



[3987] – 301

**P.G.D.B.M. (Semester – III) Examination, 2011**  
**301 : HUMAN RESOURCE MANAGEMENT (New)**  
**(2008 Pattern)**

Time : 3 Hours

Total Marks : 70

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

1. Define HRM. Explain various roles of HR manager.
2. Explain various sources of recruitment.
3. What are objectives of training evaluation ? Explain any one model of training evaluation.
4. Explain in detail various ‘Rating Errors’ in performance appraisal process.
5. Explain process and importance of quality circles.
6. Explain salient features of collective bargaining.
7. Write short notes on **any two** :
  - a) Discharge and Dismissal
  - b) Career Planning
  - c) Training Need Evaluation
  - d) Job Evaluation
  - e) Employee Retention Strategies.



[3987] – 303

**P.G.D.B.M. (Semester – III) Examination, 2011**  
**303 : LEGAL ASPECTS OF BUSINESS (New)**  
**(2008 Pattern)**

Time : 3 Hours

Total Marks : 70

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

1. Define contract. Explain its elements. Explain in detail “Free consent”. **14**
2. Explain rights and responsibilities of agent. **14**
3. Explain rights of unpaid seller. **14**
4. a) Explain provisions of Negotiable Instruments Act 1881 relating to dishonour of a negotiable instrument. **7**  
b) Explain difference between cheque and bill of exchange. **7**
5. Explain duties and responsibilities of Directors as given in Companies Act, 1956. **14**
6. a) Explain unfair trade practices. **7**  
b) Concept of digital signature. **7**
7. Write short notes on **any two** : **14**
  - a) Undue influence
  - b) Contingent contracts
  - c) Condition and warranties
  - d) Doer crimes
  - e) Consumer Protection Council.



[3987] – 408

**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**403-B : ADVANCED FINANCIAL MANAGEMENT**  
**Specialization – II (Finance)**  
**(New) (2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

- Instructions :** 1) Question No. 1 is **compulsory**.  
2) Attempt **any two** questions each from Section I and Section II.  
3) Figures to the **right** indicate **full** marks.  
4) Use of simple calculator is **allowed**.  
5) Solve **both** the Sections in **one** and the **same** answer book.

1. From the Profit and Loss Account of Clean Power Ltd., given below, find out the amount of funds from operations. **10**

**Profit and Loss Account**

	Rs.		Rs.
To salaries and other expenses	8,500	By Gross Profit b/d	1,85,000
" Establishment charges	7,500	" Profit on sale of fixed assets	10,000
" Depreciation	7,500	" Dividend received	5,000
" Selling expenses	5,500		
" Discount on issue of shares	2,000		
" Goodwill written off	6,000		
" Loss on sale of investments	2,250		
" Provision for taxation	40,000		
" Net profit	1,20,750		
	<u>2,00,000</u>		<u>2,00,000</u>

P.T.O.



## SECTION – I

2. Financial planning is the key to successful business operations”. Explain and discuss the basic characteristics of a financial plan of a joint-stock company. **15**
3. Explain the terms ‘funds’ and ‘flows’ in respect of funds flow statement. What are the various sources and uses of funds ? Explain the importance of funds flow statement. **15**
4. Write short notes on **(any three)** :
  - a) SEBI guide lines for mergers and acquisitions
  - b) Human resource accounting
  - c) Cash flow statements
  - d) Corporate governance
  - e) Cash budgets. **15**
5. Explain details of Accounting standards in respect of valuation of inventory and depreciation policy. **15**

## SECTION – II

6. The Balance Sheet of Popular Co. Ltd. as on 31<sup>st</sup> March, 2011 is given as under

## Balance Sheet

<b>Liabilities</b>	<b>Rs.</b>	<b>Assets</b>	<b>Rs.</b>
Share capital		Good will	1,50,000
30000 equity shares		Investments at cost	
of Rs. 10, fully paid	3,00,000	(Market value Rs. 2,00,000)	2,50,000
20000, 10% preference		Stock-in-hand	4,00,000
shares of Rs. 10, fully paid	2,00,000	Book Debts	2,50,000
General reserves	1,50,000	Bank	1,25,000
Profit and Loss A/c	40,000	Cash-in-hand	25,000
6% Debentures	3,00,000		
Sundry creditors	2,00,000		
Bills payable	10,000		
	<b>12,00,000</b>		<b>12,00,000</b>



Bad-debts are doubtful to the extent of Rs. 10,000, for which no provision has been made so far.

Debenture interest is owing for two years and preference share dividends are in arrears for the last three years. Stock in hand at the end, does not include a return (inward) of Rs. 10,000, though the transaction was properly recorded and posted in books. The goodwill shall be valued at three years purchase of an average profits for last four years. The profits for the last four years were Rs. 20,000, Rs. 35,000, Rs. 40,000 and Rs. 65,000 respectively.

You are required to work out the price to be paid per share for 100 equity shares held by Mr. Makrand who expired on 1<sup>st</sup> October 2010, assuming that the preference shares have priority both as to the payment of capital and arrears of dividend in the event of liquidation.

**15**

7. Using the following information complete the balance Sheet of Oxygen Ltd.

**15**

Long-Term Debt to Net worth	0.5 : 1
Total Assets to turnover	2.5 times
Average collection period	$\frac{1}{2}$ month
Inventory turnover	9 times
Gross profit margin	10%
Acid-Test ratio	1 : 1

**Balance Sheet of Oxygen Ltd.**

<b>Liabilities</b>	<b>Rs.</b>	<b>Assets</b>	<b>Rs.</b>
Equity share capital	1,00,000	Fixed assets	—
Retained earnings	1,00,000	Inventory	—
Long-term Debt	—	Debtors	—
Creditors	1,00,000	Cash	—
	<hr/>		<hr/>
	<hr/>		<hr/>



8. A Co. Ltd. is considering two investment proposals. The details are given as under :

	<b>Proposal 'A'</b>	<b>Proposal 'B'</b>
	<b>Rs.</b>	<b>Rs.</b>
Investment cost	9,500	20,000
Estimated income at the end of		
Year I	4,000	8,000
Year II	4,000	8,000
Year III	4,500	12,000

- Suggest the most attractive proposal on the basis of excess present value method, considering future incomes are discounted at 12%.
- Also find out the internal rate of return of the two proposals using 14% and 15% discount rate for project A and 17% and 18% for project B.

The present value of Re. 1 receivable at the end of each period on various rates of discount are

<b>Year</b>	<b>10%</b>	<b>12%</b>	<b>14%</b>	<b>15%</b>	<b>16%</b>	<b>17%</b>	<b>18%</b>
I	0.9091	0.8929	0.8772	0.8696	0.8621	0.8547	0.8475
II	0.8265	0.7972	0.7695	0.7561	0.7432	0.7305	0.7182
III	0.7513	0.7118	0.6750	0.6575	0.6407	0.6244	0.6086

**15**



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**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**Financial Management (Specialization – II)**  
**(403 B) ADVANCED FINANCIAL MANAGEMENT (Old)**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

*Instructions : 1) Question No. 1 is compulsory. Attempt any three questions from the rest.*  
*2) All questions carry equal marks.*

1. Write short notes (**any three**) :
  - a) Fund Flow Statement
  - b) Inflation Accounting
  - c) Valuation of Goodwill
  - d) Trading on Equity
  - e) Inter-firm comparison. **15**
2. What do you mean by 'Optional Capital Structure' ? What is its link with the cost of capital ? **15**
3. Briefly discuss important aspects of valuation of Inventory and Fixed Assets as laid down by Indian Accounting Standards. **15**
4. Define the term 'Working Capital' and explain the types of working capital. **15**
5. From the following Balance Sheet of Ashoka Ltd. Pune, calculate the following ratios
  - a) Current ratio
  - b) Liquidity ratio
  - c) Debt to equity ratio
  - d) Proprietary ratio
  - e) Current assets to fixed asset ratio.

**P.T.O.**



### Balance Sheet of Ashoka Ltd. as on 31-3-2010

Liabilities	Amount Rs.	Assets	Amount Rs.
Equity Capital	10,00,000	Goodwill (at cost)	5,00,000
6% Preference Capital	5,00,000	Plant and Machinery	6,00,000
General Reserve	1,00,000	Land and Building	7,00,000
Profit and Loss A/c	4,00,000	Furniture	1,00,000
Provision for Taxation	1,76,000	Inventories	6,00,000
Bills Payable	1,24,000	Bills Receivables	30,000
Bank Overdraft	20,000	Sundry Debtors	1,50,000
Sundry Creditors	80,000	Bank	2,00,000
12% Debentures	5,00,000	Investments (short-term)	20,000
<b>Total</b>	<b>29,00,000</b>	<b>Total</b>	<b>29,00,000</b> 15

6. While preparing a project report on behalf of a client, you have collected the following facts. Estimate the net working capital required for that project. Add 10% to your computed figures to allow contingencies.

Estimated cost per unit of production :

	Rs.
Raw material	40
Direct labour	15
Overheads (excluding depreciation Rs. 5 per unit)	30
<b>Total cash cost</b>	<b><u>85</u></b>





**Additional information :**

- a) Selling price Rs. 100 per unit.
- b) Level of activity 52,000 units of production per annum.
- c) Raw material in stock average : 4 weeks.
- d) Work-in-progress (assume 50% completed in respect of conversion cost and 100% completion in respect of material) average 2 weeks.
- e) Finished goods in stock average 4 weeks.
- f) Credit allowed by suppliers, average 4 weeks.
- g) Credit allowed to debtors, average 8 weeks
- h) Lag in payment of wages, average 1.5 weeks.
- i) Cash at Bank is expected to be Rs. 25,000.

You may assume that production is carried on evenly throughout the year (52 weeks) and wages and overhead accrue similarity. All sales are on credit basis only.

**15**



[3987] – 101

**P.G.D.B.M. (Semester – I) Examination, 2011**  
**101 : Principles and Practice of Management and Organizational Behaviour**  
**(New) (2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

**Instructions :** 1) *Q. No. 1 is compulsory.*  
2) *Attempt **any 4** questions from remaining.*  
3) *All questions carry **equal** marks.*

1. Define Organisational Behaviour. State its importance and components. **14**
2. Discuss the qualities of leader and various styles of leadership. **14**
3. Explain the types of conflicts. Discuss the techniques for conflict management. **14**
4. Explain the term motivation and state the difference between Need Hierarchy theory and two factor theory of motivation. **14**
5. “Management is the art of getting things done.” – Comment on this statement. **14**
6. Short notes (Attempt **any two**) :
  - i) Centralisation
  - ii) Line and staff authority
  - iii) Contribution by F. W. Taylor
  - iv) Johari window. **14**

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B/I/11/1210



[3987] – 102

**P.G.D.B.M. (Semester – I) (New) Examination, 2011**  
**102 : MANAGEMENT ACCOUNTING**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

**Instructions :** 1) *Q. No. 1 is compulsory and attempt any two questions from each Section.*  
2) *Figures to the right indicate full marks.*  
3) *Use of simple calculator is allowed.*

1. a) Write note on : 10  
    1) Money Measurement Concept.  
    2) Historical Cost Concept.
- b) Classify the following into Personal account, Real account and Nominal account 10  
    1) Capital Account  
    2) Bank Account  
    3) Rent Account  
    4) Goodwill Account  
    5) Purchase Account.

**SECTION – I**

2. Explain the role of financial accounting and cost accounting in Management accounting. 15
3. What do you mean by overhead absorption ? Explain briefly methods absorbing factory overhead. 15
4. What do you understand the term standard costing ? Explain the advantages of standard costing. 15
5. Write short note on (**any three**) : 15  
    1) Key Factor  
    2) Budgetary Control  
    2) Idle Time  
    4) Types of Stores.

**P.T.O**



## SECTION – II

6. The following information relates to Commodity 'A' for the half year ending 31<sup>st</sup> March 2009.

**15**

Purchase of Raw Material	120000
Works Overhead	40000
Direct Wages	100000
Carriage Inwards	1440
Stock (1 <sup>st</sup> April. 2008)	
Raw Material	20000
Finished Products (1000 Tons)	16000
Work in Progress	4800
Stock (31 <sup>st</sup> March, 2009)	
Raw Material	22240
Finished Products (2000 Tons)	32000
Work in Progress	16000
Sale of Finished Products	300000
Office Overhead	8000

Advertising, discount and selling Exp. amount to Rs. 1.50 per ton sold.

16000 tons of commodity were produced during the period.

You are ascertain :

- 1) The value of raw material used.
- 2) Prime Cost.
- 3) Works Cost.
- 4) The cost of Production for the period.
- 5) The Cost of Sale.
- 6) The net profit for the period.
- 7) The net profit per ton of the commodity.



7. Following information is given to you.

15

Year	Sales	Cost
2009	200000	205000
2010	300000	310000

Calculate :

- 1) P.V Ratio.
  - 2) Break Even Point.
  - 3) The amount of profit or Loss were Sales are Rs. 3,25,000
  - 4) The amount of sales required to earn a profit of Rs. 5,000
  - 5) Margin of Safety for the year 2010.
8. A company working at 50% capacity manufactures 10000 units of a product. At 50% capacity the product cost is Rs. 180 and sale price is Rs. 200. The break up of the cost is as below :

15

	Cost Per Unit
Material	Rs. 100
Wages	Rs. 30
Factory Exp.	Rs. 30 (40% fixed)
Administration Overheads	Rs. 20 (50% fixed)

At 60% working raw material cost goes up by 2% and sales price falls by 2% .  
At 80% working the raw material cost increases by 5% and sale price decreases by same percentages i.e.5%.

Prepare a flexible budget for 60% and 80% working capacity.



9. The following transactions occur in the purchase and issue of material. **15**

On 2<sup>nd</sup> April 2009, 40000 units purchased @ Rs.4 per Unit.

On 20<sup>th</sup> April 2009, 5000 units purchased @ Rs.5 per Unit.

On 5<sup>th</sup> May 2009, 20000 units Issued.

On 10<sup>th</sup> May 2009, 60000 units purchased @ Rs. 6. per Unit.

On 12<sup>th</sup> May 2009, 40000 units Issued.

On 2<sup>nd</sup> June 2009, 10000 units Issued.

On 5<sup>th</sup> June 2009, 20000 units Issued.

On 15<sup>th</sup> June 2009, 45000 units Purchased @ Rs. 5.50 per Unit.

On 20<sup>th</sup> June 2009, 30000 units Issued.

Prepare stores ledger account by using FIFO Method.

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*B/I/11/1775*



[3987] – 11

**P.G.D.B.M. (Semester – I) Examination, 2011**  
**101 : ORGANISATIONAL BEHAVIOUR (Old)**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

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

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

1. Define the term organisational behaviour. Explain the fundamental concepts of OB.
  2. What do you mean by the term motivation ? Elaborate A.H. Maslow's hierarchy need theory of motivation.
  3. Define the term morale. Explain morale indicators, in detail.
  4. What is group dynamics ? Explain different steps of group formation.
  5. Explain the relationship between organisational culture and organisational effectiveness.
  6. Write short notes on **any three** :
    - a) Perceptual organisation
    - b) Importance of leadership
    - c) Principles of learning
    - d) Types of motives
    - e) Personality.
-



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**Post Graduate Diploma in Business Management (PGDBM)**  
**(Semester – I) Examination, 2011**  
**102 : MANAGEMENT ACCOUNTING**  
**(2005 Pattern) (Old)**

Time : 3 Hours

Max. Marks : 60

**Instructions:** 1) *Q. No. 1 is compulsory and attempt any two questions from each Section.*  
2) *All questions carry equal marks.*  
3) *Use of simple calculator is allowed.*  
4) *Answer to both Sections is to be written in the same answer book.*

1. A) Explain the following.

- 1) Going concern concept
- 2) Money measurement concept.

B) Classify the following accounts into personal, real and nominal.

- a) Capital account
- b) Drawings account
- c) Sales account
- d) Loan account
- e) Cash account.

**SECTION – I**

2. “Management accounting is the best tool for management to achieve its objective”. Explain in detail.
3. What do you mean by Marginal Costing ? Explain the limitations and main features of marginal costing.

**P.T.O.**





4. Discuss the various methods of pricing materials issued to production. Which of the issuing methods would you recommend under condition of rising price ? Why ?
5. Write short notes on :
- a) Key factor
  - b) Schedule VI of Companies Act, 1956
  - c) Material variance.

#### SECTION – II

6. SV Ltd., a multi product company, furnishes you the following data relating to the year 2009 :

Particulars	First half of the year	Second half of the year
Sales	Rs. 45,000	Rs. 50,000
Total cost	Rs. 40,000	Rs. 43,000

Assuming that there is no change in prices and variable costs and that the fixed expenses are incurred equally in the two half year periods, calculate for the year 2009

Calculate :

- a) PV Ratio
- b) Fixed Expenses
- c) Break Even sales
- d) Margin of safety.



7. The expenses for budgeted production of 10,000 units in a factory are furnished below :

Particulars	Per Unit
Materials	70
Labour	25
Variable overheads	20
Fixed overheads (1,00,000)	10
Variable expenses (Direct)	5
Selling expenses (10% fixed)	13
Distribution expenses (20% fixed)	7
Administration expenses (Rs. 50,000)	5
<b>Total cost per unit</b>	<b>155</b>

Prepare a budget for production of :

- i) 8,000 units
- ii) 6,000 units
- iii) Calculate the cost per unit at both levels

Assume that administration expenses are fixed for all level of production.

8. 100 skilled workmen, 40 semi-skilled workmen and 60 unskilled workmen were to work for 30 weeks to get a contract job completed. The standard weekly wages were Rs. 60, Rs. 36 and Rs. 24 respectively. The job was actually completed in 32 weeks by 80 skilled, 50 semi-skilled and 70 unskilled workmen who were paid Rs. 65, Rs. 40 and Rs. 20 respectively as weekly wages.

Find out the labour cost variance, labour rate variance, labour mix variance and labour efficiency variance.



9. Mr. A furnishes the following data relating to the manufacture of a standard product during the month of January 2010.

	Rs.
Raw Materials purchased	15,000
Opening stock of raw materials	4,000
Closing stock of Raw materials	5,000
Direct labour cost	9,000
Machine-hours worked	900 hours
Machine-hour-rate	Rs. 5
Carriage inward	1,000
Administrative overheads	20% on works cost
Selling overheads	50p per unit sold
Units produced	17,100
Opening stock of finishes product	
@ Rs. 1.50 per unit	2,000
Units sold	16,000
Selling price per unit	Rs. 4

You are required to prepare

- Cost-sheet
- A statement showing profit for the period.



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**P.G.D.B.M. (Semester – I) Examination, 2011**  
**103 : MANAGERIAL ECONOMICS (Old)**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

*N.B. : 1) Answer **any four** questions.*

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

*3) Draw **neat** diagrams **wherever** necessary.*

1. Define Managerial Economics. Describe its nature, scope and practical significance.
2. Why Joint Stock Company Form of Business Organisation is popular ? Give examples.
3. What are the determinants of Price Elasticity of Demand ? Give its various types.
4. State and explain law of variable proportions.
5. What is Cost-Benefit Analysis ? Discuss steps involved in it.
6. Write notes on **any two** :
  - 1) Break-even analysis
  - 2) Need for Demand Forecasting
  - 3) Features of Oligopoly
  - 4) Price Discrimination.

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[3987] – 203

**P.G.D.B.M. (Semester – II) Examination, 2011**  
**203 : OPERATIONS MANAGEMENT (New) (2008 Pattern)**

Time: 3 Hours

Max. Marks : 70

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

1. Define operations management. Explain nature and scope of operations management.
2. Explain mass and batch production. State their advantages and suitability.
3. “Good plant layout not only optimizes the space utilization but reduces material handling cost”. Elaborate the statement explaining essentials of good plant layout.
4. Explain CPM/PERT techniques for Project scheduling.
5. A municipal transport service in a metropolitan city is facing problem of availability of buses due to frequent breakdowns. Suggest in details suitable types of maintenance to improve the situation.
6. What is acceptance sampling ? Under what conditions is acceptance sampling preferred over cent per cent inspection ?
7. Define method study. Discuss the steps involved in carrying out method study.
8. Write notes on **any two** of the following :
  - a) TPM
  - b) KANBAN
  - c) SIX SIGMA
  - d) Theory of constraint



[3987] – 21

**P.G.D.B.M. (Semester – II) Examination, 2011**  
**201 :MARKETING MANAGEMENT (Old)**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

**Instructions :** 1) Attempt *any 4* questions.

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

1. What are the stages in PLC ? Focus on how product is managed at each stage ? **15**
  2. What is 4 p's of marketing ? Highlight on changing market situation in current scenario **15**
  3. A) Discuss the factors influencing pricing decisions.  
B) Discuss objectives of pricing. **15**
  4. Define Branding. Discuss its purpose and significance. **15**
  5. A) What do you mean by New Product ?  
B) Discuss the types of new products. **15**
  6. Write short notes on (**any three**) : **15**
    - a) Physical distribution
    - b) Promotion tools.
    - c) Price as competitive weapon
    - d) Test marketing.
-



[3987] – 22

**P.G.D.B.M. (Semester – II) Examination, 2011**  
**202 : FINANCIAL MANAGEMENT (Old)**  
**(2005 Pattern)**

Time: 3 Hours

Max. Marks: 60

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

**SECTION – I**

1. Describe the important finance functions generally look after by a finance manager. **15**
2. Discuss merits and demerits of under and over capitalization. **15**
3. Explain the different methods of evaluating capital expenditure decision. **15**
4. Write short notes (**any three**) :
  - 1) Bonus shares
  - 2) Divident policy
  - 3) Public deposit
  - 4) Factoring.

**SECTION – II**

5. a) Find the operating leverage from the following data :

Sales                ₹ 50,000

Variable cost      60%

Fixed cost        ₹ 12,000

**6**

**P.T.O.**



b) Find the financial leverage from the following data :

Net worth ₹ 25,00,000

Debt /Equity 3/1

Interest Rate 12%

Operating profit ₹ 20,00,000

9

6. Complete the following balance sheet, assuming that only the equity capital and retained profit figures are given.

Liabilities	₹	Assets	₹
Equity capital	3,00,000	Fixed Assets	
Retained earnings	3,00,000	Inventories	
Creditors		Debtors	
		Cash	

You are given the following information.

Total debt is  $\frac{2}{3}$  of net worth

Turnover of total assets is 1.8

30 days sales are in the forms of debtors

Turnover of inventory is 5

Cost of goods sold in the year is ₹ 9,00,000

Acid test ratio is 1 : 1.





7. Akash Ltd. is considering the purchase of a machine. Two machines X & Y are available each costing ₹ 50,000/-. In comparing profitability of machines, a discounting rate of 10% is to be used.

Earnings after taxation are expected to be as follows :

Year	Cash flows (₹)	
	Machine X	Machine Y
1	15,000	5,000
2	20,000	15,000
3	25,000	20,000
4	15,000	30,000
5	10,000	20,000

Compute Net present value and pay back period. Discounting rate @ 10%

Year	1	2	3	4	5
	0.909	0.826	0.757	0.683	0.621

8. Write short notes (**any 3**) :

- 1) Public Limited Company
- 2) Commercial Paper
- 3) Leasing and Hire Purchase
- 4) Fund flow analysis.



[3987] – 23

**P.G.D.B.M. (Semester – II) Examination, 2011**  
**203 : MANUFACTURING AND OPERATIONS MANAGEMENT (Old)**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

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

1. Explain the scope and importance of manufacturing management.
2. Describe the characteristics of job production and mass production.
3. “Production planning and control is the nerve centre of production function”. Discuss the statement.
4. Discuss with examples factors to be considered in installation of facilities.
5. Explain the concept and importance of CPM|PERT in planning projects.
6. Describe salient features of any two types of maintenance.
7. a) State the meaning of work study and explain its objectives.  
b) Explain in brief features of Group Incentive Scheme.
8. Write notes on **any two** of the following :
  - a) Production Work Order
  - b) Crashing
  - c) Equipment Replacement Problems
  - d) Work Sampling.



[3987] – 302

**P.G.D.B.M. (Semester – III) Examination, 2011**  
**302 : MANAGEMENT INFORMATION SYSTEM**  
**(2008 Pattern) (New)**

Time : 3 Hours

Max. Marks : 70

**Instructions:** 1) Question No. 6 is **compulsory**.  
2) Attempt **any four** from the remaining.  
3) Figures to the **right** indicate **full** marks.

1. A) Define MIS and discuss how MIS is a useful tool for organisational change. **8**  
B) State various attributes of information in order to decide quality information. **7**
2. A) Explain in brief various types of computer networks. **8**  
B) What is Data Warehouse ? How is it different than DBMS ? **7**
3. A) Explain with the help of block diagram system development life cycle. **8**  
B) What is Decision-making process ? Explain with the help of Herbert Simon Model. **7**
4. A) Differentiate between Decision Support System and Executive Information System. **8**  
B) Define IT. What are the various advantages of IT enabled services ? **7**
5. A) What do you mean by information security ? Explain what are the various measures to provide information security and control to MIS. **8**  
B) Discuss various ethical issues related to MIS. **7**
6. Write short notes (**any two**) : **10**
  - a) Types of information
  - b) Expert system
  - c) Call centre
  - d) Waterfall model.



**P.G.D.B.M. (Semester – III) Examination, 2011**  
**302 : MANAGEMENT INFORMATION SYSTEMS (MIS) (Old)**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

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

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

1. A) What is DBMS ? Explain advantages and disadvantages of DBMS. 8  
B) Discuss Decision Making Process. Write a note on Herbert Simon Model of Decision Making. 7
2. A) Define MIS. Explain various features of MIS. 8  
B) Discuss System Development Life Cycle (SDLC) in detail. 7
3. A) Write the concept of Data Warehousing. 8  
B) How do you provide information security and control to MIS ? 7
4. A) Explain the types of topologies used in networking. 8  
B) State various attributes of information to decide quality. 7
5. Write short notes (**any three**) : 15
  - a) Intellectual Property Rights (IPR)
  - b) Data and Information
  - c) Artificial intelligence
  - d) Information Technology.



[3987] – 33

**P.G.D.B.M. (Sem. – III) Examination, 2011**  
**303 : LEGAL ASPECTS OF BUSINESS (Old)**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

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

1. Define Contract. Explain in detail classification of contracts. **15**
2. Explain provisions relating to conditions and warranties. **15**
3. Explain provisions regarding dishonour of a Negotiable Instrument. **15**
4. Define “Company”. Explain various types of meetings under Companies Act, 1956. **15**
5. a) Explain “Consumer” under The Consumer Protection Act, 1986. **5**  
b) Explain Unfair Trade Practice. **10**
6. Write short notes on **any three (5 each)** :
  - a) Free Consent
  - b) Quasi Contracts
  - c) Termination of Agency
  - d) Hire Purchase Agreement
  - e) Promissory Note
  - f) Share Capital.

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[3987] – 401

**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**401 : MANAGEMENT CONTROL SYSTEMS (New)**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

***Note :** 1) Attempt **any 4 (four)** questions from Section – A and **any 1 (one)** question from Section – B.*  
*2) **All** questions carry **equal** marks.*

**SECTION – A**

1. Define the concept of control. Explain the basic elements of control system.
2. Illustrate the concept of responsibility center and explain in detail :
  - i) Investment centre
  - ii) Expense center.
3. Discuss 'Transfer Pricing', And write a detailed note on :
  - i) Market based transfer pricing and
  - ii) Cost based transfer pricing.
4. Differentiate between (**any three**) :
  - a) Engineered cost and discretionary cost.
  - b) R.O.I. and E.V.A.
  - c) Management control in-service sector and manufacturing sector.
  - d) Management Audit and Financial Audit.
5. Write Illustrative notes on (**any three**) :
  - a) Functions of a Controller.
  - b) Goal congruence.
  - c) Balance score card.
  - d) Profit center.

**P.T.O.**



SECTION – B

6. ABC airline does pricing in following 5 manners.

- 1) Standard fare.
- 2) Concessional fare for senior citizen and students.
- 3) Concessional fare if, booking is done one month ahead of travel, but, no cancellation allowed.
- 4) Normal fare.
- 5) TATKAL (i.e. on the spot) fare decided on the day of flight. Some seats are reserved for this. In case of scarcity, the Airline charges a premium upto 50% and if seats are vacant then charges are cut upto 70% of the normal fare.

All the categories except 'TATKAL' can do bookings at any of the offices of the Airline counters OR at Authorised Travel Agent. However 'TATKAL' booking can be done only at Airline's counter at the Airport.

You are required to :

Suggest the level of Authority for decision making, both in setting the principles and the implementation of five categories of bookings.

7. PQR Ltd. has invested Rs. 18,00,000 in a Division and earned Net operating income of Rs. 6,00,000 (ignore taxes) compute :

- i) Division's R.O.I.
- ii) If weighted average cost of capital is 14% then what is the EVA ?
- iii) Comment on the 'Superiority of EVA' in Financial performance appraisal.



[3987] – 402

**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**Specialization – I (Marketing)**  
**402 (A) – INTEGRATED MARKETING COMMUNICATION (New)**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

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

1. Define IMC. Discuss the process of Integrated Marketing Communication in detail.
2. Draw and explain the structure of Advertising Agency. Also explain role of different departments of advertising agency.
3. Develop a suitable advertising campaign for following products
  - a) Mineral water
  - b) Broadband service.(Make necessary assumptions)
4. Discuss various methods of Advertising appropriation for finalising advertising budget.
5. Discuss the role and functions of a 'Public Relation Officer'. Explain in brief various PR Techniques used by Companies.
6. Explain various types of Medias of advertising, with their advantages and disadvantages.
7. Write short note on (**any two**) :
  - a) Celebrity Endorsement
  - b) Appeals in advertising
  - c) Online advertising
  - d) Functions of Advertising.





[3987] – 403

**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**Specialization – I (Finance)**  
**402 (B) : DIRECT TAXATION (2008 Pattern) (New)**

Time : 3 Hours

Max. Marks : 70

*Instructions : 1) Attempt **any 5 (five)** questions.  
2) All questions carry **equal** marks. (14)*

1. Answer **any seven** sub-questions. **Each** sub-question carries **two** marks. (7×2=14)
  - a) Define agricultural income u/s 2 (1A) of the Income Tax Act 1961.
  - b) Mention any two incomes from house property but taxable under a different head of Income.
  - c) How do you treat an income as an Indian income or as a foreign income ?
  - d) State the salary for the purpose of computation of taxable value of rent-free accommodation.
  - e) Mention the four canons of taxation according to Adam Smith.
  - f) State the rate of income tax applicable to female assesses below the age of 65 years.
  - g) Mention any two capital expenditures and any two revenue losses.
  - h) Who are a resident and ordinarily a resident ?
  - i) State how the 'Leave Travel Concession' is exempted.
  - j) How do you determine the residential status of a Joint Stock Company in India ?
  - k) How do you treat the unrealized rent of the past recovered in the current previous year ?
  - l) Who is a specified employee ?
2. Mrs. Ranga is an employee of State Bank of India ; she furnishes the following information for computation of her taxable salary for the Assessment Year 2010-11 :
  - i) Basic Salary Rs. 12,500-500-18,000 p.m. from 1-1-2002.
  - ii) Dearness Allowances @ 15% of salary.
  - iii) Entertainment Allowances, Rs. 250/- p.m., Bonus Rs. 4,000/-, children Education Allowances for her three children Rs. 200/- p.m. per child and Travelling Allowances for tour Rs. 15,000/- (during the year she spent Rs. 14,000/- on these travels).

P.T.O.



- iv) She and her family members took medical treatment in a private hospital during the year. The bank reimbursed Rs. 25,000/- regarding these expenditures.
- v) The bank has provided her an accommodation by deducting Rs. 1,000/- p.m. from her salary, but the bank is paying a rent of Rs. 5,000/- p.m. to the owner of this house. Furniture costing Rs. 30,000 is also provided in this house by the bank.
- vi) Employee and employer contributed 15% of her salary and D.A. towards the SPF. The interest credited to the P.F. A/c is Rs. 3,300/- @ 10% during the year.
- vii) During the year the bank has paid her Employment Tax of Rs. 2,000/-, Income Tax of Rs. 8,000/- and Health Insurance Premium of Rs. 1,500/-

3. Answer **any two** questions :

(2×7=14)

- 1) Mr. X purchased a house property in 1978 for Rs. 80,000/-. The fair market value of this house was Rs. 1,40,000/- on 1<sup>st</sup> April 1981. In the year 1985 on 1<sup>st</sup> November he incurred Rs. 60,000 for improvement of the house and sold the property on 10<sup>th</sup> September 2009 for Rs. 15,00,000/- and purchased a house for Rs. 5,00,000 on 15<sup>th</sup> March 2010.

Compute the capital gain chargeable to tax for the assessment year 2010-11. The cost inflation index are 1981-82 = 100, 1985-86 = 133, 2009-10 = 632.

- 2) Discuss with reasons, the admissibility of the following expenses while computing profits and gains of business.
- a) Income tax paid Rs. 30,000/-
  - b) Outstanding sales tax of previous years paid during the year Rs. 20,000/-
  - c) Interest paid on loan taken for daughter's marriage Rs. 8,000/-
  - d) Loss due to Robbery Rs. 50,000/-
  - e) Legal expenses Rs. 10,000/- to defend the assessee's title to his assets.

- 3) Briefly discuss the provisions for deductions under Section 80 U.

4. a) What are the types of assessments ? Briefly discuss self assessment.
- b) Mention the provisions to set-off and carry forward the following losses :
- i) Loss from house property and
  - ii) Long Term Capital Loss.



5. Mr. Naremdra a practicing Chartered Accountant gives you the receipts and payments of his profession for the year ended 31-3-2006.

<b>Receipts</b>	<b>Rs.</b>
Consultation	1,20,000
Audit fees	1,50,000
Appellate Tribunal Appearance	80,000
Payment from clients	2,60,000
Miscellaneous (Professional)	40,000

**Payments**

Office expenses	75,000
Office rent	36,000
Salaries	60,000
Printing and stationery	6,000
Purchase of books (Annual publication)	5,000
Subscription to C.A. institute	12,000
Travelling expenses	10,000
Interest on Bank loan	8,000
Donation to National Defense Fund	20,000

Bank loan was taken for construction of his residential house. He is running his profession in his own building. 20% of travelling expenses are not allowed.

Compute his income from profession for the A.Y. 2010-11.

6. Write short notes on (**any two**) :

- Incomes exempt from tax
- Income
- Gross total income
- Minimum alternative tax (MAT)

7. Write a detailed note on deduction of tax at source (TDS).



[3987] – 404

**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**Specialization – I (Computer)**  
**402 –C : DBMS WITH ORACLE (New)**  
**(2008 Pattern)**

Time: 3 Hours

Max. Marks : 70

**Instructions :** 1) *Q. 1 and Q. 5 compulsory.*  
2) Solve **any four** from the remaining.

1. Consider the following :

Customer (AcNo, Name, Address, Type\_of\_service Type\_of \_customer)

\* Type\_of\_service \_ post paid / Prepaid

\* Type\_of\_ customer – Commercial/Domestic

Customer Bill (AcNo, Mobile No, Billing cycle, bill No, Bill\_dt Bill\_due\_Date,  
BillAmt, Paid\_dt, Paymode)

\* Paymode– Cheque/Cash/Creditcard/Netbanking

A) 1) Create above tables with suitable constraints. **6**

2) Insert two records in each tables **4**

B) Solve the following queries (**any 5**) : **(5×2=10)**

1) Display all customers, who opted for post\_paid service.

2) Mark all records for deletion, who have not paid bills before due date.

3) Display total number of mobile users, who are making payment through Internet.

4) Display all customers, whose billing cycle is '19<sup>th</sup> April to 18<sup>th</sup> May' for post paid users.

5) Display all bills in decending order of BillAmt.

6) Create view as cell-view with AcNo, Name, Mobile No.

**P.T.O.**



2. Define DBMS. Explain different characteristics of DBMS. 10
3. What is union, Intersect, minus-explain with suitable example. 10
4. Explain different types of Joins with suitable examples. 10
5. Explain string and conversion functions with suitable example. 10
6. Explain Codd's Rules in RDBMS. 10
7. Short note (**any 2**) : (5×2=10)
  - 1) DDL-DML
  - 2) View
  - 3) Operators in oracle.

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**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**(Production Materials) Specialisation – I**  
**402-D: INVENTORY MANAGEMENT AND MATERIALS**  
**REQUIREMENT PLANNING (NEW)**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

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

1. Define inventory, what is the need to carry inventory ? Why are attempts made to keep inventory minimum ? **14**
2. How is the inventory classified based on its utility, cost, availability, source etc? **14**
3. Define and explain terms MPS, BOM, MRP-I. What purpose do MPS and BOM serve in MRP-I process ? **14**
4. What is the core competency ? Give examples. State and explain the reasons for relying on outside suppliers than the in house manufacturing. **14**
5. a) Define EOQ. Derive formula for EOQ for a purchased item. **14**  
b) A manufacturer's requirement for a certain material is 500 units per quarter. The ordering cost is Rs.10, per order and carrying cost is 16 paise per year per unit of average inventory. The purchase price is Rs.1.00 per unit.
  - i) Find EOQ and total inventory cost.
  - ii) The Supplier is ready to give 5% discount, if quantity for two quarters is ordered at a time. Should this offer be accepted if carrying cost is unaltered?
6. Why is the vendor relationship important in JIT environment ? What sort of system defects are exposed when JIT is implemented ? **14**
7. What are the criteria applied in evaluating performance of materials function ? Explain with examples. **14**
8. Give short notes on **any two**: **14**
  - a) Inventory carrying cost.
  - b) Lead time.
  - c) MRPI output.
  - d) Dependent and independent demand.



[3987] – 406

**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**(2008 Pattern)**  
**402-E : Specialization-I : Human Resource Management**  
**LABOUR LAWS (New)**

Time : 3 Hours

Max. Marks : 70

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

1. What are the Health Measures under Factories Act 1948 ?
2. Explain in detail, the provisions relating to Registration of Establishment under the Contract Labour (Regulation and Abolition) Act 1970.
3. Explain in detail all the provisions for Theaters or other Public Amusement or Entertainment under the Bombay Shops and Establishments Act, 1948.
4. What are the power and duties of Industrial Tribunal in case of Industrial Dispute under the Industrial Dispute Act, 1947 ?
5. Explain the De-recognition and Re-recognition of the union and obligations on recognized union under The Maharashtra Recognition of Trade Unions Act, 1971.
6. Explain any seven Acts of Misconduct under the Industrial Employment (Standing Orders) Act, 1946.
7. Write notes on (any **2**) :
  - a) Strikes and Lock-outs
  - b) Modification of Standing Orders
  - c) Rights of the unrecognized trade
  - d) Retrenchment and Closure.



[3987] – 407

**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**403 A : Specialization – II (Marketing)**  
**INTERNATIONAL MARKETING (New)**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

*Instructions : 1) Question No. **one** is **compulsory**.  
2) Attempt **any four** questions from the remaining.  
3) **All** questions carry **equal** marks.*

1. In view of the turbulent situation in Egypt and Libya, discuss the changes in international business environment.
2. Discuss the various entry options in the international markets with their applicability, merits and limitations.
3. Explain with examples how elements of pricing in domestic market differ from those in the international market.
4. Critically discuss the Import Export Policy as in existence now.
5. Write short notes on **any two** :
  - 1) Challenges in International Marketing
  - 2) Functions of WTO
  - 3) Types of letter of credit.
6. Discuss in detail the incentives provided by the various institutions in India for promotion of exports.





[3987] – 409

**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**403 (C) : Specialisation – II (Computer)**  
**“C” PROGRAMMING (New)**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

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

1. a) Give short notes (**any 3**) : **15**
  - 1) Data types in C.
  - 2) Storage classes.
  - 3) Difference between call by value call by reference.
  - 4) Break and continue.
  - 5) Dynamic memory allocation.
- b) Write a program to print following pattern : **5**

```
*
* #
* # *
* # * #
```
2. a) Write a function to print string in reverse order. **5**
- b) Write a function to find the maximum no. from two numbers. **5**
3. Write recursive function to calculate sum of its digits. **10**
4. Write a program to find all even number from an array of 50 and print the sum of all even numbers. **10**
5. Write a program to print the result of 10 student using structure for the following data Roll-No, Student Name, Marks for 3 subject. Program should print the total average and grade for each students. **10**
6. Write a program to copy the text file into another file in upper case. **10**
7. Write a program to accept two strings and concat these two strings. Write user defined function. **10**



[3987] – 410

**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**Specialization – II : PRODUCTION AND MATERIALS**  
**Logistics and Supply Chain Management (New)**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 60

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

1. Explain the significance of logistics with respect to availability, performance and service.
2. Identify and explain the supply chain for **any two** of the following :
  - a) Wrist watches
  - b) Food products
  - c) An IPO
  - d) A fixed deposit with a mfg. company.
3. State advantages and disadvantages of various modes of transport.
4. Explain the use of the following in SCM :
  - a) JIT
  - b) MRP – I and MRP – II.
5. “Flow of information has to be equally important like flow of goods/materials in SCM”. Explain.
6. Explain in detail the perspectives of packing and packaging with respect to consumer goods and industrial goods.
7. Write short notes (**any three**) :
  - a) Bull-Whip effect
  - b) Third party logistics
  - c) Relation between service level and inventory level
  - d) Containerisation.



[3987] – 42

**P.G.D.B.M. (Semester IV) Examination, 2011**  
**MARKETING MANAGEMENT SPL**  
**402-A : Specialization – I : Advertising and Sales Promotion**  
**(Old) (2005 Pattern)**

Time : 3 Hours

Max. Marks :60

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

1. What are the key elements of marketing mix ? What is the role of advertising in promotion of any brand ?
2. Describe the critical role played by a modern advertising agency for any organization with advertising needs ?
3. Classify and describe various media choices available to an advertiser.
4. Discuss various methods for budget allocation and appropriation for advertising.
5. Differentiate between advertising and publicity. Discuss various techniques of publicity.
6. Write notes on :
  - a) Sales promotion techniques
  - b) Reach and frequency
  - c) TRP.

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B/I/11/280



[3987] – 43

**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**402 - B : Finance Specialization – I : DIRECT TAXATION**  
**(2005 Pattern) (Old)**

Time : 3 Hours

Max. Marks : 60

***Instructions :*** 1) Attempt **any 4 (four)** questions.  
2) **All** questions carry **equal** marks (15)

1. Answer **any five** questions : **(5×3=15)**
  - 1) What do you mean by ‘expressly admissible expenses’ ?
  - 2) Define “Speculative transaction”.
  - 3) Define “Transfer of an asset”.
  - 4) What do you mean by “long term capital gain” ?
  - 5) How do you determine the “cost of acquisition” if the asset is acquired by gift ?
  - 6) Mention the provisions for deductions under Section 80 DD.
  - 7) Give the meaning of set-off and carry forward.
  - 8) How do you set-off and carry forward short term capital losses ?
  - 9) Give the meaning of Gross Total Income and Total Income.
2. Discuss the provisions relating to residential status of a company and Hindu Undivided Family.
3. Write short notes on **any two** :
  - 1) Capital Gains in Respect of Business Assets (Depreciable Assets)
  - 2) Agricultural income
  - 3) Gross annual value
  - 4) PAN
4. What are the types of assessments ? Briefly discuss.
5. Write a detailed note on Deduction of tax at source (TDS).
6. Write any ten incomes which are exempt from tax.
7. Write a detailed note on income from other sources.



[3987] – 45

**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**PRODUCTION AND MATERIALS SPECIALISATION**  
**(402-D) – Logistics and Supply Chain Management (Old)**  
**Specialization – I (2005 pattern)**

Time : 3 Hours

Max. Marks :60

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

1. Explain as to how the concept of supply chain was developed. What are the advantages over the previous concept ?
2. State, explaining merits and demerits of various transportation systems in India.
3. What purpose does packaging serve in enhancing the market share ? Explain different types of packaging for different market segments.
4. Explain the serious principles of material handling.
5. Explain planning system for distribution network planning in relation to information, transportation, inventory, warehousing and material handling.
6. Why, where and when is containerisation adopted ? Explain giving examples.
7. Write short notes on **any three** :
  - a) Insurance in logistics
  - b) Computerisation in SCM
  - c) Third party logistics
  - d) Bull-Whip effect
  - e) Supply chain structure.

B/I/11/255



[3987] – 46

**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**402-E – HUMAN RESOURCE MANAGEMENT SPECIALIZATION**  
**Labour Laws (Old)**  
**Specialization – I**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

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

1. Elaborate the objectives of the Factories Act and further discuss the provisions of welfare. **15**
2. Define “Industrial Dispute” under the provisions of Industrial Disputes Act 1947 and discuss the process of adjudication. **15**
3. Discuss the term “Wages” under the Payment of Wages Act and list out the authorised deductions under the Act. **15**
4. Explain the objectives of payment of Bonus Act 1965 and discuss what is “Set-ON” and “Set OFF” under this Act. **15**
5. What are the different types of disablements under the Workmen’s Compensation Act and explain when the employer is not liable to pay compensation ? **15**
6. Write short notes on **any three** :
  - 1) Health provisions under the Factories Act.
  - 2) Benefits available under Employees State Insurance Act.
  - 3) Lay-OFF.
  - 4) Objectives of Minimum Wages Act.
  - 5) When the workmen not eligible to get gratuity under the Payment of Gratuity Act ? **15**



[3987] – 47

**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**403-A : Specialization – II**  
**Marketing Management – II**  
**INTERNATIONAL MARKETING (Old)**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

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

1. Indicate the pre-and post-shipment credits allowed to exporters.
2. State the factors that influence export price of items.
3. Indicate the beneficiaries and benefits of international trade.
4. Explain the salient factors of environment that influences international marketing strategies. Give examples to substantiate your answer.
5. Specify the merits and demerits of different foreign market entry modes.
6. Identify the main aspects of international marketing research. How does it differ from national marketing research ?
7. Write explanatory notes on **any three** :
  - a) IEC no.
  - b) Dumping price
  - c) Standardisation vs. adaptation
  - d) Merchant and agent middlemen
  - e) Pre-shipment inspection
  - f) International trade fairs.



[3987] – 49

**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**Specialization – II**  
**403-C : Computer Specialization**  
**‘C’ PROGRAMMING (Old)**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

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

1. A) Write short notes on (any 3) : 15
- 1) Storage classes
  - 2) Data Types in ‘C’
  - 3) Command Line Argument
  - 4) Structures.
- B) Write a program to print the following pattern : 5
- ```
1
1 3
1 3 5
1 3 5 7
1 3 5 7 9
```
2. a) Write a function to reverse the given string. 5
- b) Write a function to accept a number and return the count of digits in it. 5
3. Write a program to accept an array of 10 numbers and display the minimum number. 10
4. Write a program to copy source file into destination file by replacing all upper case characters with ‘\*’. 10
5. Accept 50 records with fields account no, name, balance, print customer names with balance above Rs. 10,000. 10
6. Write a recursive function to find the sum of digits for a given number. 10





[3987] – 50

**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**(Specialization – II)**  
**403 D : Production and Materials Specialisation**  
**PRODUCTION PLANNING AND CONTROL (Old)**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

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

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

1. Production control function is to maximize utilization of resources and capacities. Discuss in detail as to how is this achieved.
2. What do you understand by process planning and production planning ? Explain giving examples.
3. What are the different types of documents raised to perform dispatching function in production control ? Give sketches as necessary.
4. What are the different production systems ? Explain PPC in each system.
5. Define scheduling. List and explain various types of scheduling.
6. Give short notes on **any two** :
  - a) Group Technology
  - b) Robotics
  - c) CAD/CAM.



[3987] – 51

**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**403-E : HUMAN RESOURCE MANAGEMENT SPL.**  
**Specialisation – II : Industrial Relations**  
**(2005 Pattern) (Old)**

Time : 3 Hours

Max. Marks : 60

*Note: Answer **any four** questions. All questions carry **equal** marks.*

1. Define Industrial Relations. Elaborate the machinery for settlement of dispute. **15**
2. What are the principles of labour welfare ? and Explain its effect on different provisions. **15**
3. Elaborate the role and characteristics of Trade Union in detail. **15**
4. Explain the effect of globalisation and liberalisation on trade unionism in India. **15**
5. Distinguish between Casual and badli workers, working women and child labour with its advantages and disadvantages. **15**
6. Write short notes on (**any 3**) : **15**
  - a) Worker's Participation in Management
  - b) Approaches of IR
  - c) Duties of a welfare officer
  - d) Inter Union Vs Intra Union Rivalry
  - e) Ethical Code.

B/I/11/255



[3987] – 103

**P.G.D.B.M. (Sem. – I) Examination, 2011**  
**103 : MANAGERIAL ECONOMICS**  
**(New) (2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

- N.B.** : 1) Answer **any 5** questions.  
2) **All** questions carry **equal** marks.  
3) Draw **neat** diagrams **wherever** necessary.

1. Define price elasticity of demand. Explain its types and practical significance of it.
2. State and explain the Law of Variable Proportions, with the help of production schedule.
3. a) Explain economies of scale.  
b) What is Break - Even - Analysis ?
4. Discuss at length classification of market on the basis of degree of competition.
5. Explain any two pricing strategies.
6. Show how a monopoly firm reaches its equilibrium in the long run with the help of MR and MC curves.
7. Writes notes on **any two** :
  - 1) Microeconomics.
  - 2) Exceptions to the law of demand.
  - 3) Need for Government intervention.
  - 4) Short run and long run costs.



[3987] – 31

**P.G.D.B.M. (Sem. – III) Examination, 2011**  
**301 : HUMAN RESOURCES MANAGEMENT**  
**(Old) (2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

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

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

1. Define HRM. Explain duties and responsibilities of HR Manager.
2. Explain concept of manpower planning. Elaborate steps involved in manpower planning.
3. Explain various methods of Training.
4. Explain performance management in detail. How it differs from performance appraisal ?
5. Critically analyse need, benefits and disadvantages of voluntary retirement schemes.
6. Explain following concepts in detail :
  - 1) Job Enrichment
  - 2) Job Enlargement
  - 3) Job Rotation.
7. Write short notes on **any two** :
  - a) HR strategies and organisational strategies.
  - b) Employee separation
  - c) Simulation and role play
  - d) Ethics in performance appraisal
  - e) Importance of training.



[3987] – 41

**P.G.D.B.M. (Sem. – IV) Examination, 2011**  
**401 : MANAGEMENT CONTROL SYSTEMS**  
**(Old) (2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

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

1. Discuss the concept of Transfer Pricing. Compare market based Transfer Pricing with cost based Transfer Pricing.
2. “EVA is a superior parameter of assessing the financial performance of the company” - comment.
3. Explain the importance of strategic planning in management control.
4. Write a detailed note on Budgetary Control as a tool for management control system.
5. A company has two divisions ‘P’ and ‘Q’.

The details are as follows :

| <b>Particulars</b>       | <b>Div. P<br/>Rs.</b> | <b>Div. Q<br/>Rs.</b> |
|--------------------------|-----------------------|-----------------------|
| 1) Divisional Profit     | 3,00,000              | 1,50,000              |
| 2) Divisional Investment | 11,00,000             | 18,50,000             |
| 3) Divisional Sales      | 22,00,000             | 53,00,000             |

A) Calculate ‘ROI’ and

B) Comment on the performance of Div. P and Div. Q.



[3987] – 411

**P.G.D.B.M. (Sem. – IV) Examination, 2011**  
**Specilization – II (Human Resource Management)**  
**403 E : INDUSTRIAL RELATIONS (New)**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

*Note : 1) Answer **any 5** questions.  
2) **All** questions carry **equal** marks.*

1. Define Industrial Relations. Explain various factors affecting Industrial Relations.
2. Define Collective Bargaining. What are important characteristics of Collective Bargaining.
3. Explain in detail weaknesses of Trade Union Movement in India.
4. Explain importance of workers participation in management in Indian Industries.
5. Explain various misconducts under Standing Orders Act 1946.
6. Explain Industrial dispute, conciliation, Arbitration and Mediation.
7. Short notes (**any two**) :
  - a) Gandhian approaches to IR.
  - b) Role of ILO in IR.
  - c) IR and productivity.
  - d) Grievance procedure.
  - e) Labour court and IR.



[3987] – 201

**P.G.D.B.M. (Semester – II) Examination, 2011**  
**201 : MARKETING MANAGEMENT (New)**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

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

1. A product has following 10 attributes, viz :
- |                |                                    |
|----------------|------------------------------------|
| i) Quality     | ii) Features                       |
| iii) Options   | iv) Style                          |
| v) Brand       | vi) Packaging                      |
| vii) Sizes     | viii) Pre and After sales services |
| ix) Warranties | x) Sales returns                   |

Explain the ways in which these attributes can be varied to manage a product in different phases of Product Life Cycle, in details.

2. Why new product development is necessary ? Elaborate entire process of new product development with an appropriate block diagram.
3. “Offering discounts on price always, is not a good strategy in the competitive markets”. Do you agree with the statement ? Justify your answer.
4. “Franchising is the better option to expand marketing operations in the current scenario of business”. Discuss.
5. What is “Promotional Mix” ? How would you design promotional mix for branded garments ?
6. Discuss importance of “ Physical Evidence” in tourism marketing.
7. Write notes on **any two** of the following :
- Levels of products
  - New trends in packaging
  - Importance of people and process in services marketing.



[3987] – 202

**P.G.D.B.M. (Semester – II) Examination, 2011**  
**202 : FINANCIAL MANAGEMENT (New)**  
**(2008 Pattern)**

Time : 3 Hours

Max.Marks : 70

- Instructions :** 1) *Question 1 is compulsory.*  
2) *Attempt **any two** questions from Section I and Section II each.*  
3) *Figures to **right** indicate marks.*  
4) *Use of simple calculator is **allowed**.*

1. Explain the functions of a finance manager. **10**

**SECTION – I**

2. Explain the concept of under capitalization with respect to its causes, consequences and remedies. **15**
3. Explain the different methods of evaluating capital expenditure decision. **15**
4. Define optimum capital structure. How will you calculate cost of
- a) Debt
  - b) Equity shares
  - c) Preference shares ? **15**
5. Write short notes (**any three**) :
- a) Time value of money
  - b) Commercial papers
  - c) Ratio analysis
  - d) Bonus shares
  - e) Credit rating. **15**

**P.T.O.**





## SECTION – II

6. Proforma cost sheet of a company provides the following data :

| Particulars                                       | Cost per unit (₹) |
|---------------------------------------------------|-------------------|
| Raw material                                      | 52.00             |
| Direct labour                                     | 19.50             |
| Overheads<br>(including depreciation<br>@ Re.0.5) | 39.50             |
|                                                   | <hr/> 111.00      |
| Profit                                            | 19.00             |
|                                                   | <hr/>             |
| Selling price                                     | 130.00            |

The following is the additional information available :

Average raw material in stock one month.

Average material in process half a month.

Finished goods stock one month.

Credit allowed by supplier one month.

Credit allowed to debtors two months.

Time lag in payment of wages one and half week.

Overheads one month.

$\frac{1}{4}$  of sales are on cash basis.

Cash balance is expected to be ₹ 1,20,000.

Prepare statement showing the working capital needed to finance a level of activity of 70,000 units of output.



7. From the following information prepare summarised Balance Sheet of XYZ Ltd.

- 1) Working capital ₹ 1,20,000
- 2) Reserves and surplus ₹ 80,000
- 3) Fixed assets/proprietary fund 0.75
- 4) Current ratio 2.5
- 5) Quick ratio 1.5
- 6) Bank overdraft Rs. 20,000

There are no long term loan or long term investment or fictitious assets or prepaid expenses.

**15**

8. The operating profit (EBIT) of XYZ Ltd. is ₹ 3,00,000. Its capital structure consists of the following :

- 10% Debentures ₹ 10,00,000  
12% Pref.shares ₹ 2,00,000  
Equity shares of ₹ 10 each ₹ 8,00,000  
The company is in the 40% tax bracket

- 1) Determine firms EPS.
- 2) Determine the degree of leverages.

**15**

9. Write short notes (**any three**):

- 1) Trading on equity
- 2) Factoring
- 3) Operating cycle
- 4) Debt-Equity Ratio
- 5) Joint Stock Co.s.

**15**



**P.G.D.B.M. (Semester – IV) Examination, 2011**  
**Specialization – I**  
**DBMS WITH ORACLE**  
**402 – C : Computer Spl.**  
**(2005 Pattern) (Old)**

Time : 3 Hours

Max.Marks : 60

***Instructions :*** 1) *Question No. 1 and 5 are compulsory.*  
2) *Solve **any 3** from the **remaining**.*

1. Consider the following table structure.

Course (Course id, Course Name, Duration, Course\_fee)

Student (Course id, Roll No, Name, dob, fee\_ paid [y/m], Paid\_dt)

A) 1) Create above tables with suitable constraints. **6**

2) Insert two records in each table. **4**

B) Solve the following queries (**any 5**) : **10**

1) Display all courses with duration of 2 yrs.

2) Display all records of students, whose fees are not paid.

3) Delete all records, whose age is greater than 24.

4) Increase the course fee by 10% for 'mms' course.

5) Display students whose name is starting with 'J'.

6) Display number of records for fee paid.

2. Explain Codd's rule. **10**

3. Explain Network and relational model in DBMS. **10**

4. What is DBMS ? Explain DBMS architecture in detail. **10**

5. Explain different types of attributes. **10**

6. Short notes (**any two**) : **(5×2=10)**

1) Data types

2) View

3) Join.