and scope of FEMA. Discuss its role in controlling & regulating foreign exchange in India.
- Q5)** "Country Risk Analysis is important for any firm that wants to expand across the borders". Comment and elaborate your answer with suitable examples.
- Q6)** Write a detailed note on 'Multinational Capital Budgeting'.
- Q7)** Write short notes on : (Any three)
- a) Balance of Payments (BOP).
  - b) Trading Blocks.
  - c) ECGC
  - d) Buyer's & Supplier's Credit.



Total No. of Questions : 7]

SEAT No. :

P632

[Total No. of Pages : 1

**[4175]-411**  
**M.B.A. (Sem. - IV)**  
**FINANCIAL MANAGEMENT SPECIALIZATION - V**  
**405 (B) : International Finance**  
**(2008 Pattern)**

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

- Q1)* How has the growth in international trade and multinational corporations been responsible for growing importance of the study of international finance?
- Q2)* Who are the participants in foreign exchange markets? How is speculation done in forward market?
- Q3)* Define Risk? What are the different types of Risks involved in foreign exchange market?
- Q4)* Discuss the key role played by World Bank and International Monitoring Fund (IMF) in international financial management?
- Q5)* Describe various sources of international finance with suitable examples.
- Q6)* Explain regulatory framework of international finance in Indian perspective.
- Q7)* Write short notes (any two) :
- a) International accounting standards on foreign transactions.
  - b) Hedging tools and techniques.
  - c) Use of information technology in international finance.





Total No. of Questions : 7]

SEAT No. :

P633

[Total No. of Pages : 1

**[4175]-415**  
**M.B.A. (Sem. - IV)**  
**INTERNATIONAL BUSINESS SPECIALIZATION - V**  
**405 (F) : Foreign Exchange Management**  
**(2008 Pattern)**

*Time :3 Hours]*

*[Max. Marks :70*

*Instructions to the candidates:*

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

- Q1)** Explain Exchange Rate Mechanism with suitable examples. How is spot forward rate determined?
- Q2)** State the various types of documents involved in international trade. Elaborate statutory documentation procedure.
- Q3)** a) Discuss the role of different financial institutions in International Trade.  
b) Write a detailed note on 'Euro Market'.
- Q4)** What is BOP? Discuss in detail the 'BOP crises of 1990' in Indian Context.
- Q5)** a) Explain various steps involved in starting export business.  
b) State and explain export financing methods.
- Q6)** a) Explain in detail the types of letter of credit with suitable examples.  
b) Elucidate 'Country Risk Monitoring Model'.
- Q7)** Write short notes (ANY TWO) :
- a) Futures & Options.
  - b) INCO TERMS.
  - c) Repatriable and Non Repatriable Accounts.



Total No. of Questions : 7]

SEAT No. :

P634

[Total No. of Pages : 1

**[4175]-421**  
**M.B.A. (Sem. - IV)**  
**INTERNATIONAL BUSINESS SPECIALIZATION - VI**  
**406 (F) : International Financial 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)** What are the complexities of International Financial Management compared to domestic Financial Management?
- Q2)** Explain the purchasing power parity theory. Is it applicable to short term and long term financing?
- Q3)** a) What are the factors influencing exchange rate?  
b) Who are the participants in foreign exchange market?
- Q4)** a) Define Hedging in the context of International Finance.  
b) Explain in detail the Gold Standard and Dollar Standard.
- Q5)** a) Distinguish between Forward Contract and Futures Contract.  
b) What are the sectors in India attracting large FDIs?
- Q6)** How do you determine the cash flows in Capital Budgeting for FDIs?
- Q7)** Write short notes (Any two) :
- a) Euro Currencies.
  - b) Interest Parity Principle.
  - c) Credit Swaps.

