

Total No. of Questions : 7]

SEAT No. :

P2305

[Total No. of Pages : 1

[5565]-11

M.B.A. (Semester - I)

**101 : ORGANIZATIONAL BEHAVIOR & PRINCIPLES &
PRACTICES OF MANAGEMENT**

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

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

Q1) Define organizational behavior and its importance. Explain in detail the S-O-B-C model of O.B? **[14]**

Q2) What is Transactional Analysis? Explain the ego states and types of TA?[14]

Q3) Explain Primary and secondary motives & Herzberg's theory of motivation? **[14]**

Q4) What is management explain with Fayol's 14 Principles of management?[14]

Q5) Define Planning and Explain the Process of Management by Objective. **[14]**

Q6) Discuss the Hawthorne's Experiment? (Elton Mayo) **[14]**

Q7) Write Short Notes on (Any 2) **[14]**

- a) Line and Staff authority
- b) Formal and informal groups
- c) Relation between morale and Productivity
- d) Leadership styles



Total No. of Questions : 7]

SEAT No. :

P2306

[Total No. of Pages : 2

[5565]-12

M.B.A. (Semester - I)

**102 : MANAGEMENT ACCOUNTING
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Attempt any five questions.*
- 2) *All questions carry 14 marks.*
- 3) *Use of Simple calculator is allowed.*

Q1) State and Explain the role of cost accountant in managerial decision making. Give suitable example.

Q2) What do you Understand by overhead cost? Explain with example.

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

Q4) Write Short Notes (Any 2)

- a) Idle Time
- b) Labour Turnover
- c) Classification of Accounts

Q5) From the following particulars of manufacturing firm, Prepare a cost sheet.

- Stock of materials on 1 st Jan 2018	- 20,000
- Purchase of Raw material in Jan 2018	- 5,50,000
- Stock of Finished Goods on 1 st Jan 2018	- 25,000
- Productive wages	- 2,50,000
- Finished Goods Sold	- 12,00,000
- Works overhead charges	- 75,000
- Office of general charges	- 50,000
- Stock of Materials on 31 st Jan 2018	- 70,000
- Stock of Finished Goods on 31 st Jan 2018	- 30,000

P.T.O.

Q6) Following particulars have been extracted in respect of material Bee of Punjab Co. Mumbai for the month of March 2018. Prepare store and Ledger Account pricing the material issue on the Basis of LIFO method.

- 2 March. Opening stock - 100 Units @ Rs. 1.75
- 6 March. Purchase 150 Units @ Rs. 1.50
- 7 March. Issues 200 Units
- 15 March. Purchases 300 Units @ Rs. 1.60
- 18 March. Issues 250 Units.
- 25 March. Purchases 400 Units @ Rs. 1.70
- 28 March. Issues 400 Units
- 30 March. Spoilage 10 Units

Q7) For the Production 10,000 Units the following are budgeted Expenses :

Particulars	Per Unit Cost (Rs.)
Direct material	- 70
Direct Labour	- 25
Variable overheads	- 20
Fixed overheads (Rs. 100,000)	- 10
Variable expenses (Direct)	- 5
Selling expenses (10% fixed)	- 13
Administration expenses (Rs. 50,000)	- 5
Distribution expenses (20% fixed)	- 7
Total	155

Prepare a budget for the Production of

- a) 8000 Units
- b) 6000 Units

Assume that Administration expenses are rigid (does not change) for all level of Production.



Total No. of Questions : 7]

SEAT No. :

P2307

[Total No. of Pages : 1

[5565]-13
M.B.A. (Semester - I)
103 : MANAGERIAL ECONOMICS
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

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

- Q1)** Define Managerial Economics. Explain it's nature, scope and practical significance.
- Q2)** Explain the concept of Price-Elasticity of Demand w.r.t. types and methods of measuring price-elasticity of demand.
- Q3)** What is 'Production Function?' State and Explain the 'Law of Variable Proportions'.
- Q4)** Explain the classification of market on the basis of Degree of competition.
- Q5)** What is 'Capital-budgeting?' Explain any two methods of investment appraisal.
- Q6)** Define 'Profit'. Recommend a suitable profit policy for a well-established firm. Justify your answer.
- Q7)** Write short notes (any two) :
- a) Break-even Analysis
 - b) Exceptions to the Law of Supply
 - c) Administered price
 - d) Cost-plus pricing



Total No. of Questions : 6]

SEAT No. :

P2308

[Total No. of Pages : 4

[5565]-14

M.B.A. (Semester - I)

**104 : STATISTICAL AND QUANTITATIVE METHODS
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

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

Q1) a) Solve the following L.P.P. by graphical method

Minimize $Z = 25x + 30y$

Subject to $4x + 3y \geq 60$

$2x + 3y \geq 36$

$x, y \geq 0$

[7]

b) Given below is the information about advertising and sale :

	Advertisement expenditure (Rs. Lakh)	Sale (Rs. Lakh)
Mean	10	90
Variance	09	144

Correlation Coefficient is = 0.80. Obtain the regression equation of sale on advertisement expenditure and also obtain sales when advertisement expenditure is Rs. 15 Lakh.

[7]

P.T.O.

- c) Find the basic initial feasible solution of the following transportation problem using
- i) Vogel's approximation method.

Also find the corresponding Cost.

Factory	Distribution Centers				Monthly production (in quintals)
	W	X	Y	Z	
A	10	8	5	4	7,000
B	7	9	15	8	8,000
C	6	10	14	8	10,000
Monthly demand (in Quintals)	6,000	6,000	8,000	5,000	

[7]

- d) Compute the Coefficient of quartile deviation from the following data :

Marks	10	20	30	40	50	80
No. of Students	4	7	15	8	7	2

[4]

- Q2)** a) Given below is the distribution of marks. Find mean, median and mode of the distribution.

Marks Below	5	10	15	20	25	30	35
No. of Students	1	3	9	17	27	36	38

[8]

- b) A company has 4 machines on which 3 jobs are to be produced. Each job can be assigned to one and only one machine only. The cost of each job on each machine is given in the following table.

Job	Machines			
	W	X	Y	Z
A	17	23	27	31
B	7	12	16	18
C	9	14	18	21

What are the job assignments for minimum cost?

[7]

Q3) a) Obtain two regression equations for the following data :

x	8	6	4	7	5
y	9	8	5	6	2

[8]

b) Solve the following Game and find value of the Game.

Player A	Player B	
	B ₁	B ₂
A ₁	3	5
A ₂	4	1

[7]

Q4) a) The following Table gives the analysis of the examination result.

	Boys	Girls
No. of candidates appeared	800	200
Married Candidates	150	50
Married and successful	70	20
Unmarried and successful	550	10

Determine whether there is an association between marital status and success.

[8]

b) The Conditional Pay offs in crores of rupees for the three models of a car for the various likely Sales figures are as follows.

Models	Sales Unit		
	1 Lakhs	2 Lakhs	3 Lakhs
X	30	10	10
Y	55	20	3

Find Strategy by using

- Maximin Criteria
- Maximax Criteria
- Laplace Criteria

[7]

Q5) a) If $r_{12} = 0.8$, $r_{13} = 0.4$, and $r_{23} = 0.56$.

Find the value of $r_{12.3}$, $r_{13.2}$ and $r_{23.1}$

[8]

b) Write short notes on any two

i) Markov Chain.

ii) Single channel queuing system.

iii) Poisson Distribution.

[7]

Q6) a) At bus terminus every bus should leave with driver. At the terminus they keep two drivers as reserved, if any one on scheduled duty is on sick and could not come. Following is the probability distribution that driver becomes sick.

No. of sick drivers	0	1	2	3	4	5
Probability	0.30	0.20	0.15	0.10	0.13	0.12

Stimulate for 10 days and find utilization of reserved drivers. Also find how many days and how many buses cannot run because of non availability of drivers. Use following random numbers : 30, 54, 34, 72, 20, 02, 76, 74, 48, 22.

[8]

b) It has been found that 80% of all the tourists who visits India visit Delhi. 70% of them visit Mumbai and 60% of them visit both. What is the probability that a tourist will visit at least one city? Also find the probability that he will visit neither city?

[7]



Total No. of Questions : 7]

SEAT No. :

P2309

[Total No. of Pages : 1

[5565]-15
M.B.A. (Semester - I)
105 : LEGAL ASPECTS OF BUSINESS
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

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

Q1) Define contract. Explain essentials of a valid contract under the Indian contract Act, 1872.

Q2) What do you mean by Bill of exchange? Write a note on it with a draft.

Q3) Define consumer. Elaborate the rights of a consumer under consumer protection Act, 1986.

Q4) Define E-commerce. What are the determinants of E-commerce under I.T. Act, 2000.

Q5) Elaborate stages of incorporation and commencement of Business under the companies Act, 1956.

Q6) Define contract of Agency. Explain the essential elements of a contract of agency.

Q7) Write short note on any Two.

- a) Trade mark
- b) Distinguish between 'Share & Stock'
- c) Consumer under consumer Act



Total No. of Questions : 7]

SEAT No. :

P2310

[Total No. of Pages : 2

[5565]-16
M.B.A. (Semester - I)
106 : BASICS OF MARKETING
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Question No. 1 is compulsory.*
- 2) *Question No. 1 carries 10 marks.*
- 3) *Solve any four Questions from Q. 2 to 7.*

Q1) Explain the following concepts in detail (Any Two) **[10]**

- a) Need, want, desire & Demand. (with examples)
- b) Societal Marketing concept.
- c) Holistic Marketing.
- d) Marketing Networks & Marketing channels.

Q2) What do you understand by the term 'Consumer Behavior'? Explain the consumer (buying) decision making process. **[15]**

Q3) Describe how external Macro Environmental forces can affect marketing programs of **[15]**

- a) Pizza Hutt
- b) An I. T. company.

Q4) What is segmentation? Explain the demographic and behavioral bases of segmentation with relevant examples. **[15]**

Q5) Define 'Marketing Mix' and discuss all the elements of marketing Mix. **[15]**

P.T.O.

Q6) Explain the stages in marketing planning process.

[15]

Q7) Write Short Notes (Any Three)

[15]

- a) Positioning Strategies.
- b) Marketing Myopia
- c) Multisegment strategy
- d) Types of organizational structure
- e) Customer Delight

▽▽▽▽

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Total No. of Questions : 7]

SEAT No. :

P2311

[Total No. of Pages : 2

[5565]-21

M.B.A. (Semester - II)

201 : MARKETING MANAGEMENT

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Question No. 1 is compulsory.*
- 2) *Answer any four among the remaining questions.*
- 3) *All questions carry equal marks.*

Q1) Find out the stage of PLC of the following products in India & Suggest suitable marketing strategies (Any Two)

- a) Scooter
- b) Landline Phone
- c) LCD-TV
- d) Greeting Cards

Q2) As a brand manager you have been assigned with the responsibility of branding a new product offered by your company. Explain in detail various branding decisions you will be required to take.

Q3) Explain the factors that influence pricing decisions.

Q4) Describe various factors influencing design of distribution channels.

Q5) Explain how services differ from Goods mentioning peculiar characteristics of Services.

P.T.O.

Q6) Explain importance of personal selling in Business-to-Business marketing.

Q7) Short Notes (Any Two)

- a) Public Relations
- b) Portfolio Analysis
- c) Non-Price competition
- d) Sales Promotion Techniques

▽▽▽▽

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Total No. of Questions : 9]

SEAT No. :

P2312

[Total No. of Pages : 3

[5565]-22

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

202 : FINANCIAL MANAGEMENT

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) Question Number 1 is compulsory.
- 2) Solve any two questions from Section - I and two from Section - II each.
- 3) Figures to the right indicate full marks.
- 4) Use of non programmable calculator is permitted.

Q1) Explain in detail the role of finance manager. [10]

SECTION - I

Q2) Define capitalization. Explain the causes of under capitalization. [15]

Q3) Explain the long term and medium term sources available for raising finance. Which ones are commonly used and why. [15]

Q4) Define cost of capital? How with you calculate cost of -

- a) Debt
- b) Equity
- c) Preference shares

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

- a) Operating leverage.
- b) Cash budget
- c) Operating cycle.
- d) Advantages of ratio analysis.
- e) Proforma of balance sheet as per schedule VI of companies Act, 1956.

P.T.O.

SECTION - II

Q6) The following data represents the ratios pertaining to X Ltd. for the year ending on 31st March 2012. **[15]**

Annual Sales	- 50,00,000
Sales to Networth	- 5 times.
Fixed Assets to Networth	- 60%
Average collection period	- 90 days.
Sales to Inventory	- 10 times.
Current Ratio	- 2
Toatal debt to Networth	- 70%
Current liability to Networth	- 40%

From the above information, prepare the balance sheet with as many details as possible Assume all sales on credit.

Q7) A firm whose cost of capital is 10% is considering two mutually exclusive Proposals x and y. The details of which are as follows :- **[15]**

Particulars	Project x	Project y
Investments Cash outflow	15,00,000	15,00,000
Cash Inflows before tax at the end of year -		
1	2,00,000	6,50,000
2	2,50,000	6,00,000
3	3,50,000	6,00,000
4	5,50,000	5,75,000
5	7,50,000	5,25,000

- Depreciation should be charged at 10% using straight line method.
- Tax rate is to be assumed at 35%.

Evaluate the project using Net Present Value (NPV).

Note :-

Present Value of Re 1 C 10% for the year end -

Year End -	1	2	3	4	5
Present Value of Rupee	.909	.826	.751	.683	.621

Q8) x Ltd. wishes to compute working capital requirement for its operations. With the help of following information you are expected to calculate its working capital requirement. [15]

Particulars	Amount (Rs.)
a) Closing stock of finished goods	- 5,000
b) Closing stock of raw materials	- 8,000
c) Domestic sales (6 weeks credit)	- 3,12,000
d) Export sales (1.5 weeks credit)	- 78,000
e) Average time lag in payment of expenses	-
i) Wages - 1.5 weeks	- 2,60,000
ii) Stock & Material - 1.5 months	- 48,000
iii) Rent - 6 months	- 10,000
iv) Clerical staff - 5 months	- 62,400
v) Manager - 5 months	- 4,800
vi) Miscellaneous - 1.5 months	- 48,000

Assume an expense year of 52 Weeks/12 months.

Q9) The following Balance sheet of Zee Ltd. [15]

Balance Sheet

(Rs. in Lakhs)

Liabilities	31.3.10	31.3.11	Assets	31.3.10	31.3.11
Equity Share capital	100.0	120.0	Building	55.4	113.2
Share Premium	-	10.0	Machinery	35.6	51.3
General Reserve	6.0	11.0	Furniture	2.4	2.5
Profit & Loss A/c	7.5	20.7	Stock	36.5	38.0
5% Debenture	-	26.0	Debtors	32.1	38.0
Creditors	33.5	36.4	Bank	4.8	4.0
Provision for taxation	9.8	10.9			
Proposed dividend	10	12			
Total	166.8	247.0	Total	166.8	247.0

Additional Information :-

Write off depreciation of Rs. 1,28,000 on machinery and Rs. 4,000 on furniture

Prepare Funds flow statement.

▽▽▽▽

Total No. of Questions : 7]

SEAT No. :

P2313

[Total No. of Pages : 2

[5565]-23

M.B.A.

203 : HUMAN RESOURCE MANAGEMENT

(2008 Pattern) (Theory)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

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

Q1) What do you understand by HRM and explain various functions of HR Manager in detail.

Q2) Explain the difference between Recruitment and Selection. Describe various Sources of recruitment.

Q3) What is Performance Appraisal? Explain in detail modern methods of performance appraisal.

Q4) Explain the difference between Training and Development. Enumerate various methods of training.

Q5) Explain the Human Resource planning with its objectives.

Q6) Explain Collective Bargaining process in detail.

P.T.O.

Q7) Write short notes on (any two) :

- a) Kaizen
- b) VRS
- c) Industrial Dispute
- d) Job Enlargement and Job Enrichment.

▽▽▽▽

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Total No. of Questions : 8]

SEAT No. :

P2314

[Total No. of Pages : 2

[5565]-24

M.B.A.

**204 : MANUFACTURING AND OPERATION MANAGEMENT
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

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

Q1) Explain the evolution of factory system. Also explain Manufacturing Systems with respect to quality & Mass customization.

Q2) What do you mean by Scale of operations? Write down different methods of manufacturing. Explain Batch production & Process production by Giving examples.

Q3) What do you mean by Installation of facilities? Explain single & multi-location decisions. Also give the principles of facilities layouts.

Q4) What do you mean by maintenance management? What are the types of maintenance management? Explain spare part maintenance in detail.

Q5) What do you mean by work study? Explain the concept by taking the example of Blood Donation camp with the help of flow process chart.

Q6) What is SQC? Explain the significance of control charts. Also mention the application of SQC?

P.T.O.

Q7) Write Short Notes on any two.

- a) Six Sigma
- b) Lean Production System
- c) Work Sampling

Q8) Solve the following Network Problem.

Activity	Immediate Predecessor	t_o -	t_m -	t_p -
a	-	10	22	22
b	-	20	20	20
c	-	4	10	16
d	a	2	14	32
e	b, c	8	8	20
f	b, c	8	14	20
g	b, c	4	4	4
h	c	2	12	16
i	g, h	6	16	38
j	d, e	2	8	14

- a) Calculate the estimated time & draw the network diagram. [5]
- b) Show the critical path & find the project duration. [5]
- c) Identify critical activities which can delay the project completion time with explanation. [4]



Total No. of Questions : 7]

SEAT No. :

P2315

[Total No. of Pages : 2

[5565]-25

M.B.A. (Semester - II)

**205 : MATERIALS AND LOGISTICS MANAGEMENT
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Attempt any Five questions.*
- 2) *All questions carry equal marks i.e. 14 marks.*

Q1) Explain Integrated Supply Chain Management in digital era. State the benefits of SCM. **[14]**

Q2) Explain the process and utility of ABC analysis. **[14]**

Q3) Explain following terms with respect to MRP **[14]**

- a) Gross and Net Requirement
- b) Level by level Explosion
- c) Dependent and Independent demand

Q4) Why is location of stores an important aspect in Materials Management and Logistics Management? Discuss various factors to identify the location of stores. **[14]**

Q5) How do Value Analysis helps Value Engineering? Explain with suitable example. **[14]**

P.T.O.

Q6) Discuss the Principles of Material Handling? How could costs be controlled by using appropriate material handling equipments. **[14]**

Q7) Write Short Notes (Any Two) : **[14]**

- a) MRP II
- b) FSN, GOLF
- c) Purchasing Methods
- d) ERP

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Total No. of Questions : 7]

SEAT No. :

P2316

[Total No. of Pages : 2

[5565]-26

M.B.A. (Semester - II)

**MIS - (206) : MANAGEMENT INFORMATION SYSTEM
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

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

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

- a) Payslip.
- b) Dealerwise productwise sales report.
- c) Bill of material.

Q2) Define MIS. Explain its need, purpose and objectives. **[10]**

Q3) Explain Herbert - Simon model of decision making in detail. What are its limitations? **[10]**

Q4) Define computer network. Explain various topologies. **[10]**

Q5) Explain the prototyping model of information system development. **[10]**

P.T.O.

Q6) What is IPR? Why we need IPR? Explain “Copyright” with an example.[10]

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

- a) Data mining.
- b) Types of information.
- c) Expert Systems.
- d) Ethical dimensions of IT.

▽▽▽▽

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Total No. of Questions : 7]

SEAT No. :

P2317

[Total No. of Pages : 4

[5565]-31

M.B.A. (Semester - III)

**301 : BUSINESS POLICY AND STRATEGIC MANAGEMENT
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

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

Q1) Suggest the ways a large organization can formulate and implement an effective strategic plan to engage its stakeholders.

Q2) “Related diversification is an attractive corporate strategy and is better than adopting unrelated diversification strategy”. Do you agree? Justify your answer in the Indian context.

Q3) What is the predominant thinking presently, regarding the social responsibility of business?

Q4) Suggest practical steps that strategists can take to make a strategic use of politics and power for the benefit of a business organization.

Q5) What does resource allocation deal with? Objectives of the business affect resource allocation. Whether availability of resources affect objectives? Discuss with examples.

P.T.O.

Q6) Write short notes on Any Two.

- a) Virtual value chain
- b) Retrenchment, Outsourcing strategies
- c) Porter's Five Forces Model of competition.

Q7) CASE STUDY : Solve the case (enclosed)

THE INTERNATIONALISATION OF KALYANI GROUP*

The Kalyani Group is a large family-business group of India, employing more than 10000 employees. It has diverse businesses in engineering, steel, forgings, auto components, non-conventional energy and specialty chemicals. The annual turnover of the Group is over US\$ 2.1 billion. The Group is known for its impressive internationalisation achievements. It has nine manufacturing locations spread over six countries. Over the years, it has established joint ventures with many global companies such as ArvinMeritor, USA, Carpenter Technology Corporation, USA, Hayes Lemmerz, USA and FAW Corporation, China.

The flagship company of the Group is Bharat Forge Limited that is claimed to be the second largest forging company in the world and the largest nationally, with about 80 per cent share in axle and engine components. The other major companies of the Group are Kalyani Steels, Kalyani Carpenter Special Steels, Kalyani Lemmerz, Automotive Axles, Kalyani Thermal Systems, BF Utilities, Hikal Limited, Epicenter and Synise Technologies.

The emphasis on internationalisation is reflected in the vision statement of the Group where two of the five points relate to the Group trying to be a world-class organisation and achieving growth aggressively by accessing global markets. The Group is led by Mr. B.N. Kalyani, who is considered to be the major force behind the Group's aggressive Internationalisation drive. Mr. Kalyani joined the Group in 1972 when it was a small-scale diesel engine component business.

The corporate strategy of the Group is a combination of concentration on its core competence in its businesses with efforts at building, nurturing and sustaining mutually beneficial partnerships with alliance partners and customers. The value of these partnerships essentially lies in collaborative product development with the partners who are the original equipment manufacturers. The foreign partners are not intended to provide expansion in capacity, but to enable the Kalyani Group to extend its global marketing reach.

In achieving its successful status, the Kalyani Group has followed the path of integration, extending from the upstream, steel making to downstream machining for auto components such as crank- shafts, front axle beams, steering knuckles, camshafts, connecting rods and rocker arms. In all these products, the Group has tried to move up the value chain instead of providing just the raw forgings. In the 1990s, it undertook a restructuring exercise to trim its unrelated businesses such as television and video products and concentrate on its core business of auto components.

Four factors are supposed to have influenced the growth of the Group over the years. These are mentioned below:

- Focussing on core businesses to maximise growth potential
- Attaining aggressive cost savings
- Expanding geographically to build global capacity and establishing leading positions
- Achieving external growth through acquisitions

The Group companies are claimed to be positioned an elthel number. one or two in their respective businesses. For instance, the Group claims to be number one in forging and machined components, axle aggregates, wheels and alloy steel. The technology used by the Group in its mainline business of auto components and other businesses, is claimed to be state-of-the-art. The Group invests in forging technology to enhance efficiency, production quality and design capabilities. The Group's emphasis on technology can be gauged from the fact that in the 1990s, it took the risky decision of investing Rs. 100 crore in the then latest forging technology, when the total Group turnover was barely Rs. 230 crore. Information technology is applied for product development, reducing production and product development time, supply-chain management and marketing of products. The Group lays high emphasis on research and development for providing engineering support, advanced metallurgical analysis and latest testing equipment in tandem with its high-class manufacturing facilities.

Being a top-driven group, the pattern of strategic decision-making within seems to be entrepreneurial. There was an attempt to formulate a five-year strategic plan in 1997, with the participation of the company executives. But not much is mentioned in the business press about that collaborative strategic decision-making after that.

Recent strategic moves include Kalyani Steels, a Group company, entering into a joint venture agreement in May 2007, with Gerdau S.A. Brazil for installation of rolling mills. An attempt to move out of the mainstream forging business was made when the Group strengthened its position in the prospective business of wind energy through 100 per cent acquisition of RSBconsult GmbH (RSB) of Germany. Prior to the acquisition, the Group was just a wind farm operator and supplier of components.⁷³

Questions :

- a) What is the motive for internationalisation by the Kalyani Group? Discuss.
- b) Which type of international strategy is Kalyani Group adopting? Explain.

▽▽▽▽

Total No. of Questions : 7]

SEAT No. :

P2318

[Total No. of Pages : 1

[5565]-32

MBA (Semester - III)

302 : MANAGEMENT CONTROL SYSTEM

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain management control system briefly elaborate the concept of "Cybernetic Paradigm of Grissinger" [14]

Q2) What do you understand by Goal congruence? Explain the factors affect goal congruence. [14]

Q3) Write short notes on (any two) : [14]

- i) Concept of strategy
- ii) Expense center Vs profit center
- iii) DuPont analysis
- iv) Cost Audit

Q4) "Capital Budgeting as a tool for management performance measurement". Critically examine this statement. [14]

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

- a) Zero Based Budget
- b) Methods of transfer pricing
- c) Cost Audit

Q6) What is the utility of balance score card? How does it work on a control device? [14]

Q7) Write a brief note on management control system in service sector with special reference to Banking sector. [14]



Total No. of Questions : 7]
P3411

SEAT No. :
[Total No. of Pages : 2

[5565]-33
MBA (Semester - III)
MARKETING MANAGEMENT SPECIALISATION - I
303 - A : Marketing Research
(2008 Pattern) (Elective - I)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

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

Q1) Explain Marketing Research Process in detail. **[14]**

Q2) Explain various primary & secondary data sources with examples. **[14]**

Q3) Explain - process and application of any two. **[14]**

- a) Cluster Analysis
- b) Test Marketing
- c) Regression Analysis

Q4) Explain in detail, the questionnaire method and focus group method of data collection. **[14]**

Q5) Write short notes on any two - **[14]**

- a) Sampling methods
- b) Qualitative Research
- c) Exploratory Research

P.T.O.

- Q6)** Design a questionnaire for a five star hotel, wanting to study customer satisfaction for their services. **[14]**
- Q7)** Write a research proposal for analysing the market demand for a new education technology company in online education. **[14]**



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Total No. of Questions : 8]

SEAT No. :

P2319

[Total No. of Pages : 4

[5565]-34

M.B.A. (Semester - III)

303 - B : ADVANCED FINANCIAL MANAGEMENT

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to candidates:

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

- Q1)** a) Explain why a purchase of inventories on open account does not affect working capital, but a sale of open account does?
- b) A company sold fixed assets at a loss. Describe the funds flow aspects of such a transaction, and explain why the loss is added back to net income in the funds flow statement.

[10]

SECTION I

- Q2)** As per AS - 10 Accounting for Fixed Assets explain the following : [12]

- a) Fixed assets covered under the Accounting Standard
- b) Composition of cost of Fixed Assets and
- c) Disclosure requirements

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

- a) Capital Budgeting during inflation.
- b) Net operating income Approach of capital Structure
- c) MM-Irrelevance theory of dividend

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

P.T.O.

SECTION - II

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

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

	Rs.	Rs.
Sources of funds: -		
From operations		
Net loss	3,000	
Add Depreciation	12,000	
Add loss on sale of fixed assets	2,000	
Other sources	-----	11,000
New 2-year note payable		15,000
Sale of land		30,000
Sale of equipment		10,000
Change in funds		9,000
Total sources		<u>75,000</u>
Uses of funds		
Payment of dividends		8,000
Repayment of mortgage		40,000
Purchase of new equipment		27,000
Total uses		<u>75,000</u>
Changes in funds		
Cash decrease		(23,000)
Account receivable increase		8,000
Inventory increase		16,000
Account payable increase		(15,000)
Notes payable decrease		5,000
Change in funds		<u>(9000)</u>

Required: -

- a) What is the definition of funds? Explain
- b) Did fund increase or decrease and by how much?
- c) What was the company's main source of funds?
- d) Explain how operations produced Rs. 11,000 of funds when the company operated at a loss
- e) What was the company's main use of funds?
- f) What problems do you perceive with the composition of liabilities? The composition of working capital? The company's ability to generate funds in the future?
- g) Discuss the soundness of the decision to pay a dividend.

[12]

Q6) A firm has an investment proposal, requiring an outlay of Rs. 80,000. The investment proposed is expected to have 2 years' economic life with no Salvage value. In year I, there is a 0.4 probability that cash inflow after tax will be Rs. 50,000 and 0.6 probability that cash inflow after tax will be Rs. 60,000. The probabilities assigned to cash inflows after tax for the year II are as follows:

The cash inflow year I	Rs. 50,000	Rs. 60,000
The cash inflow year II	Rs. 24,000 Probability 0.2	Rs. 40,000 Probability 0.4
	Rs. 32,000 Probability 0.3	Rs. 50,000 Probability 0.5
	Rs. 44,000 Probability 0.5	Rs. 60,000 Probability 0.1

The firm uses a 10% discount rate for this type of investment.

Required:

- Construct a decision-tree for the proposed investment project.
- What net present value will the project yield if worst outcome is realized? What is the probability of occurrence of this NPV?
- What will be the best and probability of that occurrence?
- Will the project be accepted? [10%, Discount factor 1 year 0.909
2 year 0.826

[12]

Q7) 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 figure to allow for contingencies.

	Amount per unit Rs.
Estimated cost per unit of production-	
Raw material	42.4
Direct Labour	15.9
Overheads(exclusive of depreciation)	<u>31.8</u>
	<u>90.1</u>
Additional information	
Selling price	Rs.100 per unit;100.000 units per annum
Raw material stock	Average 4 weeks
Work-in-process (assume 50% complete)	Average 2 weeks
Finished goods stock	Average 4 weeks
Credit allowed by suppliers	Average 4 weeks
Credit allowed to debtors	Average 8 weeks
Lag in payment of wages	Average 1 ½ weeks
Cash at bank is expected to be Rs.125,000	

[12]

Q8) The following data relates to Alpha Ltd. and Beta Ltd. which belong to the same industry with identical earnings per share for the last five years.

Alpha Ltd.

Year	EPS Rs.	DPS Rs.	Market price Rs.
1	4.00	1.60	12.00
2	1.50	0.60	8.50
3	5.00	2.00	13.50
4	4.00	1.60	11.50
5	8.00	3.20	14.50

Beta Ltd.

Year	EPS Rs.	DPS Rs.	Market price Rs.
1	4.00	1.80	13.50
2	1.50	1.80	12.50
3	5.00	1.80	12.50
4	4.00	1.80	12.50
5	8.00	1.80	15.00

Comment on the differences in the dividend policies followed by the two firms and suggest which is following a better policy and why? **[12]**



Total No. of Questions : 7]

SEAT No. :

P2320

[Total No. of Pages : 2

[5565]-35

M.B.A. (Semester - III)

COMPUTER MANAGEMENT SPECIALIZATION

303 C : Software Engineering

(2008 Pattern) (Elective - I)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) "Kaun Banega Carore Paty" KBC whant to have a proper software system to organise their data from first episode to current season episode. Participants record, episode wise or program wise participants performance and amount received by them by means of answering the questions. Accordingly question database along with answers keys and actual answers given by the participants to have transparency in the system. As a system analyst you are asked to consider following in your system design: (State the assumptions clearly)

- i) Draw context diagram [6]
- ii) First level DFD [7]
- iii) Draw E-R diagram [7]

Q2) Discuss the steps in normalization with KBC above mentioned example. [10]

Q3) Explain various software development methods in brief. [10]

Q4) Explain feasibility study with its types with examples. [10]

Q5) Why decision tables and dicision trees are drawn explain it's importance. [10]

P.T.O.

Q6) Explain various data processing techniques with it's relevant examples. **[10]**

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

- a) Data Dictionary
- b) CASE Tools
- c) Prototyping
- d) Fact finding techniques



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Total No. of Questions : 8]

SEAT No. :

P2321

[Total No. of Pages : 2

[5565]-36

M.B.A. (Semester - III)

303-D : INVENTORY MANAGEMENT & MATERIALS

REQUIREMENT PLANNING

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) What is Inventory Management? Explain Dependent Demand and Independent Demand Items? Discuss with suitable example. **[14]**

Q2) Explain Strategic Inventory Management. Discuss objective and Importance of Inventory Management. **[14]**

Q3) What is Inventory classification? Explain Inventory control technique with suitable example. **[14]**

Q4) What is Inventory Models? Explain Fixed Order Quantity Model and Fixed Order Interval Model with suitable examples. **[14]**

Q5) Explain Material Requirement Planning Systems. Discuss lot sizing, process of MRP and MPS are the backbone of MRP. **[14]**

Q6) What is Vendor Managed Inventory? Discuss the vendor relationship in JIT context. **[14]**

P.T.O.

Q7) Discuss the various factors influencing make or buy decision and outsourcing. **[14]**

Q8) Write note on (Any Two) **[14]**

- a) Bill of Material
- b) Vendor Management Inventory
- c) Zero Inventory Concepts
- d) Methodology of evaluation



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Total No. of Questions : 7]

SEAT No. :

P2322

[Total No. of Pages : 1

[5565]-37

M.B.A. (Semester - III)

HRM-Specialization

303 - E : Labour Laws - I

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

- Q1)** Define 'Factory' under Factories Act and discuss health and welfare provisions under this Act.
- Q2)** Explain the provisions in detail for registration of establishment under the Bombay shops and Establishment Act, 1948.
- Q3)** Describe the licensing of contractors under the Contract Labour Act (1970).
- Q4)** What is the objective of The Minimum Wages Act? State the procedure for revising minimum wages under The Minimum Wages Act, 1948.
- Q5)** Whether principal employer is liable to pay bonus to the contract workers. Explain provisions for registration of contractors.
- Q6)** Explain the different provisions and objectives of payment of Gratuity Act 1972.
- Q7)** Short Notes (any 2)
- a) Set-on and set-off under payment of Bonus Act.
 - b) Disqualification of Gratuity.
 - c) Annual leave with wages under Factories Act, 1948.
 - d) Minimum wages.
 - e) Authorized deductions under payment of Wages Act, 1936.



Total No. of Questions : 7]

SEAT No. :

P2323

[Total No. of Pages : 1

[5565]-38

M.B.A.

303 F : INTERNATIONAL MARKETING

(I.B. Specialization)

(2008 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) What do you understand by 'Challenges and Opportunities in International Marketing? Explain with examples.

Q2) "Effective International Marketing Research is crucial to prevent marketing failures" Justify the statement.

Q3) What is 'Global Marketing Environment'? Explain with reference to economic environment, socio-cultural and legal environment.

Q4) Describe various commercial documents used in processing export orders.

Q5) Describe briefly various International Marketing Entry Strategies. Give examples.

Q6) How will you plan and implement Global Marketing Mix? What are the critical factors involved?

Q7) Write short notes on ANY TWO.

- a) Objectives of International Marketing
- b) Limitations of Global Marketing
- c) Quality considerations in International Marketing
- d) Underlying forces of International Marketing
- e) Compulsory Quality Control



Total No. of Questions : 7]

SEAT No. :

P2324

[Total No. of Pages : 1

[5565]-39

M.B.A.

**(304 A) INTEGRATED MARKETING COMMUNICATIONS
(2008 Pattern) (Semester - III)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

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

Q1) Define 'Sales Promotion' and explain various techniques of Sales Promotion. **[14]**

Q2) Discuss various methods of 'Advertising Appropriation' in detail. **[14]**

Q3) Explain the CAR (Client-Agency-Relationship) in detail. **[14]**

Q4) Elaborate various methods of evaluating "Advertising Effectiveness". **[14]**

Q5) Design and draw "Print Advertisement Copy" for following products. **[14]**

- a) Hand Sanitizer
- b) Low Cost Airline Service

Q6) Explain "AIDA model" with reference to 'Message Design'. **[14]**

Q7) Write short notes (any 2)

- a) CPM
- b) Circulation and Readership
- c) Publicity v/s Public Relations
- d) E-Commerce and Advertising



Total No. of Questions : 7]

SEAT No. :

P2325

[Total No. of Pages : 2

[5565]-40

M.B.A.

304 - B : DIRECT TAXATION

(2008 Pattern) (Semester - III) (Theory)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

- Q1)** a) Explain tax treatment regarding the interest on borrowings while calculating income from house property. [10]
b) When unrealized rent can be claimed? What is benefit of claim. [4]

- Q2)** Followings in profit and loss A/c of a business for F.Y. 2017-18. [14]
Compute his income from business/profession for A.Y. 2018-19

Expenditure	Rs.(Amt.)	Income	Rs.(Amt.)
a) Rent	8,000	1) Gross profit	84,000
b) Rates	6,000	2) Debtors return from	6,000
c) Salary	9,000	3) Sundry income	200
d) Diwali Pooja	890	4) Commission	640
e) Sundry expenses	6,000		
f) RDD	4,250		
g) Bad debts	570		
h) Loss by fire	8,200		
i) Depreciation	12,000		
j) Charity	200		
k) Net profit	29,730		
	<u>90,840</u>		<u>90,840</u>

Additional Information:-

- 1) Sundry expenses include Rs. 2,000 for personal use.
- 2) Income from smuggling gold Rs. 8,200 not disclosed in accounting books.
- 3) Rates includes 500 Rs. for property given on rent.
- 4) Charity is donation to Prime Minister Relief Fund.

P.T.O.

- Q3)** a) Explain provisions of minimum alternate tax in respect of company assessee. [8]
 b) Write detail note residential status of individual and taxability. [6]
- Q4)** Explain following terms under Income Tax 1961. [14]
 a) Person
 b) Income
 c) Financial year
 d) Gross Total Income
- Q5)** a) Mr. Kasar furnishes following details about his income in previous year. Calculate income other source for previous year [9]
 i) Dividend received from foreign company Rs.15,000
 ii) Dividend received from Indian company Rs. 28,000
 iii) Family pension Rs.12,000
 iv) Rs. 28,000 received on interest from Government securities
 v) Rs. 2,000 spent towards interest collection charges on Government securities.
 b) Write short notes on 84 and 80 DD. [5]
- Q6)** a) What are provision of set off and carry forward of losses. Elaborate. [8]
 b) Write short notes on Agricultural Income. [6]
- Q7)** Mr. Pravin employee of XYZ Ltd. Mumbai furnished following details for P.Y. 2017-18 basic salary 1,80,000 Rs. p.a. [14]
 DA - Rs. 80,000 p.a.
 CCA - Rs. 12,000 p.a.
 Conveyance allowance Rs. 1,900 per month
 Uniform allowance - Rs. 1,000 per month
 Tiffin allowance - Rs. 3,280 per month
 Children Education Allowance Rs. 7,200 p.a.
 (Rs. 300 per children per month)
 Hostel allowance - Rs. 4,700 p.a.
 (Rs. 200 per child per month)
 Calculate gross salary.



Total No. of Questions : 7]

SEAT No. :

P2326

[Total No. of Pages : 2

[5565]-41

M.B.A. (Computer Specialization)

304 (C) : RELATIONAL DATABASE MANAGEMENT SYSTEM

(2008 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) a) Explain various Codd's rules. [10]

b) State various rules for second normal form with suitable example. [10]

Q2) Explain the concept of Relational Database Model. [10]

Q3) Explain various logical operators with suitable example. [10]

Q4) What is difference between group by & order by state the example at each.[10]

Q5) Explain following functions (any five). [10]

- a) Now ()
- b) Curdate ()
- c) Date ()
- d) Sysdate ()
- e) Date Format ()
- f) Date Ditt ()

P.T.O.

Q6) Explain the concept of view, how view is different than table. **[10]**

EMP Table

Q7)

E-Name	E-ID	Name	Sal	Leave	Dept	Remark
--------	------	------	-----	-------	------	--------

Write query for following **[10]**

1. Select record whose remark is "negative"
2. Select record whose name start with character 'Z'
3. Select record whose sal between 20,000 to 40,000
4. Show all record whose leave balance is less than 7
5. Show all employee who work in HR department



Total No. of Questions : 7]

SEAT No. :

P2327

[Total No. of Pages : 2

[5565]-42

M.B.A.

PRODUCTION AND MATERIAL MANAGEMENT SPECIALIZATION

304 D : Modeling Techniques and IT for Operations Management

(2008 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

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

Q2) Elaborate the concept of Decision Tree. State the various applications of decisions tree in the field of operations research.

Q3) Explain the processing of formulation of LPP. What are the applications of LPP in Operations?

Q4) a) State the steps involved in modeling process for a managerial decision making.

- b) “The best quantitative analysis models are the ones that are more elaborate and complex mathematically”. Discuss the statement in context of decision making in operations management.

Q5) Explain the role of IT in Production Planning and logistical operations giving examples.

P.T.O.

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

Q7) Write short notes on (Any Two)

- a) Dynamic Programming.
- b) Sequencing in 'n' jobs -2 machines.
- c) Simulation.
- d) Duality in LPP.



Total No. of Questions : 7]

SEAT No. :

P2328

[Total No. of Pages : 1

[5565]-43

M.B.A

**(304 E) INDUSTRIAL RELATIONS
(2008 Pattern) (Semester - III)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Define Industrial Relation. Explain scope and objective of Industrial Relations.

Q2) Explain the functions and problem of Trade Union.

Q3) What is collective bargaining? Explain the importance and process of collective bargaining.

Q4) What is Industrial Dispute? What are the machineries to solve Industrial Dispute under Industrial Dispute Act 1947.

Q5) Explain the role of judiciary and its impact on industrial relations.

Q6) What is worker's participation in management? Explain benefits of participation.

Q7) Write short notes (any two)

- a) Impact of globalisation on Industrial Relations
- b) Works Committee
- c) Trade Union in unorganized sector
- d) Industrial Relation Democracy



Total No. of Questions : 7]

SEAT No. :

P2329

[Total No. of Pages : 1

[5565]-44

M.B.A (Semester - III)

**INTERNATIONAL BUSINESS MANAGEMENT
SPECIALIZATION**

**304 F : International Logistics and Supply Chain Management
(2008 Pattern) (Elective - II)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) State Characteristics of global supply chains. Explain the Supply Chain relationship to business performance.

Q2) What is Supply Chain Strategy? Explain business matching supply chain design with business strategy.

Q3) Describe in details the impact of trade blocks FTZ on managing supply chains.

Q4) What are the effects of lack of co-ordination in global supply chain? Which strategies should be used for proper co-ordination in global supply chain.

Q5) What is 3PL and 4PL? Explain considerations for hiring 3PL and 4PL service providers will give best performance to save cost.

Q6) Discuss effect of lack of coordination on supply chain efficiency. Suggest an approach to achieve coordination.

Q7) Write short notes on (Any Two) :

- a) Benchmarking the Supply Chain
- b) Role of IT in supply chain management
- c) International Ocean Transportation
- d) Symptoms of poor Inventory management



Total No. of Questions : 7]

SEAT No. :

P2330

[Total No. of Pages : 1

[5565]-45

M.B.A (Semester - III)

Marketing Management Specialization

305 A : Distribution and Retail Management

(2008 Pattern) (Elective Paper - III)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

SECTION - I

- Q1)** Define marketing channels? Enumerate the functions performed by marketing channels? Explain the various channel levels with examples.
- Q2)** What is channel conflicts? What are the stages in which it evolves? Explain the vertical, Horizontal and multichannel conflicts?
- Q3)** How does a company decide on the number of intermediaries required in its channel network? What are the parameters used to evaluate channel alternatives?

SECTION - II

- Q4)** Explain the component of retail marketing mix with suitable illustration?
- Q5)** What are the reasons for the emergence of supply chain management? Explain in detail the retail logistics?
- Q6)** What are the elements of store design? Discuss the role of these elements with suitable examples in store design?
- Q7)** Discuss the types of retail store format with suitable examples?



Total No. of Questions : 7]

SEAT No. :

P2331

[Total No. of Pages : 1

[5565]-46

M.B.A. (Semester - III)

305 B : Advanced Financial Services
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Define Financial Intermediaries. Explain the functions of Indian Financial System?

Q2) Explain the Role and functions of Capital Market?

Q3) Define the Role of SEBI in Money Market.

Q4) Critically examine the functions of SEBI in Merchant Banking.

Q5) Explain the process of securitization in brief.

Q6) Explain the Role of SEBI in NSE (National Stock Exchange).

Q7) Short Notes - (Any Two)

- a) Credit Rating
- b) Functions of Stock Exchange
- c) ADRs & GDRs
- d) Leasing & Hire Purchase



Total No. of Questions : 6]

SEAT No. :

P2332

[Total No. of Pages : 2

[5565]-47

M.B.A (Semester - III)

305 C : VISUAL BASIC AND ORACLE

(2008 Pattern) (Elective Paper - III)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Write your assumptions.
- 3) Figures to the right indicates full marks.

Q1) Consider following tables to solve the following Queries (Any Five) [10]

EMP (empno, ename, gender, dob, depmo, salary, city)

DEPT (deptno, dname, loc)

- a) Create EMP table with appropriate constraints
- b) Add "job" column in EMP table
- c) Display EMP details along with dname.
- d) Display EMP details whose salary is more than 10,000.
- e) Display EMP details whose gender is 'Male' and deptno is 20.
- f) Delete records from EMP table whose dname is "Finance"
- g) Change salary to 15000 of those employees whose deptno is 10

Q2) Wrtie a PL/SQL program to accept a number and print the sum of its digit. [10]

OR

Write a cursor to display ename of top 5 salaried employees.

(consider above EMP table)

Q3) Write short notes on the following (any four) [16]

- a) Set operators
- b) Trigger
- c) Report writing commands in SQL
- d) Joins
- e) constraints in oracle

P.T.O.

Q4) Explain the following properties in VB. (Any five)

[10]

- a) Interval of Timer
- b) stretch property of Image
- c) Auto size of label
- d) Cancel property of command Button
- e) Style property of combo box
- f) Borden size of Label

Q5) Write a ADO code for EMP table with fields :

[12]

empno, ename, deptno, salary to perform
Add, Edit, delete, view first, view next -
View last and previous operations.

Q6) Write short notes on the following (Any Three)

[12]

- a) Data types in VB
- b) Dialog Boxes in VB
- c) Error handling in VB
- d) Cursor types in VB



Total No. of Questions : 8]

SEAT No. :

P2333

[Total No. of Pages : 2

[5565]-48

M.B.A (Semester - III)

**PRODUCTION AND MATERIAL MANAGEMENT
SPECIALIZATION**

**305 - D : Supply Chain & Logistics Management
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain twenty first century supply chain. Discuss Financial Sophistication. With Suitable example. **[14]**

Q2) What is Logistics? Explain the logistical value proposition Discuss in details. **[14]**

Q3) Explain Customer accommodation. Discuss customer services and customer satisfaction. **[14]**

Q4) What are the role of Procurement? Explain the quality Imperative Procurement. **[14]**

Q5) What are different types of material handling? Waht is the basis in selection of material handling facility? **[14]**

Q6) Discuss and illustrate economic justification for establishing a warehouse. What is the role of warehouse in reverse logistics? **[14]**

Q7) Compare and contrast the transport principles of economy of scale and economy of distance. Illustrate how they combine to create efficient transportation. [14]

Q8) Write short note on (Any Two) [14]

- a) ERP Implementation
- b) Supply Chain Security
- c) Inventory Management Practices
- d) E commerce advantages for supply chain management



Total No. of Questions : 6]

SEAT No. :

P2334

[Total No. of Pages : 1

[5565]-49

M.B.A (Semester - III)

HUMAN RESOURCE MANAGEMENT

305 E : Personnel Administration Application & Procedure
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Define personnel Administration. Explain importance & objectives of personnel administration.

Q2) Explain personnel policy. Explain how it is important in the management of employees.

Q3) Draft a show cause notice for negligence in duty; to an employee, working as Sr. Operator in manufacturing co.

Q4) a) Calculate minimum & maximum bonus.

Basic + D.A. = Rs. 33,000/- p.a.

b) Calculate Gratuity. Total No. of years of service = 20 years.

Basic + D.A. = Rs. 40,000/- p.m.

Q5) Define personnel audit. Enumerate various contents of personnel file.

Q6) Short Notes (Any Two)

- a) Principles of wage & salary Administration
- b) Process of personnel policy
- c) Difference between personnel Administration & personnel Management.



Total No. of Questions : 7]

SEAT No. :

P2335

[Total No. of Pages : 1

[5565]-50

M.B.A (Semester - III)

I.B.M. SPECIALISATION

**305 - F : Environmental and Global Competitiveness
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

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

Q2) Write a detail essay on the concept of Borderless World given by Konichi Ohmae.

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

Q4) Explain various components of Global Business Environment.

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

Q6) Briefly explain the different indicators of world competitiveness.

Q7) Write Short Notes (any two)

- a) G8
- b) Factor Endowment
- c) WEF
- d) Global Aspirations



Total No. of Questions : 7]

SEAT No. :

P2336

[Total No. of Pages : 1

[5565]-51

M.B.A (Semester - IV)

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

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Question 7 is compulsory.*
- 2) *Attempt any 4 questions from Q.1 to Q.6.*

Q1) Explain the concept and need for entrepreneurship for a developing economy like India. [15]

Q2) Explain in detail Innovation and imitation theory of entrepreneurship by schumpeter. [15]

Q3) Discuss the traits of entrepreneurs with examples. [15]

Q4) Discuss the challenges faced by women entrepreneurs in India. [15]

Q5) Discuss the stages in the formation of a business venture. [15]

Q6) What is a business plan. Prepare a business plan for any venture of your choice? [15]

Q7) Write short notes on any two : [10]

- a) Venture capital funding
- b) Role of IDBI in promoting entrepreneurship
- c) Export oriented units
- d) Technical feasibility



Total No. of Questions : 5]

SEAT No. :

P2337

[Total No. of Pages : 5

[5565]-52

M.B.A. (Semester - IV)

**402: INTERNATIONAL BUSINESS MANAGEMENT
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

SECTION - I

- Q1)** Analyse the trade relations between India & UAE in respect trade of rice and dales through the comparative cost advantage theory. **[15]**
- Q2)** What is social and cultural environment? Analyse the impact of social and cultural factors on global business. **[15]**
- Q3)** What are the ethical issues an international manager has to consider in an International Business? **[15]**
- Q4)** What are different modes of international payments? Explain different forms of L/C's (Letter of credit) **[15]**
- Q5)** Write Short Notes on (any three) : **[15]**
- a) Spot Transaction
 - b) Contractual mode of entry
 - c) Global sourcing
 - d) Asian Development Bank (ADB)
 - e) International Market Selection

SECTION - II

Case Study

COCO-COLA: RESPONSE TO ENVIRONMENTAL INFLUENCE

Coco-Cola is a carbonated soft drink, produced by the Coca-Cola Company of Atlanta, Georgia. The beverage is widely referred to as Coke, a nickname eventually trademarked by the company. Coke is one of the world's most recognizable and widely sold commercial brands.

Originally intended as a patent medicine when it was invented in the late-19th century Coco-Cola was acquired by the business Asa Griggs Candler, whose shrewd marketing tactics led Coke to its world wide soft drink market dominance during the twentieth century. Though beset periodically by critiques of its health effect and by allegations of wrong doing by the company, Coco-Cola has remained an internationally popular soft drink.

HISTORY (Early Years)

Columbus Georgia druggist JhonStith Pemberton invented a coca wine called Pemberton's French Wine Coca in 1884. He was inspired by the formidable success of French Angelo Marini's coca wine, Vin Mariani. The following year, when Atlanta and Fulton County passed Prohabitive Legislation, Pemberton began to develop a non-alcoholic version of the French Wine Coca. He name it as Coca- cola, because it included the stimulant coca leaves from South America and was Flavored using Cola nuts a source of caffeine. Pemberton called for five ounces of coca leaf per gallon of syrup. The first sales were made at Jacob's Pharmacy in Atlanta, Georgia on May 18, 1886 and for the first eight months only an average of nine drinks were sold each day. Pemberton ran the first advertisement for the beverage on May 29th that year in the Atlanta Journal.

Happy Accident - The Invention of Coca-Cola

So, when the new Coca-Cola debuted later that year-still possessing "the valuable tonic and nerve stimulant properties of the coca plant and cola huts", yet sweetened with sugar instead of wine-Pemberton advertised it not only as a "delicious, exhilarating, refreshing and invigorating" soda-fountain beverage but also as the ideal "temperance drink". It is said coke was discovered when Deluise a 19th century American soda jerk accidentally hit the soda water spigot, adding carbonated water to the syrup in the glass. The result was a "happy accident"; the invention of Coca-Cola. In 1892, Candler incorporated a second company, The Coco-Cola Company (the current corporation), and

in 1910 Candler had the earliest records of the company burned, further obscuring its legal origins. Regardless, Candler began aggressively marketing the product - the efficiency of this concerted advertising campaign would not be realized until much later.

World War II

When the United States entered World War II the Coco-Cola Company began providing free drinks for soldiers of the United States Army. The United States Army permitted Coco-Cola employees to enter the front lines as “Technical Officers” where they operated Coke’s system of providing refreshments for soldiers who welcomed the beverage as a remainder of home. After the war, the soldiers brought home their new found taste for Coco-Cola popularizing the drink.

New Coke to the Present

In 1984, Coco-Cola amid much publicity changed the formula of the drink. Some authorities believe that the New Coke as the reformulated drink came to be known was invented specifically to respond to its commercial competitor, Pepsi. Numerous blind taste tests suggested that more consumers preferred the taste of Pepsi (which is believed to have more lemon oil, less orange oil and uses vanillin rather than vanilla) to Coke. In taste tests drinkers were more likely to respond positively to sweeter drinks and Pepsi had the advantage over Coke because it is much sweeter. Coco-Cola tinkered with the formula and created the new Coke. Follow-up taste tests revealed that most consumers preferred the taste of New Coke to both Coke and Pepsi. The reformation was led by the ten-CEO of the company Roberto Goisueta and the president Don keough.

The New Coke therefore came as a grievous blow to the management of The Coco-Cola Company. It is possible that customers would not have noticed the change if it had been made secretly or gradually and thus brand loyalty could have been maintained. The Coco-Cola Company is the world’s largest consumer of natural vanilla extract. When New Coke was introduced in 1985, this had a severe impact on the economy of Madagascar, a prime vanilla exporter since New Coke used vanillin a less - expensive synthetic substitute. Purchase of vanilla more than halved during this period. But the flop of New Coke brought a recovery.

FRANCHISED PRODUCTION MODEL

The actual production and distribution of Coco-Cola follows a franchising model. The Coco-Cola Company only produces a syrup concentrate which it sells to various bottlers throughout the world who hold Coco-Cola franchises

for one or more geographical areas. The bottlers produced the final drink by mixing the syrup with filtered water and sugar (or artificial sweeteners) and fill it into cans and bottles, which the bottlers then sell and distribute to retail stores, vending machines, restaurants and food service distributors. The bottlers are normally also responsible for all advertisement and other sales initiatives within their areas. The Coco-Cola Company owns minority shares in some of its largest franchisees, like the Coco-Cola Enterprises and Coco-Cola FEMSA, but almost half of the volume sold in the world is produced by fully independent bottlers. As sugar and sweeteners are added by the bottler, the sweetness of the drink is said to differ in various parts of the world in order to cater for local taste.

COCO-COLA ADVERTISING

Specially designed Christmas labels featuring Santa Claus give a seasonal twist to these Coco-Cola bottles. The characteristic shape of the bottles is trademarked. It was designed to be universally recognizable even when broken. Coco-Cola's advertising has had a significant impact on American culture and is frequently credited with the "invention" of the modern image of Santa Claus as an old man in red-and-white garments; however while the company did in fact start promoting this image in the 1930's in its winter advertising campaigns it was already common before that. In the 1970's a song from Coco-Cola commercial called, "I'd like to teach the world to sing", produced by Billy Davis became a popular hit single, but there is no evidence that it did anything to increase sales of the soft drink. Coke's advertising has been rather pervasive as one of the Woodruff's stated goals was to ensure that everyone on Earth drank Coco-Cola as their preferred beverage. Advertising for Coke is now almost ubiquitous especially in Southern areas of North America such as Atlanta where Coke was invented. Coco-Cola has gone through a number of different advertising slogans in its long history including "the pause that refreshes", "I would like to buy the world a Coke" and "Coke is it".

RECENT HISTORY:

During the 1980's, Pepsi-Cola ran a series of television advertisements showing people participating in taste tests in which they express a preference for Pepsi over Coca-Cola. Coca-Cola ran ads to combat Pepsi's ads in an incident sometimes referred to as the cola wars; one of Coke's ads compared the so-called Pepsi challenge to two chimpanzees deciding which tennis ball was funnier. Thereafter, Coca-Cola regained its leadership in the market. In an attempt to broaden its portfolio Coca-Cola purchased Columbia Pictures in 1982. Columbia provided subtle publicity through Coke product placements in many of its films while under Coke's ownership. However, after a few early

successes, Columbia began to underperform and was dropped by the company in 1989.

SPORTS EVENT SPONSERSHIPS

Coco-Cola was the first ever sponsor of the Olympic games, at he 1928 Summer Olympics in Amsterdam and has been an Olympic sponsor ever since. This corporate sponsorship included the 1996 Summer Olympics hosted in Atlanta, which allowed Coco-Cola to spotlight its hometown. Since 1977 starting with the 1978 FIFA World Cup in Argentina Coco-Cola is the main sponsor of FIFA, and has sponsored each FIFA World Cup and other competitions organized by FIFA. In fact one of the FFIA tournament trophy: “FIFA World Youth Championship” from Tunisia in 1977 to Malaysia in 1997 was called “FIFA-Coco-Cola Cup”. In additional Coco-Cola sponsors the annual Coco-Cola 600 for the NASCAR Nextel Cup Auto Racing series at Lowe’s Motor speedway in Charlotte, North Carolina. Coco-Cola has a long history of sports marketing relationships which over the hears have included Major League Baseball, The National Football League, National Basketball Association and the National Hockey League as well as with many teams within those leagues. They have been a long time sponsor of the Australian Football League at one stage holding naming rights to the Premiership season. They also sponsor the International Rules Football test game played between Australia and Ireland every year as well as the Football League in England.

Questions:

- a) How did Coca-Cola’s franchise model help it to grow at a fast rate?
- b) How did Coco-Cola’s advertising strategy help for the growth of its business?
- c) Why did Coco-Cola adapt the sports sponsoring strategy?
- d) Write a brief summary on the history of soft drinks with special reference to the history of Coco-Cola.
- e) What do you think are the major steps in evolution of Coco-Cola. Elaborate in detail.



Total No. of Questions : 8]

SEAT No. :

P2338

[Total No. of Pages : 1

[5565]-53

M.B.A (Semester - IV)

**403: CURRENT TRENDS IN MANAGEMENT
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain the terms 'TPM' and 'TQM' in detail.

Q2) Discuss the theory of 'six sigma' and theory of constraints.

Q3) Discuss the difference between 'Merger' and 'Aquisition'.

Q4) Discuss the term 'Knowledge Management' with its importance in current world.

Q5) "In todays modern world 'E-Bussiness' becomes essential part' Discuss.

Q6) What do you mean by 'KPO', Discuss with its evaluation.

Q7) Write short notes on (any two)

- i) JIT
- ii) Merger
- iii) E - learning

Q8) Discuss the terms "corporate social responsibilities" with importance.



Total No. of Questions : 7]

SEAT No. :

P2339

[Total No. of Pages : 1

[5565]-54

M.B.A

404 A : SERVICES MARKETING

Marketing Specialisation

(2008 Pattern) (Semester - IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Discuss the various Characteristics of Services. Explain the various types of services. [14]

Q2) Considering the intangible nature of services explain the concept of 'Tangibilizing the intangibles'. [14]

Q3) Explain

- a) PZB-GAP Model. [7]
- b) SERVQUAL Model. [7]

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

Q5) a) What is service blueprinting? [7]
b) Design a service blueprint for a bank. [7]

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

Q7) "In promoting services more emphasis is given on relationship marketing as compared to that in Product promotion". Evaluate the statement. [14]



Total No. of Questions : 7]

SEAT No. :

P2340

[Total No. of Pages : 1

[5565]-55
M.B.A. (Semester - IV)
404 B : INDIRECT TAXATION
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

- Q1)* Explain the provision of Transaction value μ/s 4 (1)A of the central Excise Act, 1944.
- Q2)* Explain the provisions relating to small service providers under service tax.
- Q3)* Explain the provisions relating to VAT audit.
- Q4)* Discuss in detail the provisions with respect to job workers under central Excise Act. 1944.
- Q5)* Discuss the registration procedure for service providers under the service tax.
- Q6)* Write short notes on any two :
- a) Cenvat credit for capital goods
 - b) Show cause Notice
 - c) Composition Schemes
 - d) Reverse Charge
- Q7)* Explain any 5 rules for valuing goods under the Central Excise Act, 1944 if transaction value μ/s 4(1) A is not applicable alongwith appropriate examples.



Total No. of Questions : 6]

SEAT No. :

P2341

[Total No. of Pages : 1

[5565]-56

M.B.A (Semester - IV)

COMPUTER MANAGEMENT SPECIALIZATION - IV

404 C : Emerging Trends in IT

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Q. No. 6 is compulsory.*
- 2) *Solve any four from Q. No.1 to Q. No.5.*
- 3) *Figures to the right indicate full marks.*

Q1) Explain knowledge management. Now it is useful in decision making.

Q2) Explain nature of geographic data, special objects and data models in 415.

Q3) Explain various steps of creating E-Commerce site.

Q4) What is E-logistics? Explain supply chain management.

Q5) A XYZ company has decided to start BPO. As a consultant prepare brief proposal comprising functioning, ethics & disaster recovery management.

Q6) Write short note on (any two)

- a) Digital signature
- b) E-Commerce
- c) BPO
- d) ECS



Total No. of Questions : 7]

SEAT No. :

P2342

[Total No. of Pages : 1

[5565]-57

M.B.A (Semester - IV)

**PRODUCTION AND MATERIAL MANAGEMENT
SPECIALIZATION**

**404 D : Operations Strategy
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

- Q1)** What is Operations Strategy and competitiveness? How is it different from corporate strategy? What are the major priorities associated with operations strategy? [14]
- Q2)** Explain Role of manufacturing and operations in business strategy. Discuss core competence and distinctive capabilities from a strategic operations perspective. [14]
- Q3)** What are order winner and order qualifier attributes? Give any two examples of each from manufacturing and services industry. [14]
- Q4)** Explain Dynamic markets and Generic Strategy. Discuss Business implication of process choice. [14]
- Q5)** Explain Decision for product relocation. Discuss Capacity decisions progression and Regression with suitable example. [14]
- Q6)** What is meant by the term Product Life Cycle? Why would this be a consideration in investments? [14]
- Q7)** Explain in brief : (Any two) : [14]
- a) World of operations in 2020
 - b) Strategic Fit
 - c) Make of Buy - merits/ demerits
 - d) Write note on PQCDSM



Total No. of Questions : 7]

SEAT No. :

P2343

[Total No. of Pages : 1

[5565]-58
M.B.A (Semester - IV)
404 E : LABOUR WELFARE
(HRM Specialization)
(2008 Pattern) (Elective - VI)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) Question No. 1 is compulsory.*
- 2) Attempt any three from the remaining.*

- Q1)** a) Discuss the duties of the Labour Welfare officer. [10]
b) Explain the provisions (Sections) of Welfare as per the factories Act 1948. [15]
- Q2)** Explain the definition of Trade Union. Describe the role of Trade Union in India. [15]
- Q3)** Discuss the objectives of ILC. Explain the structure and functions of ILC. [15]
- Q4)** "Industrialization has created a great impact on Pollution, Urbanization and Social Health". Explain. [15]
- Q5)** Explain the concept of corporate social responsibility in the context of present corporate scandals in India. [15]
- Q6)** Explain the need and importance of workers participation in management with suitable examples. [15]
- Q7)** Write Short Notes on any three : [15]
a) Local Self Government.
b) Industrial Hygiene
c) Welfare provisions of plantation 1951
d) Qualifications of Labour Welfare Officer.
e) ILO



Total No. of Questions : 7]

SEAT No. :

P2344

[Total No. of Pages : 1

[5565]-59

M.B.A (Semester - IV)

**404 F : INTERNATIONAL BUSINESS OPERATIONS
(2008 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Discuss the relevance of out sourcing in International Business with suitable examples.

Q2) Explain the importance of Business Location in International Business Operations.

Q3) Explain the strategic role of foreign factories in International Business Operations.

Q4) What are the role of quality and productivity in International Business Operations? Explain.

Q5) Write a note on critical issues in International Operations Planning.

Q6) Discuss the interface of international business Operations with marketing & R & D functions.

Q7) Write short notes (Any two) :

- a) HR Practice
- b) Benchmarking in International Operations
- c) Joint Ventures
- d) International Technology Transfer



Total No. of Questions : 8]

SEAT No. :

P2345

[Total No. of Pages : 2

[5565]-60

M.B.A (Semester - IV)

MARKETING MANAGEMENT SPECIALISATION

405 A : Marketing strategy and Relationship Marketing
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

SECTION - I

Q1) Describe the process of formulating marketing strategies in detail with the help of any one of the following : [14]

- a) TV channels
- b) Car Rental Services

Q2) What do you understand by positioning strategies? Explain the process of development of positioning strategies in the context of following examples.

- a) Soft drinks
- b) Two wheelers

[14]

Q3) Why profitability changes from one stage of product life cycle (PLC) to other? Explain with appropriate examples the strategic alternatives available for companies operating in emerging and declining industries. [14]

Q4) How market leaders, challengers, followers and niche players differ from each other. If you want to be a niche player in medical care (hospital chain) industry, what are strategic alternatives available to you? [14]

P.T.O.

Q5) Write short notes on Any Two.

[14]

- a) Meaning & components of market orientation.
- b) Impact of e-marketing on marketing strategy.
- c) Planned innovation.

SECTION - II

Q6) What is relationship marketing (RM) and how it leads to competitive advantage? Describe the differences in RM approaches in the following context

- a) A company making electronic chips for computer manufacturer
- b) A computer manufacturer selling to households.

[14]

Q7) Are all customers equally important? Explain using concept of customer life time value (CLV) Describe 'Recency-Frequency-Monetary value' (RFM) model in the context of

[14]

- a) Restaurant chain

OR

- b) Chain of Jewellery Shops

Q8) Write short notes on ANY TWO.

[14]

- a) Meaning with eg. of promise, trust & commitment in the context of Relationship Marketing (RM)
- b) Data warehousing & data mining by social networking sites
- c) Relationship marketing in industrial markets & consumer market.



Total No. of Questions : 7]

SEAT No. :

P2346

[Total No. of Pages : 2

[5565]-61

M.B.A (Semester - IV)

FINANCE SPECIALIZATION

405 B : International Finance

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) Questions No. 1 is compulsory.
- 2) Attempt any four questions from remaining.

Q1) a) Bank situated in Mumbai gives the following quotes for USD as INR 64.2615/64.6925. Calculate percentage spread. [5]

- b) An Indian Bank gives the following quotes. Identify Whether quote is direct or indirect. Also calculate direct quote for indirect quote and vice versa.

	Currency	Quote	Rate
i)	GBP	Rs. Per GBP	90.86
ii)	Euro	Per Rs.	0.0126
iii)	SKE	Rs. Per SKE	7.95

[5]

Q2) Discuss the nature, scope & significance of International finance. [15]

Q3) Briefly explain various International financial Institutions and their role in International finance. [15]

Q4) Explain the various export promotion schemes in India. [15]

Q5) What is Hedging? Discuss the various techniques of Hedging. [15]

P.T.O.

Q6) Differentiate between spot market and forward market. Explain the characteristics of forward market. **[15]**

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

- a) Special Drawing Rights (SDR)
- b) External Commercial Borrowings (ECB)
- c) Export oriented unit (EOU)
- d) Special Economic Zone (SEZ)



Total No. of Questions : 7]

SEAT No. :

P2347

[Total No. of Pages : 1

[5565]-62

M.B.A (Semester - IV)

COMPUTER MANAGEMENT

405 (C) : Software Project Management and IT Management
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Questions No. 1 & 7 are compulsory.*
- 2) *Solve any four questions from remaining.*

Q1) Explain process of project planning. [15]

Q2) Explain different structures of teams. [10]

Q3) What care is taken while setting a computer centre. [10]

Q4) What process is followed while implementing any software. [10]

Q5) Explain user acceptance testing. [10]

Q6) Explain COCOMO in detail. [10]

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

- a) Quality control
- b) Selection process of IT professional
- c) Bench marking
- d) Risk Exposure



Total No. of Questions : 7]
P2348

SEAT No. :
[Total No. of Pages : 2

[5565] - 63
M.B.A. (Semester - IV)
405 D : TECHNOLOGY MANAGEMENT
Production and Materials Management Specialisation
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

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

- Q1)** State the significance of Management of Technology. Explain the impact of Technology on society.
- Q2)** Discuss with examples, why organizations should be concerned about effective management of technology in present business scenario.
- Q3)** Discuss the elements of effective management of IPR (intellectual property rights) in context of Technology Management.
- Q4)** Enumerate technology forecasting techniques; and Discuss the process of applying any two of the technology forecasting techniques.
- Q5)** What is Innovation? Discuss the process and significance of innovation in technology management.
- Q6)** Explain features of any two technology forecasting techniques.

P.T.O.

Q7) Write notes on any two of the following :

- a) Role of Government in Technology Development.
- b) Human Aspect in Technology Management.
- c) Technology Transfer.
- d) Impact of technology on society.



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Total No. of Questions : 6]
P2349

SEAT No. :
[Total No. of Pages : 2

[5565] - 64
M.B.A. (Semester - IV)
HRM SPECILIZATION
(405 E) Labour Laws - II
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) *Q. 1 is compulsory.*
 - 2) *Solve any three from remaining.*
 - 3) *Figures to the right indicate maximum marks.*
- Q1)** a) Define Industrial Dispute. Explain provisions related to Strike, Lockout & Layoff. **[15]**
- b) Explain provisions of Maternity Benefit Act 1961. **[10]**
- Q2)** Explain theory of Notional Extension of employment in reference to arising out of & in course of employment under Workmen's Compensation Act, 1923. **[15]**
- Q3)** Explain the unfair labour practices on part of Employers & Trade Union under MRTU & PULP Act. **[15]**
- Q4)** Explain various benefits under ESI Act 1948. **[15]**
- Q5)** Explain the provisions of Industrial Employment (standing orders) Act 1946. **[15]**

P.T.O.

Q6) Short notes (Any 3)

[15]

- a) ESIC
- b) Rights of recognized unions.
- c) Family pension scheme
- d) Provisions related to Arbitration under ID Act.



Total No. of Questions : 7]
P2350

SEAT No. :
[Total No. of Pages : 2

[5565] - 65
M.B.A. (Semester - IV) (Elective - V)
405F : Foreign Exchange Management
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

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

Q1) a) Mumbai based bank gives the following quotes. Identify whether quote is direct or indirect. Also calculate direct quote for indirect quote and vice - Versa. **[5]**

- i) 100 INR = 1.105 GBP
- ii) 1 Euro = 79.36 INR
- iii) 1 INR = 0.1575 SKE
- iv) 1 WAE Dhiram = 17.65 INR
- v) 100 INR = 164.46 YEN

b) An Indian bank gives the following quotes for WSD as INR 65.1150/65.7505. Calculate percentage spread. **[5]**

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

Q3) What is foreign Exchange market? Explain its characteristics in details. **[15]**

Q4) Explain the terms **[15]**

- a) C.I.F.
- b) F.O.B.
- c) C.I.P.

P.T.O.

Q5) What is Letter of credit? Explain its significance & various types. **[15]**

Q6) What is Export Finance? Discuss the role of E.C.G.C. with respect to Export Finance. **[15]**

Q7) Write short notes (any 2) **[15]**

- a) Asian Development Bank (ADB)
- b) International monetary fund (IMF)
- c) Types of Exchange Rate.



Total No. of Questions : 7]
P2351

SEAT No. :

[Total No. of Pages : 2

[5565] - 66
M.B.A. (Semester - IV)
406 - A : PRODUCT & BRAND MANAGEMENT
(2008 Pattern)

Time : 3 Hour]

[Max. Marks : 70

Instructions to the candidates :

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

- Q1)* Define product. Describe the concept of product development and explain the factors influencing design of the product.
- Q2)* Discuss in detail product strategy over product life cycle.
- Q3)* Elaborate the qualitative and quantitative methods of forecasting sales.
- Q4)* What is Brand Endorsement ? Explain role of celebrities in Endorsement of a Brand.
- Q5)* Discuss various brand positioning strategies in detail. Give suitable examples.
- Q6)* Elaborate on Brand Equity and discuss various methods measuring Brand Equity in detail.

P.T.O.

Q7) Write short notes on : (Any Two)

- a) Co - branding
- b) Brand Hierarchy
- c) Brand Tracking
- d) Brand Crisis
- e) Brand Identity



Total No. of Questions : 8]
P2352

SEAT No. :
[Total No. of Pages : 2

[5565] - 67
M.B.A. (Semester - IV)
406B : STRATEGIC FINANCIAL MANAGEMENT
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

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

- Q1)* What is corporate restructuring? What are the symptoms of corporate restructuring? How such plan is drawn? **[14]**
- Q2)* Write detailed note on Brand Valuation. Discuss various methods of brand valuation. **[14]**
- Q3)* What is ethical dilemma a finance manager faces? Explain the ethical economic combinations? **[14]**
- Q4)* Explain the importance of VRs in strategic wage Management. With reference to Finance. **[14]**
- Q5)* What are the strategic pricing at different stages of a product's Life - cycle?**[14]**
- Q6)* Explain how NINE REFERENCES' have a role to play for strategic Financial Management. **[14]**

P.T.O.

- Q7)** M/s Mangalmurti Infrastructure. Ltd is engaged in manufacture of Cement. Financial data for the firm for the F.Y. 2009 - 2010 is given as under -

	Amt in lacs
Equity capital	5000000
Reserves	5800000
Debentures @ 12%	5000000
Term loan @ 11%	4000000
Operating profit	7750000
Cost of Equity 11% (shareholder's expectations)	
Cost of capital 14% (Assumed by Head Quarter for EVA Computation)	
Company pays tax @ 30% Company assumes increase in fixed assets by Rs. 960000 on account of market price appreciation during the year.	
Compute EVA & OVA (Owner's Value Added) For the Company. Significance of EVA & OVA. Make necessary assumptions.	[14]

- Q8)** Small Company is being acquired by large company on a share exchange basis. Their selected data are as follows :

	Large	Small
Profit after tax (Rs. Lakh)	76	25
Number of Shares (Lakh)	10	8.4
Earnings per share (Rs.)	5.6	2.5
Price Earning Ratio	12.5	7.5

Determine :

- per merger, market value per share and
 - The maximum exchange ratio. Large company should offer without dilution of (i) EPS (ii) Market value per share.
- [14]



Total No. of Questions : 6]
P2353

SEAT No. :
[Total No. of Pages : 2

[5565] - 68
M.B.A. (Semester - IV)
COMPUTER MANAGEMENT SPECIALISATION - VI
406 - C : Business Application
(2008 Pattern)

Time : 3 Hour]

[Max. Marks : 70

Instructions to the candidates :

- 1) Question No. 1 and 6 are compulsory.*
- 2) Attempt any three from the remaining.*
- 3) Draw neat diagrams wherever required.*

Q1) Cool - Air Conditioner, a city based dealer of various branded Air conditioners and related products. They want to Implement a sales order processing system having following activities customer make enquiry against which quotation is for warded. After gelling a confirmed order from the customer, the marketing Department forwards a dispatch Advice to the store Department and also informs accordingly to Accounts. Department A delivery challan is prepared based on Dispatch advice by stores along with the ordered material. An Invoice is accordingly generated by Account Department. After the goods dispatch the marketing does payment follow - up.

- a) Draw a content level Diagram. **[5]**
- b) Design Normalised file layout. **[10]**
- c) Give any three periodical report. **[5]**

Q2) Discuss the importance of stock accounting and control. **[10]**

Q3) Explain advantages and disadvantages of internet banking. **[10]**

Q4) Explain screen for customer in hotel management system with validation. **[10]**

P.T.O.

Q5) Discuss importance of employee training in detail.

[10]

Q6) Write notes on (Any Four)

[20]

- a) Ratio & expenses analysis.
- b) Bill of material.
- c) Employee training
- d) Account payables
- e) Trial balance



Total No. of Questions : 7]
P2354

SEAT No. :
[Total No. of Pages : 2

[5565] - 69
M.B.A. (Semester - IV)
PRODUCTION AND MATERIALS MANAGEMENT
SPECIALIZATION - VI
406 - D : Quality Management
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

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

- Q1)* Describe the Evolution of Quality Management and contribution by various Quality Gurus.
- Q2)* Describe Customer Satisfaction Measurement Techniques and Customer Relationship Management Techniques.
- Q3)* Explain the term 'Producer risk' and 'Consumer risk' with the help of OC Curve. Also, define the terms AQL, RQL, TQL, AOQL and AOL.
- Q4)* Discuss the following types of control charts.
- a) X bar Chart
 - b) P Chart
 - c) C - Chart
 - d) np Chart

P.T.O.

Q5) Enumerate the linkages between Reliability, maintainability and availability.

Q6) How does Team Building and Cross Functional Teams help in achieving Change management?

Q7) Write short notes in Any Two :

- a) Nominal Group Technique.
- b) Poka yoke
- c) Quality Circle
- d) Flow Charts.



Total No. of Questions : 7]
P2355

SEAT No. :

[Total No. of Pages : 2

[5565] - 70
M.B.A. (Semester - IV)
STRATEGIC HRM (Elective - V)
406E : Strategic Human Resource Management
(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

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

Q1) Define the term HRM & its needs & importance.

Q2) What do you understand by the term global environment? Explain the role of WTO in today's scenalio.

Q3) Define the term 'Online Recruitment'. Explain its merits and de-merits.

Q4) Explain the term VRS with its POS & Cors.

Q5) Define the term 'Morale' & Explain the morale indicators.

Q6) Explain the term 'Succession Planning' for the HR practices point of view.

P.T.O.

Q7) Write short notes on (Any Two) :

- a) Flexi Timing
- b) KRA
- c) Work Life balance



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Total No. of Questions : 7]
P2356

SEAT No. :
[Total No. of Pages : 2

[5565] - 71
M.B.A. (Semester - IV)
406 - F : International Financial Management
(2008 Pattern)

Time : 3 Hour]

[Max. Marks : 70

Instructions to the candidates :

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

Q1) Elaborate the following with suitable example.

- a) Purchasing power parity principle.
- b) Interest parity principle.

Q2) Discuss the following foreign Exchange Exposure and it's management.

- a) Transition Exposure
- b) Translation Exposure
- c) Economic Exposure

Q3) Illustrate the difficulties encountered by MNC in evaluating foreign projects.

Q4) What is fixed and flexible Exchange rate? Explain the features of fixed and Flexible Exchange Rate in detail.

P.T.O.

Q5) Explain the concept of Hedging. Also explain various techniques of Hedging.

Q6) State and explain the instruments of long term financial markets.

Q7) Write short notes on (Any Two) :

- a) Eurodollars and Eurocurrency
- b) Features of Forward Contract.
- c) International Financial System

