



[3679] – 1

**M.M.S./M.B.S (Semester – I) Examination, 2009**  
**(101) : INTERNATIONAL BUSINESS MANAGEMENT**  
**(2005 Pattern) (Old)**

Time : 3 Hours

Max. Marks : 60

**Instructions :** 1) Question No. 6 (case study) is **compulsory**.  
2) Answer **any three** questions from **remaining** questions.  
3) **All** questions carry **equal** marks.

1. What are trade barriers ? Explain the different types of trade barriers.
2. Explain the meaning of country risk analysis. What are the socio-economic and political factors that may be considered before going international ?
3. What is a Multinational Enterprise ? What are the advantages and disadvantages of Multinational Enterprise (MNE) to home country and host country ?
4. Explain the role played by 'International Monetary Fund', 'Asian Development Bank' and World Bank in promotion of International Trade.
5. Write short notes on **any three** of the following :
  - a) Dispute settlement mechanism of WTO.
  - b) Factoring.
  - c) Balance of Payment (BOP).
  - d) Global sourcing and its impact on Indian industry.
  - e) NAFTA.
6. **Case Study :**

**DIFFERENT FOR GAMBLE**

Procter and Gamble (P&G), a global consumer products giant, “stormed the Japanese market with American products, American managers, American sales methods and strategies. The result was disastrous until the company learnt how to adapt products and marketing style to Japanese culture. P&G which entered the Japanese market in 1973 lost money until 1987, but by 1991 it became its second largest foreign market.”

**P.T.O.**



P&G, acclaimed as “the World’s most admired marketing machine” entered India, which has been considered as one of the largest emerging markets, in 1985. It entered the Indian detergent marketing in the early nineties with the Ariel brand through P&G India (in which it had a 51 percent holding which was raised to 65 per cent in January 1993, the remaining 35 percent being held by the public). P&G established P&G Home products, a 100 percent subsidiary later (1993) and the Ariel was transferred to it. Besides soaps and detergents, P&G had or introduced later product portfolios like shampoos (Pantene) medical products (Vicks range, Clearasil and Mediker) and personal products (Whisper feminine hygiene products, Pampers diapers and Old Spice range of men’s toileteries).

The Indian detergents and personal care products market was dominated by Hindustan Lever Ltd. (HLL). In some segments of the personal care products market the multinational Johnson & Johnson has had a strong presence. Tata group’s Tomco, which had been in the red for sometime, was sold to Hindustan Lever Ltd. (HLL). HLL, a subsidiary of P&G’s global competitor, has been in India for about a century. The take over of Tomco by HLL further increased its market dominance. In the low priced detergents segment Nirma has established a very strong presence.

Over the period of about one and a half decades since its entry in India, P&G invested several thousand crores. However, dissatisfied with its performance in India, it decided to restructure its operations, which in several respects meant a shrinking of activities - the manpower was drastically cut and thousands of stockists were terminated. P&G, however holds that, it will continue to invest in India. According to Gary Cofer, the country manager, “ it takes time to build a business category or brand in India. It is possibly an even more demanding geography than others.”

China, on the other hand, with business worth several times than in India in less than 12 years, has emerged as a highly promising market for P & G. When the Chinese market was opened up, P & G was one of the first MNCs to enter. Prior to the liberalisation, Chinese consumers had to content with shoddy products manufactured by government companies. Per capita income of China is substantially



higher than India's and the Chinese economy was growing faster than the Indian. Further, the success of the single child concept in China means higher disposable income.

Further it is also pointed out that for a global company like P&G, understanding Chinese culture was far easier since the expat Chinese in the US was not very different from those back home where as most Indian expats tended to adapt far more to the cultural nuances of the immigrant country.

One of P & G's big bets in India was the compact technology premium detergent brand Ariel. After an initial show, Ariel, however, failed to generate enough sales-consumers seem to have gone by the per kilo cost than the cost per wash propagated by the promotion. To start with, P&G had to import the expensive state-of-the-art ingredients, which attracted heavy customs duties. The company estimated that it would cost Rs. 60 per kilo for Ariel compared to Rs. 27 for Surf and Rs. 8 for Nirma. Because of the Rupee devaluation of the early 1990s, the test market price of Rs. 35 for 500 gms was soon Rs. 41 by the time the product was launched. HLL fought Ariel back with premium variants of Surf like Surf Excel.

It is pointed out that, "in hindsight, even P & G managers privately admit that bringing in the latest compact technology was a big blunder. In the eighties, P & G had taken a huge beating in one of its most profitable markets, Japan, at the hands of local company Kao. Knowing the Japanese consumer's fondness for small things, Kao weaved magic with its new-found compact technology. For a company that prided itself on technology, the drubbing in Japan was particularly painful. It was, therefore, decided that compacts would now be the lead brand for the entire Asia-Pacific region. When P & G launched Ariel in India, it hoped that the Indian consumer would devise the appropriate benchmarks to evaluate Ariel. As compacts promised economy of use, P & G hoped that consumers would buy into the low-cost-per wash story. But selling that story through advertising was particularly difficult, especially since Indian consumers believed that the whasing wasn't over unless the bar had been used for scrubbing. Even though Ariel was targeted at consumers with high disposable income, who represented half the urban population, consumers simply balked at the outlay.



Thereafter, one thing led to another. Ariel's strategy of introducing variants was a smart move to Flank Lever at every price point by cleverly using the brand's halo effect. And by supporting the brand in mass media and retaining the share of voice. By 1996, it had become clear that Ariel's equity as a high-performance detergent had begun to take a beating. Its equity as a top-of-the-line detergent was getting eroded... Nowhere in P&G's history had a concept like Super Soaker been used to gain volumes.... It was decided that Super Soaker would no longer be supported, nor would Ariel bar be supported in media.”

### QUESTIONS

- 1) Discuss the reasons for the initial failure of P&G in Japan.
  - 2) Where did P&G go wrong (if it did) in the evaluation of the Indian market and its strategy ?
  - 3) Discuss the reasons for the differences in the performance of P&G in India and China.
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(M.M.S.) M.B.S. (Semester–I) Examination, 2009  
101 : INTERNATIONAL BUSINESS MANAGEMENT  
(2008 Pattern) (New)

Time : 3 Hours

Max. Marks : 70

**Instructions :** 1) Attempt **any three** questions from Q. 1 to Q. 6.  
2) Question No. 7 is **compulsory**.  
3) Question 1 to 6 carries 15 marks **each** and question 7 carries 25 marks.

1. What is Globalization ? Explain the stages of globalization. Discuss the Hecklescher-Ohlin theory of factor endowment.
2. What are tariff and non-tariff barriers ? Explain types of trade blocks with examples.
3. What are the causes of political risk that may impact a firm ? What are different means adopted by companies to deal with political links in international business ?
4. Discuss why companies 'go international' giving specific reactive and proactive reasons.
5. Explain in details, how GATT is responsible for the establishment of WTO ? How WTO is different from GATT ?
6. Write short notes on **any three** :
  - a) Franchising
  - b) Adam Smith's theory of absolute advantage
  - c) Balance of Payment
  - d) Functions of IBRD and IMF
  - e) Methods of Payment
  - f) WTO ministerial conference at Doha.



7. Case study : CNN Pumps Ltd.

CNN Pumps Ltd; is a fifty year old company manufacturing and marketing pumps of different capacities for various applications including agriculture, Industry etc. The company had started its operation in the year 1955 with agricultural pump sets. It is considered as pioneer in the pump manufacturing. Slowly the company expanded its range of pumps in other areas of application.

In the year 1990 out of total pumps market of Rs. 250 crores it alone produced pumps worth Rs. 90 crores. However today in 2009, out of total pumps market of Rs. 1300 crores, company's share is only Rs. 170 crores. This shows that demand has grown much faster and the company has missed the bus. Moreover users carry an image about the company as a producer of agricultural pumps. Simple in construction, made out of cast iron, which many other units can produce in the country.

Company, so far, has paid little or no attention to export sector. Thus the situation on export front is also not at all encouraging.

All this is getting reflected in declining profitability for the Company. In the year 1990, on a turnover of Rs. 90 cr. company earned a gross profit of Rs. 20 crores, while in the year 2005, on the turnover of 160 crores it grossed the profit of only Rs. 8 crores. If this trend continuous, the company will incur losses in the coming years. It has already started facing the problem of working capital and payments to creditors are getting delayed.

Still the company has excellent resources which include perhaps the best manufacturing and testing facility, wide distribution network and trained manpower. Moreover with 40 years standing, the company has generated a lot of goodwill in the market.

The domestic market is crowded and saturated. The company management has a strong feeling that there exists tremendous scope in overseas markets. With the trust on export market, a complete turn around may be possible if appropriate export strategies are worked out and implemented.

As a Marketing Head, you are asked to work out comprehensive export strategy and present the same to company management.

**M.M.S./M.B.S. (Semester – I) Examination, 2009**  
**102 : BUSINESS POLICY AND STRATEGIC MANAGEMENT**  
**(2008 Pattern) (New)**

Time : 3 Hours

Max. Marks : 70

- Instructions:* 1) Attempt **any three** questions from Section – I, which carry **15 marks each**.  
2) Section – II-case-is **compulsory** and carries **25 marks**.

SECTION – I

1. a) Explain Strategic Management process in detail.  
b) What will be the implications if this process is not followed carefully ? Elaborate.
2. a) Describe BCG matrix with a suitable and correct diagram.  
b) What are the limitations of BCG matrix ?
3. Explain following terms with illustrations whenever necessary.
  - a) Environment Threat and Opportunity Profile (ETOP)
  - b) SWOT Analysis
  - c) PEST Analysis.
4. “Strategy implementation is as important as strategy formulation”. Do you agree with the statement ? Justify your answer with examples.
5. Write short notes on **any 3** of the following :
  - a) Characteristics of strategic management
  - b) Strategic stretch, leverage and fit
  - c) Micheal Porter’s 5 Forces Model
  - d) McKinsey’s 7s Frame work
  - e) Strategic evaluation and control.



## SECTION – II

## 6. India's Enron-Satyam Scam.

Maytas Infra and Maytas properties are two sister organizations of Satyam Infotech. After the self-confession of Mr. B. Ramalinga Raju chairman of Satyam, the Govt. of India decided to appoint new board of directors for Satyam-A month later, the Govt. of India also decided to do the same for Maytas Infra and Maytas properties. Govt. of India had also sought company law Board's approval to appoint Govt' nominated directors on these companies boards. The more is expected to ensure orderly running of the firms till there is change in management control.

Despite blowing up of Satyam and Maytas bubbles, and fraud of more than Rs. 7,000 crs being discovered, several companies are keen on picking up controlling shares in all these 3 companies or even are ready to buy these companies.

Because of this difficult situation, many Satyam Group Company employees are leaving the organization or they are benched, salaries likely to be delayed-everything ultimately resulting into low employee morale, loosing customers, as well as credibility in the market. Today a very fluid situation exists for all these group companies.

- 1) What should be turnaround strategy for new board of directors of all three Satyam Group Companies ?
- 2) Despite the large amount has been discovered at fraud, why other companies are interested to buy Satyam Group of companies ?
- 3) Carry out a SWOT for Satyam in current situation.



**M.M.S./M.B.S. (Semester – I) Examination, 2009**  
**SERVICES MARKETING AND BRAND MANAGEMENT**  
**103 (A) : Marketing Management Specialization**  
**(New) (2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

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

1. a) Discuss the nature and characteristics of services with the help of suitable examples. 8  
b) Give the difference between tangible goods and services. 6
2. a) Explain the concept of Co-branding with the help of suitable examples. Also discuss merits and demerits of Co-branding. 8  
b) Write short note on – Brand Equity. 6
3. “Use of technology can enhance customer satisfaction and service quality” – Justify. 14
4. a) Discuss the common reasons behind service failures. 6  
b) Suggest customer complaints handling techniques with respect to Hotel industry. 8
5. Discuss the role played by branding in developing customer loyalty; especially for products targeted at youth. 14
6. Comment on issues related to service quality. Also discuss PZB Gaps Model. 14
7. Write short notes on (**any two**) : 14
  - a) Product-services continuum
  - b) Celebrity endorsement
  - c) Brand value chain
  - d) Services Marketing Mix.

**M.M.S./M.B.S. (Semester – I) Examination, 2009  
(New) (2008 Pattern)**

**103 – B : Finance SPL : MERCHANT BANKING AND FINANCIAL  
SERVICES**

Time : 3 Hours

Max. Marks : 70

**Instructions :** 1) Q. No. 1 is **compulsory** which carry **10** marks.  
2) Q. No. 2 to Q. No. 6 carry **equal** marks.  
3) Attempt **any 4** from Q. No. 2 to Q. No. 6.

1. Since a Capital Market is said as pulse of Indian Finance Market. Systematic Reform Policy has been introduced since 1991. Explain those Reform measures which has given new face to Indian Finance Market. **10**
2. a) What is Book Building Procedure ? Explain how it applies to initial public offerings. **8**  
b) Explain the features of Mutual Funds. **7**
3. a) When a company go for a Buy Back of shares ? Explain various methods used for shares buy back by the companies in India. **8**  
b) Write brief note on 'online shares Trading'. **7**
4. Explain the role of SEBI, RBI and IRDI in Regulating the Indian Capital Market. **15**
5. What is Credit Rating ? Explain in detail how the Rating is allocated to any instrument or an institution. **15**
6. Write notes on any (2) : **15**
  - a) External Commercial Borrowings.
  - b) Kinds of Mutual Fund.
  - c) Securitization of Debts.

**MMS/MBS (Semester – I) Examination, 2009**  
**COMPUTER SPECIALIZATION**  
**103-C : Software Engineering (2008 Pattern) (New)**

Time : 3 Hours

Max. Marks : 70

*Note : 1) Question 1 is compulsory.*  
*2) Attempt any 5 from remaining.*

1. Hi Tek Engineering (P) Ltd. is engaged in production of engineering products. It wishes to computerize its following operations for ensuring speedy processing of information. The planning department works out the production plan and issues work order to the shop. The shop prepares the material requirement note (MRN) and send it to stores. The store sends raw material to the shop as per MRN details, along with Material Issue Note (MIN). The planning dept sends daily production plan to the shop. The shop carries out the work processes. The quality department inspects the produced items and submits details such as accepted goods, rework goods, rejected goods, reasons for rejection etc. ... The work order is treated as closed when the required quantity is produced. **20**
  
- You are requested to :
  - 1) Draw the context level diagram.
  - 2) Draw any 2 input forms.
  - 3) Draw any 2 output reports.
  - 4) Design file layouts.
  
2. Describe any two system development models with neat diagrams. **10**
3. Explain the roles and skills of a system analyst. **10**
4. Explain the importance of CASE tools in different phases of SDLC. **10**
5. State the guidelines to be followed while designing the input form and output reports. **10**
6. What are the different types of maintenance ? How can a maintenance cost be calculated ? **10**
7. Write short notes on (any 2) : **10**
  - a) JAD model
  - b) Legacy systems
  - c) Structured English.

**MMS/MBS (Semester – I) Examination, 2009**  
**PRODUCTION AND MATERIALS SPECIALIZATION (New)**  
**103-D : Quality Management (2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

*Note :*    i) Answer **any five** questions.  
              ii) **All** questions carry **equal** marks.

1. “Approach to managing quality in services differs from that used in manufacturing”. Discuss the statement.
2. a) Explain how a total quality perspective can support characteristics of competitive advantage.  
      b) State the concept and elements of Total Quality Management.
3. Explain in brief Crosby philosophy on quality. Describe how does it differ from Deming and Juran’s philosophy.
4. Describe stages in customer driven quality cycle.
5. a) Explain the risks involved in sampling inspection.  
      b) Define acceptance sampling. State the advantages of sampling inspection over 100% inspection.
6. Draw a Ishikawa Diagram (Fish bone diagram) for a nonconformity in a service or manufacturing organization. State uses of the Ishikawa diagram.
7. Discuss the effect on quality in an organization of the following :
  - a) Leadership.
  - b) Organization culture.
8. Write notes on **any two** of the following :
  - a) Quality Audit.
  - b) Customer satisfaction measurement techniques.
  - c) Benefits of control chart.



[3679] – 2

**M.M.S./M.B.S. (Sem. – I) Examination, 2009**  
**102 : BUSINESS POLICY AND STRATEGIC MANAGENT**  
**(Old)**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

*Instructions : 1) Answer **any three** questions from **Section I** and **each** question carry **15** marks.  
2) **Section II-Case** is **compulsory** and carry **15** marks.*

SECTION – I

1. Define strategy and explain the concept of strategic management in brief. Do you believe that the concept of strategy is relevant in the current business environment ? Justify.
2. What is Environmental Threats and Opportunity Profile (ETOP) ? What is its role in strategic analysis ? Explain with relevant examples.
3. Define a 'business model'. List key aspects of the E-commerce business environment. How do they influence strategy formulation and implementation for E-commerce based business ? Explain with appropriate examples.
4. Leadership style, corporate culture, value and ethics play a crucial role in effective implementation of strategy. Comment.
5. Write short notes on **any three** :
  - a) Value chain
  - b) McKingey's 7s frame work.
  - c) Porter's fire forces model of competition.
  - d) G.E. 9 cell model.
  - e) Core competence.

**P.T.O.**



## SECTION – II

## 6. CASE – Trai Slashes Fee For Telcos

From 1<sup>st</sup> April 2009, STD and local calls from mobiles will become upto 20% cheaper. This is after mobile service providers follow a directive from Telecom Regulatory Authority of India (TRAI) to slash the fee they pay each other to move calls between network by a third.

The lower tariff will also apply to third generation telecom services when they are launched.

At present (In March 2009), if a Bharati Airtel subscriber calls a Vodafone user, Airtel is liable to pay 30 paise per minute to Vodafone as termination charges. Reducing it to 20 paise/minute – as directed by TRAI-will lead to a direct reduction in mobile tariff.

However, calls made to India from overseas will cost a bit more from April 2009, as TRAI has allowed India telecom companies (telcos) to charge foreign operators up to 33% more for terminating overseas calls in India.

Till March 2009, Indian rules did not allow local telcos to charge more than 30 paise per minute from bringing calls into India. TRAI has now increased this to 40 paise per minute. For India Telcos, this would mean do extra revenue of over Rs. 300 crore.

India is divided into 22 telecom circles and calls within a circle are carried only by state owned BSNL, which charges 20 paise per minute. The regulator has slashed this to 15 paise per minute. This would benefit private operators but will mean a loss of revenue for BSNL.

TRAI has also decided not to alter the current ceiling of 65 paise per minute for carrying long-distance calls within the country. For instance, if a BPL customer in Mumbai make a call to mobile user in Chennai and if BPL does not have the requisite infrastructure to carry this call, it pays up to 65 paise per minute to a third operator such as Bharati or Reliance communications to carry this call to Chennai.

**Questions :**

- 1) Carry out Environmental threat and opportunity Profile (ETOP) for Telcos.
- 2) What should be competitive strategies to be framed by BSNL considering the changed situation ?



[3679] – 201

M.M.S./M.B.S. (Semester – II) Examination, 2009  
(2008 Pattern) (New)

201 : ENTREPRENEURSHIP DEVELOPMENT AND PROJECT  
MANAGEMENT

Time : 3 Hours

Total Marks : 70

*Note : a) Q. 1 is compulsory.  
b) Solve any three out of the remaining.  
c) Figures to the right indicate full marks.*

1. a) Distinguish between entrepreneur, intrapreneur, manager and entrepreneurship. Explain their role, in detail. **15**  
b) Explain the concept of business plan with its scope. **10**
2. Elaborate the theory putforth by Everetl Hagen to enhance entrepreneurship. **15**
3. “Policies, practices and management make entrepreneurship and innovate possible”.- Do you agree ? Justify. **15**
4. What are the challenges faced by women entrepreneurs ? Do you see any change around you ? **15**
5. What are the different entrepreneurial traits ? Explain the factors that influence entrepreneurship development. **15**
6. What are the parameters responsible for the success of an entrepreneur ? **15**
7. Write short notes on (any 3) : **15**
  - a) Innovation, and Invention
  - b) Schumpeters theory
  - c) Problems of women entrepreneurs
  - d) Scheduling of business plan
  - e) Entrepreneurial culture

**M.B.S./M.M.S (Sem. – II) Examination, 2009**  
**(2008 Pattern) (New)**  
**MARKETING SPECIALIZATION**  
**202 A : Retail and Distribution Management**

Time : 3 Hours

Total Marks : 60

*Notes :1) Answer **any five** questions.  
2) **All** questions carries **equal** marks.*

1. The four pillars of Channel logistics are “Material handling, Transportation, Warehousing and Inventories”. Do you agree with this statement ? Justify your answer with practical examples.
2. Explain in-details what are the causes of Channel Conflicts. How you will resolve these Conflicts ?
3. Suggest the Marketing Channels for the following products with reasoning of the selection of the channel.
  - a) New motor-cycle “Edge” by Hero Honda.
  - b) New Laptop by Nokia.
  - c) A fork-lift having capacity of lifting 10 tonnes of material at one time.
4. What decisions are taken for deciding the location and size of the business by a “Retailer” ?
5. Define “Franchisee”. What are the significance and importance of Franchisee in Channel Decision ?
6. Write a detailed note of Supply Chain Management along with examples, charts, facts and figures, diagrams etc.
7. Write short notes on **any three** :
  - a) Multi-Level Marketing
  - b) Assessing the Channel Performance
  - c) Types of Retailers
  - d) Designing the market channel style
  - e) Role of Wholesalers in market.



**M.M.S./M.B.S. (Semester – II) Examination, 2009**  
**Finance Specialization**  
**202 B : INTERNATIONAL FINANCE**  
**(New) (2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

*Instructions : 1) Q. 1 is compulsory. From Q. 2 to 9, attempt any two questions from Section I and any two questions from Section II.*

*2) Figures to the right indicate full marks.*

*3) Use of Non-Programmable calculator is allowed.*

SECTION – I

- |  |           |
|--|-----------|
| 1. Explain the role of following institutions :  | <b>10</b> |
| a) IBRD  |           |
| b) IMF.  |           |
| 2. Discuss the merits and demerits of fluctuating exchange rate system as opposed to fixed exchange rate system. | <b>15</b> |
| 3. Write notes on the following :  | <b>15</b> |
| a) ADR.  |           |
| b) Export credit to exporter by banks.   |           |
| c) Supplier's credit.  |           |
| 4. Write a note on Hedging.<br>What are financial derivatives ?<br>Why are they so called ?                      | <b>15</b> |
| 5. Define option contracts and explain their salient features.   | <b>15</b> |

SECTION – II

- |   |          |
|---|----------|
| 6. a) Write a note on FEMA.   | <b>8</b> |
| b) If the rate of inflation in India and the USA is 7% and 4%. respectively and interest rate in the USA is 4%, - find the rate of interest in India. | <b>7</b> |

**P.T.O.**



7. a) Write a note on European Central Bank. 8
- b) If indirect quote is \$ 0.025/kc. How can this exchange rate be shown under direct Quote ? 7
8. a) Explain the importance of and various types of letters of credit. 8
- b) Find the one month forward rate of US dollar if spot rate is Rs. 45/- and forward premium is 10%. 7
9. Write short notes on **any three** : 15
- a) International Accounting standard.
- b) Globalization and its impact.
- c) Impact of Japanese Yen and US Dollar.
- d) Role of RBI with reference to International Finance.
- e) Foreign Trade Policy.
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**M.M.S. M.B.S. (Computer Specialization) (Sem. – II) Examination, 2009**  
**202– C : – BUSINESS APPLICATIONS**  
**(2008 Pattern) (New)**

Time : 3 Hours

Max. Marks : 70

*Instructions. : i) Attempt **any seven** questions.  
ii) **All** questions carry **equal** marks.*

1. Explain sales order processing system in detail. Draw a layout of an Invoice. **10**
2. Explain various modules of ERP software. **10**
3. What is explosion of bill of material ? Draw layout of Bom. **10**
4. Explain productivity and down time analysis. Explain how labour efficiency is calculated. **10**
5. Explain in detail the recruitment procedure. Draw layout of a payslip. **10**
6. What is CRM ? Explain need of it along with advantages. **10**
7. Explain demand forecasting and planning in detail. **10**
8. Write short notes on **any two** : **10**
  - a) WIP.
  - b) DEMAT Account.
  - c) Ratio Analysis.
  - d) Vendor Analysis.

**M.M.S./M.B.S. (Semester – II) Examination, 2009**  
**Operations and Materials Management Specialization**  
**202-D : OPERATIONS STRATEGY (2008 Pattern) (New)**

Time : 3 Hours

Max. Marks : 70

*Note : i) Answer **any five** questions.  
ii) **All** questions carry **equal** marks.*

1. Explain methodology for developing operations strategy for an organizations.
2. What is technology strategy ? Discuss the factors to be considered while evolving technology strategy.
3. Discuss the need for and issues involved in strategic integration of manufacturing strategy and marketing strategy.
4. Explain value chain concept and describe its relation with operations strategy.
5. Discuss the effects of strategy of creating huge capacities on competition and profits with examples.
6. Discuss salient features of just in time system in context of operations strategy.
7. Explain the importance and issues involved in manufacturing infrastructure development.
8. Describe role of IT in manufacturing strategy.
9. Write notes on **any two** of the followings :
  - a) Concept of focussed manufacturing
  - b) Strategic issues in make or buy decisions
  - c) Relationship of operations strategy to corporate strategy
  - d) Process choice.

**M.M.S./M.B.S. (Sem. – II) Examination, 2009**  
**TRAINING AND DEVELOPMENT**  
**202 E : HRM Specialisation (New)**  
**(2008 Pattern)**

Time : 3 Hours

Total Marks : 70

*Note : 1) Q. No.1 is compulsory.*  
*2) Solve **any four** questions from the remaining questions.*

1. Define training. Explain objectives of training. **10**
  2. Differentiate between training, development and education. **15**
  3. What is the need of identification of training needs ? Explain any two methods of identification of training needs. **15**
  4. What is the cost benefit analysis ? How is it done for evaluating a training programme ? **15**
  5. Elaborate the challenges in training. How it can be aligned to business strategies in Industry ? **15**
  6. Elaborate the significance of coaching and mentoring in training and development of managers. **15**
  7. Write short notes (**any two**) : **15**
    - a) Managing change through training
    - b) Essentials of effective training
    - c) Skill inventory
    - d) Principles of learning.
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[3679] – 207

**M.M.S./M.B.S. (Semester – II) Examination, 2009**

**MARKETING SPECIALIZATION**

**20.3 A : Marketing Strategy and Relationship Marketing  
(New) (2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

*Instructions : i) All questions are compulsory.*

*ii) Figures to the right indicate maximum marks.*

1. A chain at Luxury hotels is about to take over some of the existing well known hotels in major cities of India.

Some of the current stake holders have been identified as existing customers (mainly family groups), suppliers, travel agencies and employees.

You have been appointed as a marketing consultant to advise the company on following matters :

a) Developing a strategy to build excellent relationship with different stakeholders.

b) Identifying new market segments and developing a promotional strategy for existing as well as newly identified segments.

Present and explain your detailed plan for the above situation.

**20**

2. Write short notes (**any 4** out of 6) :

**20**

i) e-marketing

ii) Marketing strategies in declining markets

iii) Sustainable competitive advantage

iv) Recency-Frequency-Monetary value model

v) Customer culture

vi) Database marketing

**P.T.O.**



3. Present an overview of marketing strategy in relation with corporate vision, mission and objectives. **15**

OR

3. Explain various stages in New Product development. **15**
4. Discuss the paradigm shift from transactional marketing approach to Relationship marketing philosophy. **15**

OR

4. Critically analyse the role of Information Technology (IT) in CRM. **15**

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[3679] – 208

**M.M.S./M.B.S. (Semester – II) Examination, 2009**  
**(2008 Pattern)**  
**(203 B) : FINANCE SPECIALIZATION**  
**Legal and Procedural Aspect of Finance (New)**

Time : 3 Hours

Max. Marks : 70

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

1. A) What is partial disablement as per Workmen's Compensation Act.  
B) As per Payment of Bonus Act explain.
  - I) Available surplus.
  - II) Minimum Bonus.
2. A) What is Total Disablement under Workmen's Compensation Act.  
B) What is the liability of employer regarding payment of gratuity under Payment of Gratuity Act.
3. As per Companies Act explain.
  - A) Powers and Duties of Directors.
  - B) Conduct of Special Audit by Central Government.
4. A) What is Corporate Governance ? State its importance.  
B) Explain the objective and scope of FEMA (Foreign Exchange Management Act).
5. Explain the provisions of Companies Act regarding Mergers and Acquisitions.
6. A) State the Qualifications and Disqualifications regarding Appointment of Director.  
B) State various situation when the Auditor give qualified Audit Report.

**P.T.O.**





7. Write short notes on (**any 4**) :

- 1) Borrowing Powers of Directors.
  - 2) 'Employer' as defined under Payment of Bonus Act.
  - 3) Duties of Auditors.
  - 4) Removal of Auditors.
  - 5) Provisions regarding Inter Corporate Loans.
  - 6) Removal of Directors.
-

**M.M.S./M.B.S. (Semester – II) Examination, 2009**  
**203-C OOD : CONCEPTS AND BASIC JAVA**  
**Computer Specialization**  
**(New) (2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

*Note : 1) Q. 1 is compulsory.*  
*2) Solve any five from the remaining.*

1. Solve the following : **(5×4=20)**
  - 1) How 'this' and 'super' keywords are used ?
  - 2) How flow layout and grid layout is set for a frame ?
  - 3) How garbage is collected in Java ?
  - 4) What is inner class and wrapper class ?
  - 5) How two dimensional array of different columns in rows is created ?
2. Write AWT application that will display traffic signal. **10**
3. Write application to accept username. If user name is less than 6 characters fire user defined exception 'Insufficient length'. If user name is greater than 5 characters then wish user 'welcome user name'. **10**
4. Write application to copy 1 file to another. Accept file names from user. Do all possible validations. **10**
5. Define a class Television with fields TV id, brand, model, description, price, accept details of 15 televisions in an array. Accept brand name from user and display all details of that brand in a tabular format. **10**
6. What is polymorphism ? Explain with example how java supports polymorphism ? **10**
7. Write notes on (**any 2**) : **10**
  - 1) Thread life cycle
  - 2) Vector class
  - 3) Java io. File class.



[3679] – 21

**M.M.S./M.B.S. (Semester – II) Examination, 2009  
(2005 Pattern)**

**MARKETING MANAGEMENT SPL – RETAIL AND DISTRIBUTION  
MANAGEMENT ((Old) 202 A)**

Time : 3 Hours

Max. Marks : 60

*Note :* 1) Answer **any five(5)** questions.  
2) **All** questions carries **equal** marks.

1. Explain concept “Marketing channels”. What are the functions and significance ?  
What is their structure ?
2. Who are the primary participants of the channel ? Explain in details along with the practical examples. Why market need the channels ?
3. “Material handling, transportation, warehousing and Inventories” are the four pillars on which the building of Retailer logistics rely upon”. Do you agree with the statement ? Explain in details with practical examples.
4. Select the marketing channels for following goods :
  - a) F.H.P. Motors
  - b) New “Salt” toothpaste in market.
  - c) Home Delivery Services offered by Pizza-Hut.
5. What are causes for creating “Channel Conflict” and they are overcome ?
6. Write short notes on **any three** :
  - a) Multi-level marketing
  - b) Retail Decision on Location
  - c) Importance of Franchise
  - d) Types of wholesalers
  - e) Designing market channel system.



[3679] – 210

**M.M.S./M.B.S. (Semester – II) Examination, 2009**  
**Production and Materials Specialization**  
**203-D : MODELING TECHNIQUES & OPERATION MANAGEMENT**  
**(2008 Pattern) (New)**

Time : 3 Hours

Max. Marks : 70

- Note:* i) Answer **any five** questions.  
ii) **All** questions carry **equal** marks.  
iii) Use of calculator is **allowed**.

1. Explain the meaning and process of business modeling with examples.
2. a) State the meaning of linear programming and enlist its limitations.  
b) A soft drink plant has two bottling machines A and B. A is designed for filling 250 ml bottles and B for 500 ml bottles. However each machine can be used for both types with some loss of efficiency. Following is the data available on filling rate in bottles/minute :

Machine	Bottles/minute	
	250 ml bottles	500 ml bottles
A	100	40
B	60	75

Machines can be used for filling for 8 hours a day, 5 days a week. Profit per 250 ml bottle is Rs. 5 and profit per 500 ml bottle is Rs. 2. Weekly production of soft drink can not exceed 9000 litres. Market can at the most absorb 25000 no.s of 250 ml capacity bottles. Further there is a minimum demand of 7000 no.s of 500 ml bottles.

Using above data, formulate linear programming model.

3. Explain the concept and application in operations management of the following :
  - a) Dynamic programming.
  - b) Decision tree.

P.T.O.



4. At a bus terminal, two drivers are kept in reserve. In case any driver on scheduled duty, remains absent, without prior intimation following is the probability distribution that driver is absent :

<b>No. of absent drivers</b>	0	1	2	3	4	5
<b>Probability</b>	0.30	0.20	0.15	0.10	0.13	0.12

- a) Simulate the system for 10 days.
  - b) Find utilization of reserved drivers.
  - c) Find number of days and number of buses that can not run because of non availability of drivers. Use the following random numbers :  
30, 54, 34, 72, 20, 02, 76, 74, 48, 22.
5. a) Enlist priority sequencing rules. Compare three such rules with an example on two criteria.  
b) Outline in brief the process of ERP system implementation.
6. a) Explain procedure for sequencing n jobs on two machines.  
b) Describe salient features of a software on any aspect of Quality Management.
7. Discuss the role of IT in logistics and design with examples.
8. Write notes on **any two** of the followings :
- a) Design of experiments
  - b) IT as a competitive edge
  - c) Simplex method.

**M.M.S./M.B.S. (Sem. – II) Examination, 2009**  
**HRM-Spl-203 E : PERFORMANCE MANAGEMENT SYSTEMS (New)**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

*Note : 1) Q. 1 is compulsory.*

*2) Attempt any four questions from the remaining.*

1. Discuss the importance of career planning for employees in present scenario. **10**
2. What is Performance Management System ? Explain it with reference to Performance Planning. **15**
3. Explain current trends in Performance management. **15**
  - 1) Emphasis on continuous feedback.
  - 2) Assessment centers.
4. What is performance appraisal ? Why performance appraisal fails ? Discuss remedial measures to minimize the failure. **15**
5. Discuss the following methods of performance appraisal in detail. **15**
  - 1) Straight Ranking Method
  - 2) Paired Comparison Method.
6. Write short notes on (**any two**) : **15**
  - 1) Potential Appraisal
  - 2) MBO
  - 3) 360° Performance Appraisal.
  - 4) Counseling for better performance.



[3679] – 22

**M.M.S./M.B.S. (Sem. – II) Examination, 2009**  
**202 B : FINANCE SPECIALIZATION (Old)**  
**International Finance**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

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

1. Explain the concept of integration of global markets. Discuss International Debt crisis with reference to South East Asia-Oil crisis.
2. Define Foreign Market. Explain in detail operations in Foreign Exchange Market.
3. What is Export Credit Guarantee Corporation ? State its role and importance.
4. Explain the merits and demerits of
  - i) Flexible Exchange Rates
  - ii) Fixed Exchange Rates.
5. Elaborate the important aspects of the financial management of multinational firm.
6. Explain important aspects of FEMA 1999.
7. Write notes on **any two** of following.
  - a) ADRS
  - b) Purchasing Power Parity Theory
  - c) Spot Exchange Rate
  - d) EXIM Bank.



[3679] – 23

**M.M.S./M.B.S. (Semester – II) Examination, 2009**

**202 (C) : Computer Specialization**

**BUSINESS APPLICATIONS**

**(2005 Pattern) (Old)**

Time : 3 Hours

Total Marks : 60

*Note : i) Solve **any six** questions.*

*ii) **All** question carry **equal** marks.*

1. Explain payroll processing in detail. Draw layout of payslip. **10**
2. Explain sales order processing system. Design any two MIS reports. **10**
3. Explain material requirement planning in detail. How down time analysis is done ? **10**
4. Explain fixed deposit system. Draw layout of fixed deposit receipt. **10**
5. Explain Account's receivable and Account's payable. Draw layout of payment voucher. **10**
6. Explain various methods of Stock Accounting. **10**
7. Write short note of **any two** : **10**
  - a) ABC analysis
  - b) Internet banking
  - c) Employee appraisal form





[3679] – 24

**MMS/MBS (Semester – II) Examination, 2009**  
**202-D : MANUFACTURING STRATEGY**  
**Production and Materials Specialization (Old)**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

*Note : i) Answer **any five** questions.  
ii) **All** questions carry **equal** marks.*

1. Define manufacturing strategy. Explain the reasons for manufacturing's reactive role in corporate strategy.
2. Describe a methodology for developing manufacturing strategy.
3. Explain the meaning of technology strategy and its relationship with manufacturing strategy with example.
4. Explain the concept and principles of focused manufacturing.
5. Discuss with examples strategic issues involved in changing a 'make' decision to 'buy' decision.
6. Discuss the impact of low investment on manufacturing infrastructure on firm's ability to remain competitive.
7. Explain the concept and characteristics of just in time production.
8. Write notes on **any two** of the following :
  - a) Risks in linking investment to product life cycle.
  - b) Customer vendor relations.
  - c) Economies of scale.
  - d) Outputs of manufacturing strategy.



[3679] – 25

**M.M.S./M.B.S. (Semester – II) Examination, 2009**  
**202 E : Human Resource Management Specialisation**  
**TRAINING AND DEVELOPMENT**  
**(Old) (2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

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

1. What steps needs to be taken to facilitate training programme in organisation ? Discuss in detail.
2. Explain various methods of training in detail.
3. Design a training module on Team building for twenty managers from cross functional departments.
4. Explain need and importance of training evaluation. Explain Kirkpatrick model of evaluation.
5. Distinguish between education, training and development. State the main objectives of training in an organisation.
6. Write short notes on (**any two**) :
  - a) Challenges in training
  - b) Distance learning
  - c) Changes in training needs for creativity and leadership
  - d) Training feedback and analysis.



[3679] – 26

**M.M.S./M.B.S. (Semester – II) Examination, 2009  
(2005 Pattern) (Old)**

**203-A : MARKETING MANAGEMENT SPECIALIZATION  
Marketing Strategy and Social Marketing**

Duration : 3 Hours

Max. Marks : 60

*Note : 1) Attempt **any four** questions.*

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

*3) Quote suitable examples **wherever** appropriate.*

1. 'Current markets crowded with competing products, offer a great challenge for a marketing strategist.' Discuss.
2. Explain the utility of and the steps in SWOT analysis.
3. Discuss the strategic considerations in developing distribution channels.
4. Examine the strategic for the International markets.
5. Distinguish the features of rural marketing and urban marketing.
6. Present a scheme of segmentation of rural market in the case of any product of your choice.
7. Write notes on **any three** :
  - a) Strategies for hostile markets.
  - b) Sustainable competitive advantage.
  - c) Strategy for packaging.
  - d) Utility of Brands.



[3679] – 27

**M.M.S./M.B.S. (Semester – II) Examination, 2009  
(2005 Pattern)**

**203-B : Finance Spl : LEGAL AND PROCEDURAL ASPECT OF  
FINANCE (Old)**

Duration : 3 Hours

Marks : 60

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

1. What are the provisions regarding appointment of Auditors in Companies Act 1956 ?
2. Explain the role and duties carried out by the secretary of a company regarding Annual General Meetings.
3. A) In respect of Workmen Compensation Act explain Partial and Total Disablement.  
B) Write brief note on – Corporate Governance.
4. A) Explain the meaning of oppression and mismanagement.  
B) What qualifications are required to become the Director of a Company ?
5. Explain the duties of Company Secretary regarding ‘Maintenance of Record and Filing of Returns.
6. Write short notes on (**any 3**) :
  - 1) Allocable surplus under Payment of Bonus Act.
  - 2) Liability of employer about Payment of Gratuity.
  - 3) Removal of Auditor.
  - 4) Special Audit by the Central Government.
  - 5) Fixation of Remuneration to Managing Director of a Company.

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B/II/09/140



[3679] – 29

**M.M.S./M.B.S. (Semester – II) Examination, 2009**

**Production And Materials Specialization**

**203D : INVENTORY MANAGEMENT (Old)**

**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

*N.B. : i) Answer **any four**.*

*ii) **Draw diagrams wherever necessary.***

1. Explain the role of 'Inventory management in 'JIT' Age. Give examples. **15**
2. 'Excess inventory is a roadblock' Do you agree ? Why ? Explain. **15**
3. Write a note on, 'Manager's view on WIP'. Give examples. **15**
4. 'ABC' analysis is a selective control of inventory management. Explain with examples. **15**
5. What is 'E.O.Q.' ? What are costs associated with EOQ ? Explain with graph. **15**
6. Write short notes (**any two**) : **15**
  - a) Inventory Integration with sales forecast
  - b) Use of Inventory turns to use productivity
  - c) Safety stock



**M.M.S./M.B.S. (Semester – I) Examination, 2009**  
**MARKETING MANAGEMENT SPECIALISATION**  
**103 (A) - Services Marketing And Brand Management (Old)**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

*Instructions : 1) Answer **any four (4)** questions.*

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

1. “Services distributions is more challenging then products distribution”. Do you agree ? Justify.
2. Explain various types of gaps in service quality with the help of Gap model.
3. Define segmentation suggest and explain suitable bases of segmentation for
  - a) Banking services
  - b) Airline services
4. Explain in detail, the process of brand creation. Give suitable examples.
5. What is brand positioning ? Why it is necessary ? Enlist implications of wrong brand positioning.
6. According to you, which factors influence brand selection in services industry ? Describe in detail.
7. Write short notes on **(any 3)** :
  - a) Four I’s of services
  - b) Sales promotion of services
  - c) Relationship marketing
  - d) Brand equity
  - e) Brand Image



[3679] – 30

**M.M.S./M.B.S. (Semester – II) Examination, 2009**  
**203 E : Human Resource Management Specialisation**  
**PERFORMANCE MANAGEMENT SYSTEMS (Old)**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

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

1. What is performance management system ? Explain performance management system with reference to performance coaching and performance planning in detail.
2. Explain in detail challenges in future in performance appraisal system.
3. Explain current trends in performance management with respect to
  - a) Emphasis on continuous feedback and
  - b) Assessment centres.
4. Explain modern method of performance appraisal. Differentiate between traditional and modern method of performance appraisal.
5. Why performance appraisal fails in certain circumstances ? What are its consequences ?
6. Write short notes on **(any two)** :
  - a) Potential Appraisal
  - b) MBO
  - c) Self assessment
  - d) Career planning.



[3679] – 4

**M.M.S./M.B.S. (Semester – I) Examination, 2009**  
**103 B : Finance Specialization**  
**MERCHANT BANKING AND FINANCIAL SERVICES (Old)**  
**(2005 Pattern)**

Duration : 3 Hours

Max. Marks : 60

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

1. What do you understand by primary market ? State various instruments traded in primary market.
  2. What is mutual fund ? State its features and advantages.
  3. In connection with shares trading explain what is
    - a) Scripless trading
    - b) On line trading
    - c) Delivery base trading
  4. Explain in short various instruments that are traded in money markets.
  5. Write short notes on (**any 3**) :
    - i) Securitization of debts
    - ii) National Stock Exchanges
    - iii) Features of venture capital
    - iv) Role of SEBI in secondary market
    - v) Limitations of OTCEI.
-





[3679] – 5

**M.M.S. /M.B.S. (Semester – I) Examination, 2009**  
**103C : COMPUTER SPECIALIZATION – SOFTWARE ENGINEERING**  
**(Old) (2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

*Note :* 1) *Question 1 is compulsory.*  
2) *Attempt any 3 from remaining.*  
3) *Each question carries 15 marks.*

1. KNG college plans to computerize the student admission process of their college. As a system analyst prepare the following : **15**
  - 1) 1<sup>st</sup> level physical DFD.
  - 2) Normalized file layout.
  - 3) Any 2 reports of your choice.
  
2. Sriram stores provides the following discount policy on its products : **15**

Those customers ordering more than 20 items receive 12% discount. Those customer who are not regular receive atmost 10% discount. Regular customer who order more than 10 items get 13% + 2% if they pay by cash. Any customer not covered in the rule get no discount.

Draw the decision tree for the above case.
  
3. List out the activities involved in requirements determination. **15**
  
4. In what way prototyping model is better than waterfall model ? Justify. **15**
  
5. Write short notes on (**any 3**) : **15**
  - a) FDD.
  - b) Web Engineering.
  - c) Code Design.
  - d) Types of Maintenance.

**M.M.S./M.B.S. (Semester – I) Examination, 2009**  
**103 - D : QUALITY MANAGEMENT (2005 Pattern)**  
**Production and Materials Specialization (Old)**

Time : 3 Hours

Max. Marks : 60

*Note : i) Answer **any five** questions.  
ii) **All** questions carry **equal** marks.*

1. Define quality. Discuss how the following aspects influence quality :
  - a) Management policy
  - b) Organization culture
  - c) Leadership
2. Discuss the following :
  - a) Crosby's absolutes of quality
  - b) Juran's trilogy
3. What is acceptance sampling ? Under what conditions acceptance sampling is preferred over cent per cent inspection ? Explain.
4. Enlist control charts and explain with examples their application.
5. Discuss with examples how does application of Ishikawa Diagram and Pareto Diagram help in improving quality.
6. Describe the concept and principles of total quality management.
7. Outline a framework for determining quality policy and quality objectives in a manufacturing organization.
8. Discuss types of quality audits and their significance.



[3679] – 7

**M.M.S./M.B.S. (Semester – I) Examination, 2009**  
**HR Management Specialisation (Old)**  
**ORGANISATIONAL DEVELOPMENT (103 E) (2005 Pattern)**

Time : 3 Hours

Total Marks : 60

*Instructions : 1) Attempt **any four** questions.*

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

1. What is organisational development ? Explain the characteristics, values, beliefs and assumptions underlying the field of organisational development.
2. Explain the techniques for structural and comprehensive interventions.
3. Explain the concept of system theory and action research in organisational development.
4. What is team Intervention ? Explain the “Role analysis” and “Appreciation and concern exercise technique” of team intervention.
5. Explain the concept of “Total Quality Management” and “Work-Redesign” in detail.
6. Write short notes (**any two**) :
  - 1) Force Field analysis
  - 2) Role of OD consultant
  - 3) Parallel learning structure
  - 4) Gestalt approach.