

Total No. of Questions : 5]

SEAT No. :

P2366

[4670]-101

[Total No. of Pages : 4

M.B.A.

101 : ACCOUNTING FOR BUSINESS DECISIONS

(2013 Pattern) (Semester - I) (CBCS)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for question / sub question.*
- 5) *Answers to the questions should be specific and to the point.*
- 6) *Use of calculator is permitted (as applicable).*

Q1) a) “Management Accounting provides immense help in management decision making” Elaborate. **[10]**

OR

b) Explain the basic accounting concepts and conventions in financial accounting. **[10]**

Q2) a) How would you analyze the financial position of a company from the point of view of, **[10]**

- i) investor.
- ii) creditor; and
- iii) financial executive of the company.

OR

b) Briefly Explain the guidelines of Schedule VI of the companies Act, 1956 for the following items with regard to the general instructions for preparation of Balance Sheet. **[10]**

- i) Delivery Vehicle,
- ii) Accounts Payable,
- iii) Prepaid Insurance,
- iv) Income tax payable and
- v) Trademark.

P.T.O.

Q3) a) “Cost Accounting System is neither unnecessary nor expensive, rather it is profitable investment”. Comment. **[10]**

OR

- b) i) “A good system of costing serve as a means of control over expenditure and helps to secure economy in manufacture”. Discuss. **[5]**
- ii) Classify the following items into Factory Overheads, Administration Overheads and Selling & Distribution Overheads. **[5]**

Loose tools	Income Tax	Postage & Telegram
Rent, Rate & Taxes	Land & Building	Delivery Charges
Indirect Material	Packing Expenses	Director’s Fees
Warehouse Rent	Welfare Expenses	Overtime Wages
Advertising	General Expenses	Collection Charges
Property Tax on Building	Carriage Outward	Dividend paid
Labour Expenses	Bad debts	Unproductive Wages

Q4) a) B Co. Ltd. uses a periodic inventory system. It has maintained the following records of purchases and sales of an item: **[10]**

Jan. 1 Opening stock of Inventory 120 units @Rs. 18.00

Mar. 3 Purchases 30 units @ Rs,18.50

May 22 Sold 80 units

June 1 Purchases 60 units @Rs. 19.20

Aug. 8 Sold 80 units

Oct. 18 Purchases 40 units @Rs. 21.00

Oct. 24 Spoilage 20 units

You are required compute the cost of ending inventory and cost of goods sold using:

- i) Last in first out method and
ii) Weighted Average method.

OR

- b) The Modern Company is having four departments A, B & C are producing departments and D is servicing department. [10]

The actual costs for a period are as follows;

Rent	Rs. 2,000
Repairs	Rs. 1,200
Depreciation	Rs. 900
Supervision charges	Rs. 3,000
Lighting	Rs. 200
Insurance of Stock	Rs. 1,000
Employees liability insurance	Rs. 300
Power	Rs. 1,800

The following data is also available in respect of four departments:

Particulars	A	B	C	D
Area Sq. Ft.	150	110	90	50
No. of light points	15	11	9	3
No. of workers	24	16	12	8
Total Wages (Rs.)	8,000	6,000	4,000	2,000
Value of Plant (Rs.)	24,000	18,000	12,000	6,000
Value of Stock (Rs.)	15,000	9,000	6,000	---
H.P. of Machine	12	9	6	3

Apportion the costs of the various departments on the most equitable basis.

- Q5) a)** Himmatlal Co. Ltd., Pune provides the following information for the year 2014-15. [10]

Sales - 15,000 units

Fixed Cost Rs. 34,000

Sales Value Rs. 1,50,000

Variable Cost Rs. 6 per unit

You are required to calculate,

- i) P/V Ratio, BEP in Rs. and Margin of Safety.
- ii) Also calculate and comment on the effect of the following:
 - 1) Decrease of 10% in selling price.
 - 2) Increase of 10% in variable cost.

OR

- b) A newly started company wishes to prepare cash budget from January. Prepare a cash budget for the first six months from the following estimated revenue and expenses: [10]

Month	Total Sales (Rs.)	Purchases (Rs.)	Wages (Rs.)	Production Overheads (Rs.)	Selling & Distribution Overheads (Rs.)
January	20,000	20,000	4,000	3,200	800
February	22,000	14,000	4,400	3,300	900
March	28,000	14,000	4,600	3,400	900
April	36,000	22,000	4,600	3,500	1,000
May	30,000	20,000	4,000	3,200	900
June	40,000	25,000	5,000	3,600	1,200

Cash balance on 1st January was Rs. 10,000. A new machinery is to be installed at Rs. 20,000 on credit, to be repaid by two equal installments in March & April.

Sales commission @5% on total sales is to be paid within a month following actual sales.

Rs. 10,000 being the amount of 2nd call may be received in March. Share premium amounting to Rs. 2,000 is also obtainable with the 2nd call.

Period of credit allowed by suppliers - 2 months.

Period of credit allowed by customers - 1 months

Delay in payment of wages $\frac{1}{2}$ month & overheads 1 month.

Assume cash sales to 50% of total sales.



Total No. of Questions : 5]

SEAT No. :

P2367

[Total No. of Pages : 2

[4670] - 102

M.B.A.

**102 : ECONOMIC ANALYSIS FOR BUSINESS DECISIONS
(2013 Pattern) (Semester - I)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*
- 3) *Figures to the right indicate full marks for that question/sub question.*
- 4) *Your answers should be specific and to the point.*
- 5) *Draw neat diagrams and illustrations supportive to your answer.*

Q1) a) What are the steps involved in a scientific approach of managerial economic analysis in solving business problems. **[10]**

OR

b) Explain circular flow of economic activity in Four Sector Model. **[10]**

Q2) a) State various features of oligopoly and explain the concept of 'Price - Rigidity' with the help of Kinked demand curve. **[10]**

OR

b) What do you mean by the term 'Market' In Economics? Explain different types of market structure. **[10]**

Q3) a) i) Explain the concept of Average Fixed Cost, Average Variable cost, Marginal cost and explain their relationship. **[7]**

ii) What is the economic significance of opportunity cost? **[3]**

OR

b) Explain Break Even Analysis with assumptions, advantages and disadvantages. **[10]**

P.T.O.

Q4) a) Explain the regulatory role of RBI with regard to currency, credit, Balance of payment and Monetary Policy. **[10]**

OR

b) Explain the role and functions of 'Capital Market'. **[10]**

Q5) a) Explain the following terms that are part of union Budget such as Revenue Account, Capital Account, Revenue Deficit, Fiscal Deficit, Plan & non-plan expenditure. **[10]**

OR

b) Explain the various methods of calculating GDP (Gross Domestic Product) in India. **[10]**



Total No. of Questions : 5]

SEAT No. :

P2368

[Total No. of Pages : 2

[4670] - 103

M.B.A. - I

**103 : LEGAL ASPECTS OF BUSINESS
(2013 Pattern) (Semester - I)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks.*
- 3) *Justify your answer by quoting suitable examples.*

Q1) a) Define Contract. Explain in brief the essentials of a valid contract.

OR

- b) A's son is lost and B goes in search for him. Can B claim remuneration from A if:
- i) B does this act voluntarily
 - ii) B does this act at the request of A
 - iii) B does this act at the request of C.

Q2) a) State the Meaning and essentials of a contract of sale.

OR

- b) State with reasons whether the following contracts of sale amount to 'sale' or an 'agreement to sell':
- i) X entered into a contract for sale of the entire crop of rice that would grow on his form.
 - ii) A railway administration entered into a contract for sale of coal ash that might accumulate during the period of contract.
 - iii) X entered into a contract for sale of some goods in a particular ship to be delivered on the arrival of the ship.
 - iv) X entered into a contract for sale of a painting only if Z, its present owner, sells it to him.

P.T.O.

Q3) a) State the Meaning of Promissory Note & Bill of Exchange & distinguish between them.

OR

b) State with reasons whether each of the following instruments is bearer or order:

- i) A bill is drawn payable to X or bearer.
- ii) A bill is drawn payable to X who endorses it in blank in favour of Y.
- iii) A bill is drawn payable to X.
- iv) A bill is drawn payable to X or order.
- v) A bill is drawn payable to X only.

Q4) a) State the Meaning and Characteristic features of a company.

OR

b) Explain in detail the various types of companies.

Q5) a) Write short notes on (any two)

- i) Digital signature
- ii) Rights of consumers
- iii) Patents

OR

b) Explain in brief the Meaning and importance of patents, copyrights and trademarks.



Total No. of Questions : 5]

SEAT No. :

P2369

[4670] - 104

[Total No. of Pages : 3

M.B.A.

104: BUSINESS RESEARCH METHODS

(2013 Pattern) (Semester - I)

Time : 2 Hours 30 Min.]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/sub-question.*
- 5) *Your answer should be specific and to the point.*
- 6) *Support your answers with suitable live examples.*
- 7) *Draw neat diagrams and illustrations supportive to your answer.*
- 8) *Use of calculators is permitted.*

- Q1) a) i) What do you mean by research? Explain its significance in modern times. [5]**
- ii) Briefly describe the steps involved in research process. [5]

OR

- b) Draft a research proposal for any one of the following. [10]**
- i) An Airline company in India operating domestically wants to find out customer satisfaction level.
- ii) A bank interested in finding out the customer satisfaction level.

- Q2) a) Explain the following concepts: [10]**
- i) Control Group.
- ii) Concomitant variable.
- iii) Extraneous variable.
- iv) Dependent variable.
- v) Independent variable.

OR

P.T.O.

- b) Premjivalji is a small jeweller from Jaipur with limited resources. He is into the business of designing and selling traditional Rajasthani jewellery. He believes that having an exquisite and a mystically arranged display on the 'Palace of wheels' will be suitable boots to his sales. He also feels that foreigners rather than Indians would be influenced more. It is the month of November 2014 and by the end of the year he wants to decide whether to go for display or not.

What is the recommended research design? Justify your selection. What would be the variables, hypothesis and population under study? [10]

- Q3) a)** What is 'measurement' in research? Explain all types of measurement scales with relevant examples. [10]

OR

- b) Prepare a questionnaire for any one of the following situation. [10]
- Causes of small scale industries sickness in India.
 - Problems faced by customers for online shopping.

- Q4) a)** Explain the term probability sampling? Discuss any two probabilities sampling in detail with merits and demerits. [10]

OR

- b) What type of sample would you draw for any two of the following. Justify your choice. [10]
- Purchasing priority for household appliances.
 - Traffic analysis in the city for all pollution control.
 - To study the extent of unemployment in your city.

- Q5) a)** Draw Histogram of the following data.

Salary in ('00 Rs)	30-40	40-50	50-60	60-70	70-80	80-90	90-100
No. of Employees	20	30	60	75	115	100	60

Also find mode from the graph. [10]

OR

- b) i) The demand for a particular spare part in factory was found to vary from day to day. In a sample study the following information was obtained. **[5]**

Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of parts Demanded	1,124	1,125	1,110	1,120	1,126	1,115

Test the hypothesis that the number of parts demanded does not depend on the day of the week.

Given- Chi square calculated = 0.179

Chi square at 0.05(5 d.f) = 11.07

Comment on whether hypothesis is true or false, with justification.

- ii) Explain in detail structure of the research report. **[5]**



Total No. of Questions : 5]

SEAT No. :

P2370

[4670] - 105

[Total No. of Pages : 2

M.B.A. - I

**105: ORGANISATIONAL BEHAVIOUR
(2013 Pattern) (Semester - I) (Full Credit Course)**

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/sub-question.*
- 5) *Your answers should be specific and to the point.*
- 6) *Support your answers with suitable live examples.*
- 7) *Draw neat diagrams and illustrations supportive to your answer.*

Q1) a) “Behaviour is generally predictable, so there is no need to formally study OB.” Do you agree or Disagree with this statement? Why? **[10]**

OR

- b) Define ‘Organisational Behaviour’. Explain in brief models of OB- **[10]**
- i) Autocratic Model
 - ii) Custodial Model
 - iii) Supportive Model

Q2) a) Explain the meaning of Personality? Enumerate the Big Five Personality Model with suitable examples? **[10]**

OR

- b) Discuss Critically Herzberg and Maslow’s need hierarchy theory of Motivation. **[10]**

Q3) a) “Both Formal and informal groups are necessary for the group Activity just as two blocks are essential to make a pair of scissor workable” Comment. **[10]**

OR

P.T.O.

- b) Define 'Leadership'. Explain the styles of Leadership with justifying examples. [10]

- Q4)** a) What is 'Organisation Structure'? Explain in brief the basic elements in designing Organisation Structure. [10]

OR

- b) Write a short notes on-
- i) Strong Vs. Weak Culture. [3]
 - ii) Hard Vs. Soft Culture. [3]
 - iii) Formal Vs. Informal Culture. [4]

- Q5)** a) Explain how will you implement Kurt Lewin's Three Stage Change Model in a manufacturing company? [10]

OR

- b) Explain the concept of Resistance to Change. What are the steps to be taken by an Individual and Management to overcome the Resistance to Change? [10]



Total No. of Questions : 5]

SEAT No. :

P2371

[Total No. of Pages : 2

[4670]-106

M.B.A.

106 : BASICS OF MARKETING

(2013 Pattern) (Semester-I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/sub-question.*
- 5) *Your answers should be specific and to the point.*
- 6) *Support your answers with suitable live examples.*
- 7) *Draw neat diagrams and illustrations supportive to your answer.*

Q1) a) ‘Marketing is much broader concept than selling’. Analyze the statement in context of concept of Marketing. **[10]**

OR

b) “Because the purpose of business is to create a customer, the business enterprise has two-and only two-basic functions: marketing and innovation. Marketing and innovation produce results; all the rest are costs. Marketing is the distinguishing, unique function of the business”. Comment and Define Marketing. Explain the core concept of Marketing. **[10]**

Q2) a) i) Consumer wants to purchase ‘A micro-wave oven’. Explain the various factors, which would affect the consumer buying behavior. **[5]**

ii) What type of decision process would you expect most consumers to follow in their purchase of ‘Four Wheeler’? **[5]**

OR

b) i) Analyze the steps involved in buying decision process for ‘Touch Screen Mobile Handset’. **[5]**

ii) Company ‘Saiganga’ wants to launch flavored drinking water. As a marketing manager which factors you would consider that affect the consumer buying behavior. **[5]**

P.T.O.

Q3) a) “Marketing managers have to constantly take and revise their marketing decisions considering the changes in micro and macro environmental forces” comment. Explain various types of environmental forces and factors influencing marketing decisions. **[10]**

OR

b) Undertake the Macro environmental analysis for any two of the following markets. **[10]**

i) Mobile services provider.

ii) Pesticide.

iii) Insurance.

Q4) a) Name and describe the bases for segmentation that might be used in segmenting consumer markets. Which segmenting variable(s) do you think ‘Dell’ is using for Personal Computer? **[10]**

OR

b) Thomson Baby soap has taken early lead in terms of creating positioning in consumer mind. Company launches various variances like Thomson soap for delicate skin and Thomson soap for men. Analyze various bases of segmentation used by the company. **[10]**

Q5) a) What is ‘Goods-service continuum’? Explain with a diagram and appropriate example. **[10]**

OR

b) ‘Product can be classified into broad categories based on who will use them & how they will use’. Analyze the statement in context of classification of products. **[10]**



Total No. of Questions : 7]

SEAT No. :

P2313

[4670] -11

[Total No. of Pages : 2

M.B.A.

**101: ORGANISATIONAL BEHAVIOUR & PRINCIPLES AND
PRACTICES OF MANAGEMENT
(2008 Pattern) (Semester - I)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Define Organisational Behaviour. Explain the scope, importance and fundamental concept of organisation Behaviour.

Q2) Evaluate Maslow's need Hierarchy Theory. What are its main weaknesses?

Q3) a) Define Management. Discuss the functions of management.

b) Explain different techniques of controlling.

Q4) How traditional view of conflicts differs from modern view of conflict? Give illustrations.

Q5) What are the schools of management of thought you have studied? Discuss at least two of them.

Q6) Define decision making. Explain the steps involved in Decision Making.

P.T.O.

Q7) Write short notes: (Any two)

- a) Line and staff Authority.
- b) Transactional Analysis.
- c) Job Satisfaction.
- d) Decentralisation.
- e) Learning Organisations.



Total No. of Questions : 9]

SEAT No. :

P2314

[Total No. of Pages : 5

[4670] - 12

M.B.A.

**102 : MANAGEMENT ACCOUNTING
(2008 Pattern) (Semester - I)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) What do you mean by concept and conventions of accounting. Explain Dual Aspect Concept and Separate Entity Concept. **[10]**

SECTION - I

Q2) Explain the concept Management Accounting. Distinguish between Management Accounting and Financial Accounting. **[15]**

Q3) What do you mean by Overheads. Explain the term Over absorption and Under absorption of overheads with its advantages and disadvantages. **[15]**

Q4) What do you mean by Standard Costing? Explain the term material variance and labour variance. **[15]**

Q5) Write Short Notes : (Any Three): **[15]**

- a) Trial Balance
- b) Labour Turnover
- c) Budgetary Control.
- d) Types of Accounts.

P.T.O.

SECTION - II

Q6) The following figures are extracted from the trial balance of Aarya Co. on 31st March 2013. **[15]**

Inventories:

Finished Stock	80,000
Raw Material	1,40,000
Work in Progress	2,00,000
Office appliances	17,400
Plant and Machinery	4,60,500
Buildings	2,00,000
Sales	7,68,000
Sales return	14,000
Materials Purchases	3,20,000
Freight incurred on materials	16,000
Purchase returns	4,800
Direct labour	1,60,000
Indirect labour	18,000
Factory supervision	10,000
Repairs and upkeep factory	14,000
Heat, light and power	65,000
Rates and taxes	6,300
Miscellaneous factory expenses	18,700
Sales commission	33,600
Sales traveling	11,600
Sales promotion	22,500
Distribution deptt. sales and expenses	18,000
Office salaries and expenses	8,600
Interest on borrowed funds	2,000
Closing Inventories	
Finished Goods	1,15,000
Raw material	1,80,000

Work in process	1,92,000
Accrued Expenses on :	
Direct Labour	8,000
Indirect Labour	1,200
Interest on borrowed funds	2,000
Depreciation to be provided on:	
Office appliances	5%
Plant and Machinery	10%
Buildings	4%

Distribution of the following Costs:

Heat, light and power to factory, office and selling in the ratio 8 : 1 : 1

Rates and taxes two third to factory and one third to office. Depreciation on building to factory, office and selling in the ratio 8 : 1 : 1.

With the help of the above information prepare a Cost Sheet of Aarya Co. for the Year ended 31st March 2013.

Q7) Raj Corporation Ltd. Has prepared the following budget estimates for the year 2012-13. **[15]**

Sales Unit	15,000
Fixed Expenses	Rs. 34,000
Sales value	Rs. 1,50,000
Variables Costs	Rs. 6 per Unit

You are required to :

- a) Find the P/v ratio, break-even point and margin of safety.
- b) Calculate the revised P/v ratio, break - even point and margin of safety in each of the following cases
 - i) Decrease of 10% in selling price
 - ii) Increase of 10% in variable costs
 - iii) Increase of sales volume by 2000 units
 - iv) Increase of Rs. 6000 in fixed costs.

Q8) For the production of 10,000 electric automatic irons; the following are the budgeted expenses: **[15]**

	Per Unit
Direct Material	Rs. 60
Direct labour	Rs. 30
Variable overhead	Rs. 25
Fixed overhead (Rs. 1,50,000)	Rs. 15
Variable expenses (direct)	Rs. 5
Selling expenses(10%)fixed	Rs. 15
Administration expenses (Rs, 50000 rigid for all levels of production)	Rs. 5
Distribution expenses (20%) fixed	Rs. 5
The total cost of sale per unit	Rs. 160

Prepare a budget for the production of 6000 and 7000 and 8000 irons, showing distinctly the marginal cost and the total cost.

Q9) From the following particulars taken out from the books of Shri Kumar prepare Trading and Profit & Loss Account for the year ended on 31st March 2013 and Balance Sheet as on that date: **[15]**

Trial Balance

Particular	Dr.	Cr.
Sundry Debtors	52,000	
Cash in Hand	2,392	
Creditors		22,000
Furniture	3,500	
Motor Car	22,000	
Purchases	1,45,000	
Sales		2,92,000
Sales Return	2,600	
Salaries	8,420	

Opening Stock	11,400	
Motor Car Expenses	6,108	
Rent, Rates and Taxes	3,600	
Insurance Premium paid on 1 st October 2012	2,400	
Cash at bank	6,200	
Machinery	24,000	
Wages	23,600	
General Expenses	2,680	
Carriage Inward	2,040	
Carriage Outward	1,630	
Fuel and power	6,430	
Capital		20,000
Drawings	8,000	
Total	<u>3,34,000</u>	<u>3,34,000</u>

Additional Information:

- a) Closing Stock Rs. 35,000.
- b) Goods worth Rs. 2,000 were distributed as free samples.
- c) Further bad debts Rs. 2,000 and make provision for bad debts @ 5% on debtors.
- d) Depreciate Furniture and Machinery by 10% and Motor by 20%.
- e) Outstanding Wages Rs. 6,400.



Total No. of Questions : 7]

SEAT No. :

P2315

[Total No. of Pages : 1

[4670] - 13

M.B.A.

**103 : MANAGERIAL ECONOMICS
(2008 Pattern) (Semester - I)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain Nature, Scope and Objectives of Managerial Economics.

Q2) Explain the Income elasticity of demand and its determinants.

Q3) What are the factors of production function. Explain three stages of return to scale.

Q4) Write short notes on (any two):

- a) Cost estimation and cost forecasting.
- b) Penetrating and skimming pricing.
- c) Break even analysis.
- d) Oligopoly.

Q5) Explain capital Budgeting. What are the steps of capital Budgeting and write importance of it.

Q6) What is the market? Explain Monopolistic competition.

Q7) What is the need of government Intervention to control the Market Economy and social structure.



Total No. of Questions : 6]

SEAT No. :

P2316

[Total No. of Pages :3

[4670]-14

M.B.A.

**104: STATISTICAL AND QUANTITATIVE METHODS
(2008 Pattern) (Semester-I)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Solve any two questions from section I and any two questions from section II.*
- 2) *Use of electronic calculators and statistical tables are allowed.*
- 3) *Graph paper will not be provided, draw all graphs and sketches on the answer paper.*

SECTION-I

Q1) a) Calculate mean, median and mode from the following data. **[9]**

Weight in gms	50-75	75-100	100-125	125-150	150-175	175-200
No. of fruits	15	32	45	68	39	10

b) Following data gives price of a share in the market for 6 days. Calculate standard deviation and coefficient of variation: **[8]**

Price in Rs.	120	124	120	118	123	126
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Q2) a) Given the following data for two variables calculate Karl Pearson's coefficient of correlation: **[9]**

X:	10	9	15	18	12	7	5	6
Y:	32	29	47	56	38	23	17	20

b) Given the following extract for a bivariate data. Find equation of regression line Y on X and estimate the value of Y when X=30

$$\bar{X} = 35, \bar{Y} = 50, \sigma_x = 6, \sigma_y = 8$$

$$r = 0.8 \quad \quad \quad \mathbf{[8]}$$

P.T.O.

Q3) a) Find coefficient of association between eye colour of fathers and sons from the following data. [6]

Fathers with dark eyes having sons with dark eyes	50
Fathers with not dark eyes but sons with dark eyes	90
Fathers with dark eyes but sons with not dark eyes	80
Fathers with not dark eyes but sons with not dark eyes	780

b) Eight coins are tossed simultaneously. Find the probability of obtaining exactly 3 heads. [6]

c) A card is drawn from a well shuffled pack of 52 cards, find the probability of getting card as spade card or a king. [5]

SECTION-II

Q4) a) Solve the following L.P.P. Graphically

Maximise $Z=250x+200y$

Subject to $6x+4y \leq 240$

$2x+5y \leq 150$

$4x+3y \leq 120$

$y \leq 20$

$x \geq 0, y \geq 0$

[9]

b) Following data gives costs incurred of performing different jobs on 4 machines. Find optimum allocation

Jobs	Machines			
	1	2	3	4
A	10	12	15	9
B	8	6	3	10
C	4	5	12	17
D	11	6	9	12

[9]

Q5) a) The following matrix gives unit cost of transportation from 3 factories to 4 warehouses, capacity at factories and requirement at warehouses. Find initial basic feasible solution using

i) North west corner method

ii) Matrix minimum method

iii) Vogel's approximation method and compare costs.

[9]

- b) Patients come to a doctor at a rate of 25 per hour. The time required to serve at the rate of 120 seconds. Find the average waiting time of a patient. [9]

Q6) a) The probability distribution of monthly sales of an item is as follows.

Monthly sales units	0	1	2	3	4	5	6
Probability	0.01	0.06	0.25	0.30	0.22	0.10	0.06

Use the random Nos 58, 69, 32, 45, 07, 95, 32, 56 and find sales for 8 months. [9]

- b) Solve the following game:

	B_1	B_2
A_1	6	4
A_2	3	7

[9]

□□□□

Total No. of Questions : 7]

SEAT No. :

P2317

[4670] - 15

[Total No. of Pages : 1

M.B.A. - I

**105: LEGAL ASPECTS OF BUSINESS
(2008 Pattern) (Semester -I)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Answer any five questions.*
- 2) *All questions carry equal marks.*
- 3) *Quote examples wherever necessary.*

Q1) Define contract. Explain in detail the essentials of a valid contract.

Q2) State the meaning and rights of an unpaid seller.

Q3) Explain the meaning of cheque and Bill of exchange and distinguish between them.

Q4) Define company. State the characteristic features of a company.

Q5) What are the various Consumer Disputes Redressal Forum? What is procedure to file a complaint in the District Forum.

Q6) Explain the meaning and importance of patents, copyrights and trademark in the modern business world.

Q7) Short Notes (any two).

- a) Rights of Consumers.
- b) Digital signature.
- c) Bill of exchange.



Total No. of Questions : 7]

SEAT No. :

P2318

[Total No. of Pages : 1

[4670] - 16

M.B.A.

**106 - BASIC OF MARKETING
(2008 Pattern) (Semester - I)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

- Q1)** Discuss the 7P's of marketing mix with suitable example. **[14]**
- Q2)** Explain various elements of Micro and Macro Environment & how do they affect business organization with the help of suitable example. **[14]**
- Q3)** What is Consumer Behavior? Explain the steps involved in the buying process of **[14]**
- i) Laptop
 - ii) Car
- Q4)** Discuss the need of Market Segmentation. Discuss geographic and demographic bases of segmentation with suitable examples. **[14]**
- Q5)** "Marketing is a much broader concept than selling" Comment. Also discuss various approaches to marketing. **[14]**
- Q6)** Explain in detail the process of Marketing Planning and Control. **[14]**
- Q7)** Write short notes any two: **[14]**
- a) Marketing Organization.
 - b) Marketing Myopia.
 - c) Target Market Strategies.
 - d) Customer Satisfaction and Customer Delight.



Total No. of Questions : 5]

SEAT No. :

P2372

[4670] - 201

[Total No. of Pages : 2

M.B.A.

**201: MARKETING MANAGEMENT
(2013 Pattern) (Semester - II)**

Time : 3 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/sub-question.*
- 5) *Your answer should be specific and to the point.*
- 6) *Support your answer with suitable live example.*
- 7) *Draw neat diagram and illustrations supportive to your answer.*

Q1) What do you mean by PLC Explain the characteristics of PLC stages with examples? **[10]**

OR

Describe the new product development process?

Q2) What do you mean by price? Discuss the internal and external factors influencing pricing decision? **[10]**

OR

Define price. Which pricing method will you adopt for following products?

- a) Smart phones
- b) hair oil with unique fragrance

Q3) Discuss the importance of distribution channels. Which distribution channel will you suggest for generator set for business buyer and why? **[10]**

OR

Explain how the process of designing the distribution channel is?

P.T.O.

Q4) What do you mean by marketing communication? Discuss the merits and Demerits of TV and RADIO as advertising media. **[10]**

OR

Define Advertising. Discuss the importance of advertising.

Q5) What do you mean by marketing plan? Prepare a marketing plan for any one of the following product. **[10]**

- a) Newly introduced fruit juice.
- b) A college planning to introduce new course.
- c) A bank planning to open its branch in rural area.

OR

Discuss marketing audit in detail. Explain the importance.



Total No. of Questions : 5]

SEAT No. :

P2373

[4670]-202

[Total No. of Pages : 4

M.B.A. (CBCS)

**202 : Financial Management
(2013 Pattern) (Semester - II)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/sub-question.*
- 5) *Your answers should be specific and to the point.*
- 6) *Draw neat diagrams and illustrations supportive to your answer.*
- 7) *Use of simple calculators is permitted.*

Q1) a) What do you mean by Financial Management? Explain the environment of finance in organization of finance function. **[10]**

OR

b) Define Wealth Maximization and elaborate in detail with suitable examples. **[10]**

Q2) a) Following are the summarized Balance Sheet of ABC Ltd., as on 31st December 2012 and 13. You are required to prepare a fund flow statement for the year ended 31st December 2013. **[10]**

Liabilities	2012(Rs.)	2013(Rs.)	Assets	2012(Rs.)	2013(Rs.)
Share Capital	1,00,000	1,25,000	Goodwill	-	2,500
General Reserve	25,000	30,000	Building	1,00,000	95,000
Profit and Loss Account	15,250	15,300	Plant	75,000	84,500
Bank Loan (Long Term)	35,000	27,600	Stock	50,000	37,000
Creditors	75,000	40,000	Debtors	40,000	32,100
Provision for Tax	15,000	17,500	Bank	-	4,000
			Cash	250	300
	2,65,250	2,55,400		2,65,250	2,55,400

Additional Information:

- Dividend of Rs. 11,500 was paid.
- Depreciation written-off on plant Rs. 7000 and on building Rs. 5000.

OR

P.T.O.

- b) Kirti Gold Ltd. is a leading manufacturing industry. Following activity ratios are calculated by the finance manager of the company. You are required to analyze the ratios and interpret the asset management efficiency position of the company. [10]

Particulars	2012(Rs.)	2013(Rs.)
Debtors Turnover Ratio	12 times	8 times
Creditors Turnover Ratio	7 times	7 times
Inventory Turnover Ratio	9 times	11 times
Working Capital Turnover Ratio	3 times	4 times
Fixed Assets Turnover Ratio	2.5 times	1.5 times

- Q3) a) A firm whose cost of capital is 10% is considering 2 mutually exclusive projects, the details are: [10]

Particulars	Project 'X'	Project 'Y'
Investment	70,000	70,000
Cash Inflow		
Year 1	10,000	50,000
Year 2	20,000	40,000
Year 3	30,000	20,000
Year 4	45,000	10,000
Year 5	60,000	10,000
	1,65,000	1,30,000

Calculate NPV at 10% and Profitability Index (PI) for the two projects.

Year	1	2	3	4	5
Discounting Factor @ 10%	0.909	0.827	0.751	0.683	0.621

OR

- b) ABC Ltd is planning investment in new project. The investment budget of the company is Rs. 30,00,000. The company has following two alternatives: [10]

	Project A	Project B
Investment	30,00,000	30,00,000
Useful Life	5 years	6 years
Cost of Capital	12%	12%
Cash Inflows at the End of the Year are as follows:		
Year 1	7,00,000	10,00,000
Year 2	10,00,000	8,00,000
Year 3	9,00,000	8,00,000
Year 4	8,00,000	8,00,000
Year 5	4,00,000	6,00,000
Year 6	-	2,00,000

Find out which project the company should select on the basis of:

- a) Payback period method.
- b) Net Present value method.

Year	1	2	3	4	5	6
PV at 12%	0.893	0.797	0.712	0.636	0.567	0.507

- Q4) a)** A proforma cost sheet of the company provides the following particulars.

Elements of Cost Amount per Unit in Rs. (as % of Selling Price) [10]

Materials	50%
Direct Labour	10%
Overheads	10%

The following further particulars are available:

- i) It is proposed to maintain a level of activity of 1,00,000 units.
- ii) Selling price is Rs. 10 per unit.
- iii) Raw materials are expected to be in the stores for an average of 2 months.
- iv) Materials will be in process, on average one month.
- v) Finished goods are required to be in stock for an average of 2 months.
- vi) Credit allowed to debtors is 3 months.
- vii) Credit allowed by supplier is two months.

Assuming 10% contingency margin, find out the working capital requirement.

OR

- b) From the following data prepare a statement showing working capital requirement for the year 2013: **[10]**

- i) Estimated output for the year 1,30,000 units (52 weeks).
- ii) Stock of raw materials 2 weeks and material in process for 2 weeks, 50% of wages and overheads are incurred.
- iii) Finished goods remain in storage for 2 weeks.
- iv) Creditors 2 weeks.
- v) Debtors 4 weeks.
- vi) Outstanding wages and overheads 2 weeks each.
- vii) Selling price per unit Rs. 15.
- viii) Analysis of cost per unit is as below:

Raw materials	Rs. 5 per unit
Labour	Rs. 3 per unit
Overheads	Rs. 2 per unit
Profit	Rs. 5 per unit

Assume the operations are evenly spread throughout the year.

- Q5) a)** Explain the write in detail The Net Income Approach and Net Operating Approach Theories of Capital Structure. Use suitable diagrams to explain the same. **[10]**

OR

- b) What do you understand by 'Capital Structure'? Explain in detail the various factors affecting Capital Structure. **[10]**



Total No. of Questions : 5]

SEAT No. :

P2374

[4670]-203

[Total No. of Pages : 1

M.B.A.

203 : HUMAN RESOURCE MANAGEMENT

(2013 Pattern) (Semester - II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Answer all the questions.*
- 2) *All question carry equal marks.*

Q1) a) Discuss the importance of HRM and bring out the difference between the role of HR Manager & Personnel Manager. **[10]**

OR

b) ‘Organizational Strategies have linkages with HR strategies’ Discuss.**[10]**

Q2) a) “Job Design is a result oriented tool for optimal utilization Human Resources”. Discuss with example. **[10]**

OR

b) What is the significance of job analysis and what are its benefits explain with suitable example. **[10]**

Q3) a) Describe in details - “Training need assessment and its advantages. **[10]**

OR

b) Discuss the different methods of training used by an organization for enhancing employee performance. **[10]**

Q4) a) Why it is essential to measure the performance of an employee? Describe the factors need to consider while doing the same. **[10]**

OR

b) “Compensation linked with performance”. Discuss. **[10]**

Q5) a) “Flexi work time enhance the employee performance”. Discuss with suitable example. **[10]**

OR

b) What is employee down-sizing? Discuss its importance in an organizational context. **[10]**



Total No. of Questions : 10]

SEAT No. :

P3115

[Total No. of Pages : 3

[4670] - 204
M.B.A. (Semester - II)
204 : DECISION SCIENCE
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:-

- 1) Attempt 5 (five) questions.*
- 2) Each question has an internal option.*
- 3) Each questions carry equal marks.*
- 4) Figures to the right indicate marks.*
- 5) Graph will not be provided, draw diagram on answer sheet.*
- 6) Non scientific calculator is allowed.*

Q1) A firm produces three products. These products are processed on three different machines. The time required manufacturing one unit of each of the three products and daily capacity of the three machines are given in the table below : **[10]**

Machine	Time per unit (minutes)			Machine capacity (Minutes per day)
	Product 1	Product 2	Product 3	
M ₁	2	3	2	440
M ₂	4	—	3	470
M ₃	2	5	—	430

It is required to determine the daily number of units to be manufactured for each product. The profit per unit for product 1, 2 and 3 is Rs. 4/-, Rs. 3/- and Rs. 6/- respectively. It is assumed that all the amounts produced are consumed in the market. Formulate the LP model.

P.T.O.

OR

Q2) Find the initial basic feasible solution of the following transportation problem for minimising using Vogel's approximation method. The table below : [10]

Sources	Destination				Capacity
	I	II	III	IV	
A	20	6	25	15	50
B	17	13	16	17	50
C	5	21	19	23	100
	30	40	60	70	

Q3) A TV repairman finds that the time spent on his jobs has an exponential distribution with mean 30 minutes. If he repairs in order in which they come in, and if the arrival of sets is approximately poisson with an average of 10 per 8 hour day. What is the repairman's expected idle time each day? How many jobs on an average waiting to be completed? [10]

OR

Q4) What is the concept of Monte Carlo simulation? Explain its scope and limitation. [5 + 5 = 10]

Q5) Solve the following game, given the pay-off matrix as : [10]

Player A	Player B	
	B ₁	B ₂
A ₁	1	7
A ₂	6	2

OR

Q6) The conditional pay offs in crores of rupees for the three models of a car for the various likely sales figures are as follows : **[10]**

Model	Sales (in units)		
	1 Lakh	2 Lakh	3 Lakh
X	30	10	10
Y	55	20	3
Z	16	35	65

Q7) a) Develop a network based on the following informations : **[5]**

Activity	immediate Predecessor	Activity	immediate Predecessor
A	–	E	C, D
B	–	F	D
C	A	G	E
D	B	H	F

b) Explain the significance and Applications of 'PERT' and 'CPM'. **[5]**

OR

Q8) What is the concept of network. Explain the critical path with example. Explain EST, LST, EFT and LFT also. **[10]**

Q9) The probability that a boy will pass an examination is $\frac{3}{5}$ and that for a girl it is $\frac{2}{5}$. What is the probability that at least one of them passes the examination. **[10]**

OR

Q10) Two students A and B working independently on a problem have $\frac{3}{4}$ and $\frac{2}{3}$ probability respectively to solve this. What is the probability that the problem will be solved? **[10]**



Total No. of Questions : 5]

SEAT No. :

P2375

[Total No. of Pages : 2

[4670] - 205

M.B.A.

**205 : OPERATIONS AND SUPPLY CHAIN MANAGEMENT
(2013 Pattern) (Semester - II)**

Time : 3 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate full marks for question/sub question.*
- 5) *Draw neat diagrams and illustrations supportive to your answer.*
- 6) *Use calculator is permitted (as applicable)*

Q1) a) Define operation & Supply chain management? Explain significance and function of operation and Supply chain management? **[10]**

OR

b) Explain Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. **[10]**

Q2) a) i) Overview of Lean Management. **[5]**
ii) Define Total Quality from customer view. **[5]**

OR

b) What is Process product mix? Explain in details types of Production process is given below.

i) Batch Production

ii) Job Production

iii) Continuous Flow Process **[10]**

P.T.O.

Q3) a) State the basis of ABC, GOLF and FSN analysis. Explain with an illustrative example, how FSN analysis is carried out in an Organization and benefits from the analysis. **[10]**

OR

b) Explain the functions of operation management in detail? What are the elements of TQM discuss. **[10]**

Q4) a) What is “Master Schedule” in MRP? Why is it important? What information is required in production the master schedule? **[10]**

OR

b) i) Explain Lean Production system. **[5]**
ii) Explain Cash to Cash conversion. **[5]**

Q5) a) Define Inventory Management? Explain concept and types of inventory management in detail. **[10]**

OR

b) Explain the importance of Production planning and control in a manufacturing Organization. Explain objective and Forecasting as a planning tool. **[10]**



Total No. of Questions : 10]

SEAT No. :

P2376

[Total No. of Pages : 2

[4670]-206

M.B.A.

206 : MANAGEMENT INFORMATION SYSTEMS

(2013 Pattern) (Semester-II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Attempt all questions.*
- 2) *Figures to right indicate marks.*

Q1) “MIS is an instrument for organisational changes”. Comment / Explain. **[10]**

OR

Q2) For a 500 bed hospital in city, is developing their IT department for their all hospital daily work routine. For their purpose around 250 plus computers to linked in networks. Suggest the right topology considering all factors. **[10]**

Q3) For a Three Star Hotel, they have to develop their internal ERP system of all functions. Illustrate the steps of SDLC for the same with appropriate diagram. **[10]**

OR

Q4) “Prototyping was become a popular way to develop business applications”. Comment. **[10]**

Q5) How a business should store, access and distribute data and information about their internal and external environment. **[10]**

OR

Q6) “Expert-system acts as a consultant to the manager”. Justify your comment. **[10]**

Q7) “BPO and KPO along with callcenters have gained importance in India as e-business models towards the end of 20th Century? Discuss. **[10]**

OR

P.T.O.

Q8) Explain the need and applications of GIS in any industry. **[10]**

Q9) A charitable trust's 500 bed hospital. It has 40 residential doctors, 50 plus more visiting doctors, 300 plus staff and daily around 700 patients visiting. Hospital decided to keep central on its activates to be computerised. Being MIS executive describe the requirements from information system to enhance their functions. Justify your answer. **[10]**

OR

Q10) Rohit mall (Retail) is interested to develop MIS for smooth functioning. Discuss in detail its application including inventory management, billing, shop floor maintenance and others. **[10]**



Total No. of Questions : 7]

SEAT No. :

P2319

[4670] - 21

[Total No. of Pages : 2

M.B.A.

**201: MARKETING MANAGEMENT
(2008 Pattern) (Semester - II)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Design suitable channel of distribution for following product.

- a) Herbal toothpaste.
- b) Solar Lamps.

Q2) What are the different stages of product life cycle (PLC)? Describe suitable marketing strategies for various stages of PLC.

Q3) Explain the concept of product mix. Discuss product mix of any FMCG company.

Q4) “Direct marketing has boomed in the recent past due to the changing marketing environment” Critically analyze the statement.

Q5) Define branding. State its purpose and significance.

Q6) What is pricing? Discuss various strategies of pricing with examples.

P.T.O.

Q7) Write short notes on (Any Two)

- a) Physical evidence.
- b) Test marketing.
- c) Publicity.
- d) New trends in packaging.
- e) Retailing.



Total No. of Questions : 9]

SEAT No. :

P2320

[4670] - 22

[Total No. of Pages : 3

M.B.A.

202: FINANCIAL MANAGEMENT

(2008 Pattern) (Semester - II)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Question No. 1 is compulsory.*
- 2) *Attempt any two questions from Section I & Section II.*
- 3) *Use of simple calculator is allowed.*
- 4) *Figures to the right indicate full marks.*

Q1) Explain the meaning, objectives and functions of financial management? **[10]**

SECTION - I

Q2) Describe the structure of financial system? **[15]**

Q3) What do you mean by capital structure? Explain factors affecting planning of capital structure of an organization? **[15]**

Q4) Explain the various methods of evaluating capital expenditure proposals?**[15]**

Q5) Write short Notes on (Any 3) **[15]**

- a) Trading on Equity.
- b) Financial planning.
- c) Dividend policy.
- d) Fund flow Analysis.
- e) Need for working capital.

P.T.O.

SECTION - II

Q6) The Board of directors of XYZ Co. Ltd requests you to prepare a statement showing the working capital requirements for a level of activity of 1,56,000 units of production. The following information is available:- **[15]**

	Per Unit (Rs).
Raw Materials	90
Direct labour	40
Overheads	<u>75</u>
Total cost	205
Profit	<u>60</u>
Selling price per unit	<u>265</u>

- a) Raw Materials are in stock on an average one month.
- b) Materials are in process 50% complete on an average 2 weeks.
- c) Finished goods are in stock on an average one month.
- d) Credit allowed by suppliers one month.
- e) Time lag in payment from debtors 2 months.
- f) Lag in payment of wages 1^{1/2} weeks.
- g) Lag in payment of overheads one month. 20% of the output is sold against cash. Cash balance is Rs 60,000.

Assume that production is carried on evenly throughout the year, wages & overheads accrue similarly and a time period of 4 weeks is equivalent to a month.

Q7) Calculate the optimal capital mix from the given information. **[15]**

Debt as a% of total capital	% cost of Debt	%Cost of Equity
5	8%	16%
10	8%	16%
20	8.5%	17%
40	9%	19%
50	9.5%	22%
60	10%	25%

Q8) X Ltd is contemplanting to purchase a machine A & B each costing Rs. 5,00,000. **[15]**

Cash inflows			
Year	Machine A Rs.	Machine B Rs.	Discount Factor @ 10%
1	1,50,000	50,000	0.9092
2	2,00,000	1,50,000	0.8264
3	2,50,000	2,00,000	0.7513
4	1,50,000	3,00,000	0.6830
5	1,00,000	2,00,000	0.6209

Using a 10% discounted rate indicate which of the machine would be profitable using the Net present value method.

Q9) From the following information prepare a balance sheet. **[15]**

Working Capital	Rs. 1,20,000
Fixed assets to Net worth	0.75
Current Ratio	2.5
Liquid Ratio	1.5
There are no long term debts.	



Total No. of Questions : 7]

SEAT No. :

P2321

[4670]-23

[Total No. of Pages : 1

M.B.A.

203 : HUMAN RESOURCE MANAGEMENT

(2008 Pattern) (Semester - II)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Discuss the concept of Human Resource Management. Explain the role of H.R.Manager.

Q2) What is performance Appraisal? Discuss different methods of performance Appraisal.

Q3) Define Training and Development. Explain Any 4 Methods of Training.

Q4) Define Recruitment and selection. Explain various sources of recruitment.

Q5) Explain in detail various methods used by organization to separate their employees.

Q6) "Compensation Management plays vital role in various aspects of HRM." Discuss.

Q7) Write short notes (Any Two):

- a) VRS.
- b) Grievance Handling Procedure.
- c) Quality circles.
- d) Job Description.



Total No. of Questions : 7]

SEAT No. :

P2322

[4670]-24

[Total No. of Pages : 1

M.B.A.

**204 : MANUFACTURING AND OPERATION MANAGEMENT
(2008 Pattern) (Semester - II)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) What are the strategic importance of plant location and plant layout? Discuss the principles of Plant Layout by giving examples.

Q2) Difference between operation management and production management? Justify the need of operation manager in manufacturing industry by giving examples.

Q3) Define planning and control (PPC). Explain Objectives scope and elements of PPC.

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

Q5) What factors need to be considered for the selection of the site of a plant? What are the advantages and Disadvantages of urban and rural location.

Q6) Define work study. State its objectives and describe various techniques employed.

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

- a) Lean Production.
- b) Maintenance Management.
- c) Six Sigma.
- d) Control Charts.



Total No. of Questions : 8]

SEAT No. :

P2323

[Total No. of Pages : 1

[4670] - 25

M.B.A.

**205 - MATERIALS AND LOGISTICS MANAGEMENT
(2008 Pattern) (Semester - II)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

- Q1)** Explain in brief the effect of huge raw material stock on the following:
a) Delivery b) Profitability c) Quality
- Q2)** State the Basic of ABC, VED and FSN analysis. Explain with an illustrative example, how FSN analysis is carried out in an Organization and benefits from the analysis.
- Q3)** Which are the different methods of forecasting? Explain any one of them. Discuss the purpose, objectives and scope of value analysis.
- Q4)** a) Explain the importance and functions of stores management from logistics perspective.
b) Explain any two documents used in stores department. Discuss Stores layout and material Handling system.
- Q5)** How should an organization manage an in-bound supply chain that organized into tiers? Use Auto-component manufacturing industries illustration to justify your answer.
- Q6)** What is standardization and codification? What are the techniques available for that? Explain Material Handling equipment.
- Q7)** What is negotiation in context of purchasing. Describe generic steps involved in negotiation process for purchase of high value capital equipment from a local supplier.
- Q8)** Write a short notes on(any two) following:
a) GOLF
b) 4 PL
c) Cost associated with inventory.
d) EOQ model in inventory.
e) Purchase cycle.



Total No. of Questions : 7]

SEAT No. :

P2324

[4670]-26

[Total No. of Pages : 1

M.B.A.

**206 : MANAGEMENT INFORMATION SYSTEM
(2008 Pattern) (Semester - II)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Draw Input form and Report layout for following and elaborate use of these reports in the process of decision making. **[15]**

- a) Input form for new postpaid GSM Mobile Connection.
- b) Postpaid Bill Report as per call rate and calls of customer.
- c) Monthly Mobile Internet usage Report of Customer.

Q2) Define MIS. Explain objectives of MIS in detail. **[10]**

Q3) Explain Herbert Simon Model of decision making in detail. **[10]**

Q4) What is Quality Assurance? Explain characteristics of Quality Assurance. **[10]**

Q5) What is SDLC? Explain waterfall model of SDLC in detail. **[10]**

Q6) Define DSS. Explain difference between MIS, DSS and EIS. **[10]**

Q7) Write a short notes on (any three): **[3 × 5 = 15]**

- a) Network Topologies.
- b) CASE Tools.
- c) Intellectual Property Rights.
- d) Role of Information Technology in MIS.



Total No. of Questions : 5]

SEAT No. :

P2377

[4670]-301

[Total No. of Pages : 5

M.B.A.

301 : STRATEGIC MANAGEMENT

(2013 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Support your answer with suitable examples.*

Q1) a) What are the characteristics of a good mission statement? How it reflects strategic intent of the organization? Explain with an example of a mission statement. **[10]**

OR

b) Elaborate Porter's 5 forces model of competition with a block diagram. How these 5 forces affect on external environment of an organization? **[10]**

Q2) a) "Understanding Organizational Capability Profile (OCP) is very important to understand internal environment of the organization" Comment. **[10]**

OR

b) What is meant by Business Portfolio Analysis? Explain GE 9 cell Model with a diagram. How one can understand stage of the organization; applying GE 9 cell model? **[10]**

Q3) a) What are generic competitive strategies? When these strategies are used? **[10]**

OR

b) List and explain various grand strategies with examples. **[10]**

P.T.O.

Q4) a) Explain concept of Six sigma and its usefulness for strategy implementation of the organization. [10]

OR

b) Make a comparison of Blue Ocean & Red Ocean strategies. [10]

Q5) a)

VIP INDUSTRIES:

LEADERSHIP RETENTION STRATEGY

VIP Industries is the market leader in moulded luggage in India. The company has been the leader for over two decades in the organized Indian luggage market on the basis of quality and durability of its moulded suitcases. The customer perceives value for money in the long-lasting, competitively priced Alfa brand of VIP suitcase, which sells 1.5 lakh pieces a month. But this means that having bought one suitcase, the customer can do with it for several years. Market research by the company shows that an average Indian family pulls out the suitcase only for outstation travel sometimes or a few times during a year. Therefore, there is no need for regular replacement of the old suitcase / luggage.

VIP has a presence in a wide spectrum of the market segments for moulded luggage with a price range of ₹1000 to ₹6,000 per unit. The company faces competition both in the lower and high price ranges. In the lower price range, the competition from the unorganized sector affects the company the most. VIP's economically priced brand, Alfa, is widely imitated and sold at much lower prices. This enables the unorganized sector to sell almost 20 times more than VIP can. The lower price threshold seems to be ₹500 which is nearly impossible for VIP to achieve because of its cost structure. In the ₹2,000 plus premium category, VIP has to contend with Samsonite which is a formidable price competitor.

The strategy for VIP has been to cut costs and increase cost competitiveness. In distribution and logistics areas, sustained efforts have been made for cost reduction. It has four factories in different locations in India. The average distribution cost comes to ₹7 to ₹8 a piece. Reduction in cost has been attempted through distributed manufacturing by having vendors making the product at different locations. This helps to avoid transportation of high-volume suitcases across long distances and, in the process, reduces inventory buildup in the distribution channel.

Pressure on sales has forced VIP Industries to offer discounts and even enter into a price war. Promotion of high visibility product suffered and advertising expenditure has been drastically reduced. Action on the promotion front has seen reorganization of the brand portfolio. VIP's successful and popular *Kal bhi aaj bhi* campaign launched earlier served to reinforce the durability theme of its luggages. The company's lead advertising agency is HTA.

Increase in population, rising propensity of Indians to travel, and the insatiable thirst of customers for state-of-the-art products with newer designs and innovation—all at an affordable price—offer both opportunities and challenges to the company. The company has taken a number of steps for new product development / product diversification.

Introduction of new brands, Mantra and Skybags, product diversification to include children's bags and ladies' bags, strategic alliance with Europe's leading luggage-maker—Delsey—are some of the important steps taken by the company. The company has also introduced a carry-bag for laptops to suit young executives.

But, these are not enough. The company has to develop a more comprehensive strategy focussing primarily on the marketing mix. More innovations are required both in products and marketing.

- i) Carryout ETOP for VIP industries.
- ii) Which are the Generic Competitive strategies used by VIP industries for leadership retention?

[10]

OR

b)

GE IN INDIA:

EXPANSION THROUGH JV

For global expansion and growth, multinational companies usually adopt one of the three strategies: fully-owned subsidiary, acquisition or JV. GE has been generally following a strategy of expansion through JV. They have adopted the same strategy for India also. Within a short span of time, it had set up as many as eight JVs in India. The JVs cover such diverse areas as household appliances, consumer finance, plastic, medical system's technology transfer, etc. By using the JV route, GE has been able to enter into several businesses or industries in India simultaneously and emerge as a powerful force in most of them.

Eight JVs entered into by GE along with the products/businesses and JV partners are shown below:

- 1) GE Appliances collaborates through a JV with Godrej.
- 2) GE Capital promotes a consumer finance JV with Godrej.
- 3) GE Capital promotes another consumer finance JV with HDFC.
- 4) GE Capital promotes a third JV in consumer finance with HDFC and Maruti as partners.
- 5) GE Plastics collaborates through a JV with IPCL.
- 6) GE Medical Systems collaborates through a JV with Wipro.
- 7) GE Medical Systems promotes another JV with Elpro.
- 8) GE India promotes a JV in technology transfer with Fanuc Ltd and Voltas.

Most of these JVs have been successful. Several factors explain the success of GE's JVs in India. The major factors are mentioned below.

First, GE chose the right partners for its JVs. In every JV, it chose a partner who shared GE's vision and business philosophy. GE was also tactful in the choice of partners. It chose partners from the private as well as public sectors. Choice of each partner was governed by the fact that GE and the partner together produce sufficient/strong synergy to render competitiveness to the JV business.

The second factor was complementarity of resources and skills. GE chose some of the best Indian companies in terms of capabilities and resources. To quote a GE spokesman: '...More than equity/financial resources, the partners in the JVs bring us advantages in the form of infrastructure, distribution network and management talent. For example, in the case of our JV with Godrej in the household appliances line, Godrej & Boyce brought to the JV their distribution muscle and it is in view of the distribution muscle of Godrej that we opted for the JV with Godrej...'.

The third factor was equitable distribution of the benefits of JV. GE ensured that the JV led to benefits to both the partners in equal measure. Procter & Gamble's JV with Godrej had failed soon after its formation. But, GE's JV with Godrej was a success. The reason was that in the GE-Godrej JV, both the partners had benefited strongly and both believed so. In the P & G Godrej venture, such a feeling was missing.

The fourth factor was decentralization and delegation of powers. GE allowed a good measure of delegation to the JVs. The unit level management was almost given complete autonomy. To quote the GE spokesman: 'If you have to get the kind of speed which we are looking for the these JVs, you cannot have a meddling board of directors. In matters of day-to-day affairs, our policy is one of laissez-faire.' GE followed a policy of preferring local managers for top positions in the JVs. To quote the GE spokesman again: 'We prefer locals for the top positions in all our joint ventures. We bring in expats where some key recourse or knowledge is needed, and usually for short-term assignments.'

- i) What were the parameters of success for the success of JVs of GE in India?
- ii) Do you think that acquisition would be better than JV, for GE as GE always had a better business strength than the partners? Explain.

[10]



Total No. of Questions : 5]

SEAT No. :

P2378

[4670]-302

[Total No. of Pages : 2

M.B.A. - II

**302 : Enterprise Performance Management
(2013 Pattern) (Semester - III) (CBCS)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Draw Diagrams wherever necessary.*
- 3) *Each question carry 10 marks.*
- 4) *Use of non-programmable calculator is allowed.*

Q1) a) “A profit centre facilitates the true evaluation of performance of a responsibility centre both in terms of efficiency & effectiveness”, Elaborate the use, advantages & disadvantages of profit centre.

OR

b) XYZ Ltd. having two separate divisions and have a unique transfer pricing policy between them.

The following information is available for both the divisions. [i.e. supplying division & Receiving Division].

Particulars	Supplying Division [in Rs.]	Receiving Division [in Rs.]
Variable cost	18 per unit	15 per unit
Processing cost	14 per unit	12 per unit
Selling price [Open Market]	40 per unit	75 per unit

Currently transfer price is fixed on the basis of market price.

However Receiving Division gets outside supplier who is ready to supply the semifinished goods at Rs. 36 p.u. and proposes the ‘supplying Division’ to revise the transfer price accordingly.

- i) Should the Manager of supplying Division accept the proposal if there is no external market.
- ii) What is the impact on profitability of individual departments and overall company due to the changed scenario.

P.T.O.

Q2) a) Explain the concept of 'Capital Budgeting' highlighting it's need for the survival of the organisation. Also state the process of capital Budgeting.

OR

b) 'State & discuss the various parameters, tools & techniques of Capital Expenditure Control'.

Q3) a) Measure the performance of a commercial bank on the basis of following parameters: Customer base, Deposits, Rol, Spread & Credit Appraisal.

OR

b) Discuss the performance of Retail store on the following parameters: ABC Analysis, Gross Margin Return on Investment.

Q4) a) State & discuss the project control process in detail highlighting schedule variance & project cost variance.

OR

b) Discuss the performance evaluation parameters for 'Non-Profit Organisation'.

Q5) a) Differentiate in detail between the following 'Financial Audit & Internal Audit'.

OR

b) Write Note on the following :

i) Management Audit.

ii) Cost Audit.



Total No. of Questions : 5]

SEAT No. :

P2379

[Total No. of Pages : 2

[4670] - 303

M.B.A.

**303 : START UP AND NEW VENTURE MANAGEMENT
(2013 Pattern) (Semester - III)**

Time : 3 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks.*

Q1) a) Explain in detail the factors affecting entrepreneurial growth.

OR

b) Discuss the typology of entrepreneurs.

Q2) a) Explain the criteria for product selection.

OR

b) Discuss the market entry strategies for the following:

- i) New Product
- ii) Franchising

Q3) a) Elucidate the role of SMEs in Economic development.

OR

b) Elaborate the methods of project appraisal.

Q4) a) Write a detailed note on DIC.

OR

b) Explain the assistance provided by SIDBI.

P.T.O.

Q5) a) Case study

Mark Zuckerberg:

At 29 years of age, the Facebook co-founder has amply proven that his social media site is no MySpace. While Facebook still struggles with the younger demographic, their parents and grandparents are using the site even when they aren't online for any other purpose. He regularly ranks as one of the wealthiest and most influential people in the world and his foresight in acquiring Instagram may help it reach those younger users. The company aggressively stepped up its advertising in 2013, leading it to beat earnings expectations in its last earnings report of the year. News that it is testing video ads may have many consumers groaning, but chances are, they'll continue to use the site even if unexpected video launches make it a more annoying experience.

Question: Identify the entrepreneurial traits of the successful entrepreneur Mark Zuckerberg

OR

b) Explain the causes of industrial sickness.



Total No. of Questions : 5]

SEAT No. :

P3130

[Total No. of Pages : 2

[4670] - 304

M.B.A. (Semester - III)

305 - MKT : CONTEMPORARY MARKETING RESEARCH

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Figures to the right of the question indicate marks.

Q1) a) Define Marketing Research. Discuss the applications of Marketing Research in various decisions in Marketing Management. [10]

OR

- b) It is reported that the retail shops & malls dealing in Specific Consumer Product Categories in Pune are suffering from losses as a result of decline in sales due to many online shopping portals. The owners of online shopping portal want you to prepare a research proposal/plan to find out whether the observation is valid. Explain each step in giving the plan in details.

Q2) Design a Questionnaire to determine the effectiveness of advertisement of newly launched Sports Utility vehicle (SUV). [10]

OR

Discuss the attitude scales & its uses. An investigative question in your study of Consumer's opinion about different brands of bicycles in market requires you to frame questions using Likert Scale. Make a sample of two questions using Likert Scale.

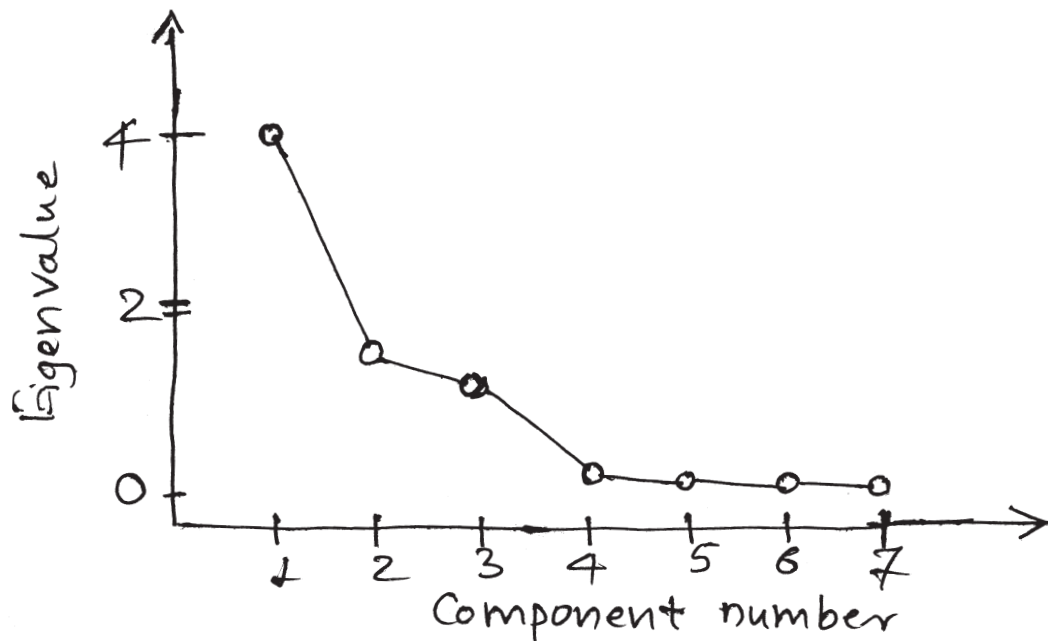
Q3) a) Describe Test Marketing & its various forms. Suggest a test marketing procedure for an established FMCG company to conduct test marketing to launch a new snack food product. [10]

OR

- b) What is sampling design? Give sampling design in following cases:
To asses average household expenditure on food & entertainment by different cross-section of Indian population.

P.T.O.

- Q4) a)** What is factor analysis? What is it used for Interpret following scree plot for 7 components/variables. [10]



OR

- b) i) What is conjoint analysis? Explain its application in marketing. [4]
- ii) As per earlier records, the standard deviation of daily sales of a product is 9.9 with average of 69 units per day. The recent record of 81 days shows average sales as 74 units per day. Would you conclude a significant difference at 2% level of significance.

Given that the table value of Z is 2.33. [6]

- Q5) a)** Discuss the concept of discriminant analysis, its objectives & applications in marketing research. [10]

OR

- b) What is Multi-dimensional scaling (MDS)? Discuss the approaches to MDS.



Total No. of Questions : 5]

SEAT No. :

P2380

[4670] - 305

[Total No. of Pages : 2

M.B.A. (Financial Specialization)
305(FIN) : FINANCIAL REGULATORY FRAME WORK
(2013 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *All question carry equal marks.*

Q1) a) Discuss the need and importance of regulatory framework in the finance field.

OR

b) Write a detailed note on National Bank for Agriculture and Rural Development (NABARD).

Q2) a) Discuss the functions of RBI. What are the credit control measures of RBI.

OR

b) Explain the role and functions of pension Funds Regulatory and development authority (PFRDA).

Q3) a) What do you mean by private company? Differentiate between public and private company.

OR

b) What is Memorandum of Association? Explain the different clauses of Memorandum of Association.

Q4) a) Discuss the regulatory framework for raising funds through ADRS in detail.

OR

P.T.O.

b) Explain the salient features of Foreign Exchange Management Act.

Q5) Write short notes on:

- a) NBFC.
- b) Nidhi Companies.

OR

- a) Societies Registration Act 1860.
- b) India Trust Act 1882.



Total No. of Questions : 5]

SEAT No. :

P2381

[4670] - 306

[Total No. of Pages : 2

M.B.A.

INFORMATION TECHNOLOGY MANAGEMENT SPECIALIZATION

305 (IT) : IT Management

(2013 Pattern) (Semester - III)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks.*

Q1) a) Difference between an input and output device. Can a device be used as both an input & output device? If no, explain why. If yes, give an example of such device. **[10]**

OR

b) “The storage approach selected for particular application is determined by the way data are organized and processed”. Discuss. **[10]**

Q2) a) How do the different roles of system software and application software impacted on you as a business end user? How do you see this changing in future? **[10]**

OR

b) Which application software packages are the most important for a business end user to know how to use it? Explain the reasons for your choices. **[10]**

Q3) a) Explain the differences between the internet, intranet and extranet. What is common bond among all three. **[10]**

OR

b) Define computer network. Explain the different types of network. **[10]**

Q4) a) What is database? Why do organizations need a database? **[10]**

OR

P.T.O.

b) Distinguish between Data warehousing and data mining in detail. [10]

Q5) a) Define computer crime. Explain various types of computer crime in detail with relevant example of any two crimes. [10]

OR

b) How is the performance of an organization measured in a global environment? [10]



Total No. of Questions : 5]

SEAT No. :

P2382

[4670] - 307

[Total No. of Pages : 2

M.B.A. (Operations Management (OPE) Specialization)
305 (OPE): PLANNING AND CONTROL OF OPERATIONS
(2013 Pattern) (Semester - III)

Time : 3 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*

Q1) a) Why is planning & control of operations required in an industry? What are the main functions of planning & control?

OR

b) What are the different types of documents raised to perform dispatch function effectively in a manufacturing organization?

Q2) a) Discuss and classify the Forecasting Time Horizon. Also list out the salient features of this classification.

OR

b) What is Demand Forecasting? Discuss briefly the different methods of forecasting.

Q3) a) What is Master Production Scheduling (MPS)? How is it related to Aggregate Production Planning?

OR

b) Discuss in detail the methods used for Aggregate production planning?

P.T.O.

Q4) a) Discuss the aspect of planning framework for dependent demand items.

OR

b) What is the relationship between MRP and modern ERP system?

Q5) a) What is Gantt chart? What is its use in scheduling?

OR

b) How is the scheduling of a flow-shop done in an organization?



Total No. of Questions : 5]

SEAT No. :

P2383

[4670] - 308

[Total No. of Pages : 2

M.B.A.

**305(HR): LABOUR LAWS
(2013 Pattern) (Semester - III)**

Time : 3 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Figures to the rightside indicate full marks.*

Q1) a) Explain the deductions which an employer is authorised to make from the wages of a worker under the payment of wages Act 1936. **[10]**

OR

b) Explain the concept of maximum and minimum bonus under the payment of Bonus Act 1965.

Q2) a) Briefly enumerate the provisions of welfare under the factories act 1948. **[10]**

OR

b) Briefly explain the Health provisions under the factories act 1948.

Q3) a) Explain saliant feature of the employee provident fund and moscellaneous provision Act 1952. **[10]**

OR

b) What are the events on which gratuity. become payable under the payment of gratuity Act? Can gratuity be forfeited?

Q4) a) When does an employer become liable to pay compensation to a workman under the workmen's compensation Act? How for the negligence or contributoey negligence of the workmen a valid defence. **[10]**

OR

P.T.O.

- b) Explain the various benefits under the employees state insurance Act 1948?

Q5) Short notes (Any two):

[10]

- a) Evolution of Labour Law.
- b) RLO & its role.
- c) Importance of labour law.
- d) Need for change in labour law's



Total No. of Questions : 10]

SEAT No. :

P2384

[4670] - 309

[Total No. of Pages : 2

M.B.A.

**IB -305: INTERNATIONAL BUSINESS ECONOMICS
(2013 Pattern) (Semester - III)**

Time : 3 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks.*

Q1) Explain the Emergence of Global Institutions.

OR

Q2) What is foreign Trade multiplier? Explain its importance in International Business.

Q3) Explain the terms:

- a) Economics of scale.
- b) Imperfect competition.

OR

Q4) What is Intranational Trade Thoery? Explain its practical implications Globally.

Q5) Write short notes on (any two):

- a) Tariff vs Quota.
- b) Regional Trade Agreement.
- c) Free Trade areas.

OR

Q6) What is Foreign Exchange? Explain Foreign currency options.

P.T.O.

Q7) “Do Global corporations (MNC) pose a Threat”?- Justify the statement with example.

OR

Q8) Explain ‘World Financial environment’ in this modern era.

Q9) What is International Banking? Write short notes on Gold Exchange standard.

OR

Q10) What is International Debt? Explain the problems of International Debt.



Total No. of Questions : 6]

SEAT No. :

P2325

[4670]-31

[Total No. of Pages : 4

M.B.A.

**301 : BUSINESS POLICY & STRATEGIC MANAGEMENT
(2008 Pattern) (Semester - III)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Answer any three questions from Section - I & each question carries 15 Marks.*
- 2) *Section II is compulsory & carries 25 marks.*
- 3) *Make suitable assumptions. Wherever necessary while solving a case.*
- 4) *Support your answers with relevant examples.*

SECTION - I

Q1) Define strategy & explain the concept of strategic Management process in brief. Do you believe that the concept of 'Re-Strategy' is relevant in the current business environment. Illustrate with suitable examples. **[15]**

Q2) Select an organization of your choice. Identify the high - priority environmental factors in its relevant environment. Use this information to prepare a summery ETOP for the organization. **[15]**

Q3) Select any one company of your choice from the sectors given below. Prepare a summery OCP(Organizational Capability Profile) for the selected company. **[15]**

- a) Food Processing Industry.
- b) Infrastructure Industry.
- c) Retail Sector.

Q4) Write short notes on any three: **[15]**

- a) Mckinsey's 7s framework.
- b) Balance Score Card.
- c) Strategy as leverage, fit, stretch.
- d) Core competence.
- e) Porter's Five Forces Model of Competition.

Q5) What do you understand by a business Model? What are its essential components? List various types of E-Commerce business Models from traditional business with suitable examples. **[15]**

SECTION - II

Q6) ITC Case:

The brands belonging to new FMCG business of ITC could be valued at Rs 21,000 crore currently, feels chairman Y C Deveshwar. The tobacco-to-hotel-to-FMCG conglomerate is aiming to clock a turnover of Rs 1,00,000 crore from its brands in the new FMCG businesses by 2025 and will expand its presence in almost all areas of FMCG business in future.

Deveshwar was talking to reporters after the annual general meeting of the company. Last year, the ITC chairman said the new FMCG brands of the company could be valued at Rs 18,000 crore. The bottom line of new FMCG business has improved since then and achieved a maiden profit in the fourth quarter of last fiscal.

“The turnover from the new FMCG brands is Rs 7,000 crore now. Ideally, the valuation of a brand is three times of the turnover. The new FMCG business as a whole is reaching breakeven soon. So it does not have to depend on any other businesses,” he added.

According to him, the FMCG giant is also aiming to emerge as one of the global Indian brands in the years to come. “With your support and all going well with a conducive environment, it is within the realm of possibility that your company can achieve a turnover of over Rs 1, 00,000 crore from its brands in the new FMCG businesses by 2025-30. We are also planning to go global once our position in India is consolidated,” he said.

ITC has a number of home-grown brands across different new FMCG categories. These are Aashirvaad, Sunfeast, Bingo and Yipee in foods; Fiama Di Wills, Vivel and Superia in personal care products; Wills Lifestyle and John Players in the lifestyle category. Most of the brands developed in the last seven-eight years.

ITC brands such as Aashirvaad and Sunfeast have already garnered annualized consumer spends of over Rs 2,000 crore each. While the former brand is a clear market leader in its segment, Sunfeast Dark Fantasy has emerged as a leader in the premium cream biscuits category, claimed the chairman. According to him, brands like Bingo!, Candyman and Vivel are estimated to have attracted consumer spends of over Rs 500 crore each.

ITC was formed on 24 August 1910 under the name Imperial Tobacco Company

of India Limited. Later the name was changed to India Tobacco Company Limited in 1970 and then to I.T.C. Limited in 1974. Finally, the company changed its name to 'ITC Limited' on September 2001. The earlier decades of the company's activities centered around the tobacco industry. Since 1964 conclusive epidemiological evidence of the deadly effects of tobacco consumption has led to a sharp decline in official support for producers and manufacturers of tobacco, in spite of its large contribution to the agricultural, fiscal, manufacturing and exporting sectors of the economy. Viewing the changes in the business dynamics in the tobacco industry, the company started looking to other venues for earning revenue. In 1970s, it started to enter non-tobacco businesses and in the same period it started reducing the foreign equity holding in the company to 40%.

In 1975, the company entered Hotel business with the acquisition of a hotel in Chennai which was rechristened 'ITC-We 1comgroup Hotel Chola'. In 1979, ITC entered the Paperboard business by promoting ITC Bhadrachalam Paperboards Limited, which today has become the market leader in India.

In 1985, ITC set up Surya Tobacco Co. in Nepal as an Indo-Nepali and British joint venture. Since inception, its shares have been held by ITC, British American Tobacco and various independent shareholders in Nepal. In 2002, Surya Tobacco became a subsidiary of ITC Limited and its name was changed to Surya Nepal Private Limited.

ITC's first rural mall, christened 'Choupal Saagar' was inaugurated in August 2004 at Sehore. On the rural retail front, 24 'Choupal Saagars' are now operational in the 3 states of Madhya Pradesh, Maharashtra and Uttar Pradesh. In 2000, ITC forayed into the Greeting, Gifting and Stationery products business with the launch of *Expressions* range of greeting cards. A line of premium range of notebooks under brand *Paperkraft* was launched in 2002. To reach a wider student population, a range of notebooks was launched under brand *Classmate* in 2003. "Classmate" over the years has grown to become India's largest notebook brand. Years 2007 - 2009 saw the launch of Children Books, Slam Books, Geometry Boxes, Pens and Pencils under the "Classmate" brand. In 2008, ITC repositioned the business as the Education and Stationery Products Business and launched India's first environment friendly premium business paper under the "Paperkraft" brand. "Paperkraft" offers a diverse portfolio in the premium executive stationery and office consumables segment. ITC also entered the Lifestyle Retailing business with the Wills Sport range of casual wear for men and women in 2000. The Wills Lifestyle chain of exclusive stores later expanded its range to include Wills Classic formal wear (2002) and Wills Clublife evening wear (2003).

In 2000, ITC spun off its information technology business into a wholly owned subsidiary, ITC Infotech India Limited, to more aggressively pursue emerging opportunities in IT and IT-enabled services area. ITC's foray into the Foods business began in August 2001 with the introduction of *Kitchens of India* ready-to-eat Indian gourmet dishes. In 2002, ITC entered the confectionery and staples segments with the launch of the brands Mint-o and Candyman confectionery and Aashirvaad atta (wheat flour). 2003 witnessed the introduction of Sunfeast as the Company entered the biscuits segment. ITC's entered the fast growing branded snacks category with Bingo! in 2007. In 2002, ITC entered Safety Matches business with acquisition of WIMCO Limited. ITC now markets safety matches brands like iKno, Mangaldeep and Aim. ITC's entered Agarbattis (incense sticks) business in 2003. ITC's popular agarbattis brands include Spriha and Mangaldeep.

ITC introduced Essenza Di Wills, a range of fragrances and bath & body care products for men and women in July 2005. The company launched 'Fiama Di Wills' range of Shampoos, Shower Gels and Soaps in 2007. The Company also launched the 'Superia' range of Soaps and Shampoos in the mass-market segment in 2007 and Vivel De Wills & Vivel range of soaps and shampoos in 2008.

Stressing on the need of having a global identity, Deveshwar said, "The mission is to create unique products, born out of deep consumer insight to win growing consumer franchise and build world-class brands that would progressively dominate the Indian global market. The global brands operating in India are giving royalty to the tune of Rs 35,000 crore to their respective countries. This is huge. Similarly, we can create global brands. Brands have a big role to play in the nation's development." Commenting on investments, he added that ITC would invest Rs 26,000 crore in five years, out of which it has already invested Rs 2,000 crore in 2012-13 and will invest Rs. 6,000 crore in 2013-14 in the areas of hotel, new FMCG, Paperboard, IT, and warehousing.

Questions:

- a) Prepare an ETOP analysis for ITC Limited. [8]
- b) Enumerate the distinctive competencies of ITC Limited? Substantiate your answer with business logic. [8]
- c) Analyze whether shifting focus from 'tobacco to non-tobacco', is a right strategic move in the light of ongoing socio-cultural and government policy changes. [9]



Total No. of Questions 5]

SEAT No. :

P2385

[4670]-310

[Total No. of Pages :2

M.B.A.

SUPPLY CHAIN MANAGEMENT SPECIALIZATION

305:Essentials of Supply Chain Management

(2013 Pattern) (Semester- III)

Time : 2 ½ Hours]

[Max. Marks :50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/sub question.*
- 5) *Draw neat diagrams and illustrations supportive to your answer.*
- 6) *Your answer should be specific and to the point.*

Q1) a) What is supply chain revolution? Discuss the factors responsible for the revolution and explain the challenges to supply chain management of 21st century. **[10]**

OR

b) State the characteristics of global supply chains and discuss importance of effective management of supply chains in global business. **[10]**

Q2) a) i) Describe pull based & push based supply chain. **[5]**
ii) Distribution in supply chain management. **[5]**

OR

b) Discuss some of the inventory management practices organization adopt. For efficient supply chain with suitable examples. **[10]**

Q3) a) Explain the role of CR in customer relationship management for supply chain management. Discuss considerations for supply chain customer value. **[10]**

OR

b) What is supply chain management? Explain the concept and role of supply chain as a value driver. **[10]**

P.T.O.

Q4) a) Explain the structure of a supply chain. Described as a shift from enterprise to network. **[10]**

OR

b) i) Explain Value added services. **[5]**

ii) Note on Resources and capacity management. **[5]**

Q5) a) Explain the customer focused marketing and supply chain service output. **[10]**

OR

b) Explain the logistics-manufacturing interface that exists in an organization. Discuss the customer service issues at the logistics manufacturing interface. **[10]**

EEE

Total No. of Questions : 10]

SEAT No. :

P3131

[Total No. of Pages : 2

[4670] - 311

M.B.A. (Semester - III)

305 (RABM) : Agriculture and Indian Economy

(2013 Pattern)

Time : 2.30 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks (10).*

Q1) What is Five Year Plans? Explain the major plans adapted for agriculture under the 12th Five Year Plan.

OR

Q2) What is the concept of 'Looming Crisis'? Explain the new Thrust areas in agriculture.

Q3) What is the Public Distribution System? Explain the recent policy option for reforms of Public Distribution System.

OR

Q4) What is the concept of Food Security? Explain its salient features and implications.

Q5) What is the concept of 'Irrigation for Agriculture'? Explain the importance of Private Sector participation in Irrigation.

OR

Q6) Explain 'livestock and daily development' in India.

P.T.O.

Q7) What is the concept of 'Land Reforms'? Explain the need and scope of Land Reforms in a developing economy.

OR

Q8) What is Farm? Explain the size of Farm and Productive efficiency.

Q9) Write short notes on (any two):

- a) Agricultural labour.
- b) Minimum wages.
- c) Bonded labour.
- d) Self employed workers in non-agricultural sector.

OR

Q10) What is the concept of Rural Labour? Explain the recommendation of National Commissions on Rural Labour in recent past.



Total No. of Questions : 5]

SEAT No. :

P2600

[Total No. of Pages : 1

[4670]-312

M.B.A. (Semester - III)

**305FBM : ESSENTIALS OF FAMILY BUSINESS MANAGEMENT - I
(2013 Pattern)**

Time : 2.30 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *All Questions carry equal marks.*
- 3) *Figures to the right indicate full marks.*

Q1) A) Define Family Business and explain the succession and continuity associated with it.

OR

B) Explain Dilemmas and Challenges for Family business.

Q2) A) Discuss people involved in family business and what is family business life cycle.

OR

B) Explain Erosion of future entrepreneurial culture & need to preserve it.

Q3) A) Explain the statement "Families add value in Business".

OR

B) What is conflict and explain with illustration creative and destructive conflicts in family business.

Q4) A) Discuss the human resource management issues faced in family business management.

OR

B) "Outside experience" is very important for running a family business. Do you agree with Statement and elaborate the answer.

Q5) A) Explain the perspective of non family managers and career opportunities for non family managers.

OR

B) How family culture can be extended to non family managers in Family Business?



Total No. of Questions 5]

SEAT No. :

P2386

[4670]-313

[Total No. of Pages :2

M.B.A.

TECHNOLOGY MANAGEMENT SPECIALIZATION

305 (TM):Fundamentals of Technology Management

(2013 Pattern) (Semester- III)

Time : 2 ½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Why organizations should be concerned about effective management of technology in present business scenario, discuss with examples.

OR

b) Explain firm as a value chain and discuss industries as competitive domain, value creation and competitive advantage.

Q2) a) Explain role of technology in wealth creation?

OR

b) Discuss production technology and product technology evolution with relevant example.

Q3) a) What is innovation? “Innovation is a link between science and technology” - comment.

OR

b) What are the types of innovation. Discuss creativity and innovation.

Q4) a) What is technology management. Explain technology trends, resources and the business environment.

OR

P.T.O.

- b) What is structure and management of organisation? Explain project planning and management, management of Human resources.
- Q5)** a) Define indicators of competitiveness? Explain the micro level competitiveness of India and China - A comparative analysis.

OR

- b) Write short notes on (any two):
- i) Patents
 - ii) Global competitiveness.
 - iii) Management of Technology.
 - iv) Productivity Indexes.

EEE

Total No. of Questions : 5]

SEAT No. :

P2387

[Total No. of Pages : 2

[4670]-314

M.B.A.

306 (MKT) : CONSUMER BEHAVIOR

(2013 Pattern) (Semester-III)

Time : 3 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Answers any one sub-section of the main questions.*
- 2) *All questions carry equal marks.*

Q1) a) Define the term consumers and customers with suitable examples. Why De-marketing becomes necessary for some product/service. **[10]**

OR

b) What is family? Explain in detail family life cycle and its purchasing decision. **[10]**

Q2) a) Define the term 'attitude' in context with consumer behavior scale the characteristics of attitude. **[10]**

OR

b) Define consumer involvement. Discuss nature of consumer involvement. **[10]**

Q3) a) What is consumer decision? Describe various types of consumer decisions. **[10]**

OR

b) Why do people shop? Justify your answer with the help of purchasing patterns. **[10]**

Q4) a) Explain Engel-Blackwell-Miniard model of consumer behavior with diagram. **[10]**

OR

P.T.O.

- b) Explain Howard & sheth models of consumer behavior with suitable diagrams. **[10]**

- Q5)** a) What do you understand by BOTTOM OF PYRAMID (BOP). List out the major characteristics of BOP in detail. **[10]**

OR

- b) Explain in detail social class of Indian consumer and Measurement of social class. **[10]**



Total No. of Questions : 5]

SEAT No. :

P2388

[Total No. of Pages : 2

[4670]-315

M.B.A.

**306 (Fin.) : MERCHANT BANKING AND FINANCIAL SERVICES
(Specialization) (2013 Pattern) (Semester-III) (CBCS)**

Time : 3 Hours]

[Max. Marks : 50

Instructions to students:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/sub-question.*
- 5) *Your answers should be specific and to the point.*
- 6) *Support your answers with suitable live examples.*
- 7) *Draw neat diagrams and illustrations supportive to your answer.*

Q1) a) As a promoter of Corporate Enterprise how will you select the Merchant Banker for Capital Issue? **[10]**

OR

b) State the structure of Indian Financial System in the pre 1991 and post 1991 period. **[10]**

Q2) a) i) Define the term 'Underwriter'. State its types. **[5]**

ii) Describe mechanism of Public Issue Management. **[5]**

OR

b) Explain following Pricing Model. **[10]**

i) Net Asset value.

ii) Profit Earning Capacity Value.

Q3) a) Are you agree with the statement-'Mergers and Acquisition can generate cost efficiency through economies of scale and enhance the revenue through gain in market share'. Elucidate. **[10]**

OR

b) What is 'Portfolio Management Services'? Explain general responsibilities of a portfolio manager in detail. **[10]**

P.T.O.

Q4) a) What do you understand by Hire Purchase? Explain the scope and state the difference between hire purchase and leasing. **[10]**

OR

b) Short notes on:

i) Venture Capital. **[5]**

ii) Insurance. **[5]**

Q5) a) How the consumer finance helps the ultimate consumer and at the same time gives boost to development of economy. **[10]**

OR

b) i) Explain the major institute involved in housing finance and its types. **[5]**

ii) State SEBI requirements for Asset Management Company. **[5]**



Total No. of Questions : 5]

SEAT No. :

P2389

[Total No. of Pages : 2

[4670]-316

M.B.A. (Information Technology Management)

306 (IT) : E-BUSINESS

(2013 Pattern) (Semester-III)

Time : 2 $\frac{1}{2}$ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All the questions are compulsory.*
- 2) Figures to the right indicates full marks.*

Q1) a) Explain the e-commerce, concept, features & functions of e-commerce. **[10]**

OR

b) What do you understand by E-Business? Write note on evaluation of e-business.

Q2) a) What is concept of information distribution? How does it importance to the business? **[10]**

OR

b) Describe the scope & basic models of e-commerce.

Q3) a) Describe the scope & basic models of M-commerce. **[10]**

OR

b) What is mean by capacity planning? Explain the uses of capacity planning.

Q4) a) Explain the following: **[10]**

A.C. Procurment.

B. SEO (Search Engine Optimisation).

OR

P.T.O.

- b) Explain the e-Business security/payment services & online community building systems.

Q5) a) “In contemporarily market environment is having cut throat competition for e-business”. Comment on it. **[10]**

OR

- b) How the e-Business strategy is different from singular strategy while designing and implementing, challenges & legal issues involved in it.



Total No. of Questions : 5]

SEAT No. :

P2390

[Total No. of Pages : 1

[4670]-317

M.B.A.

OPERATIONS SPECIALIZATION (OPE)

306 : Inventory Management

(2013 Pattern) (Semester-III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks.*

Q1) a) What is inventory management? Explain with examples the types of inventories in a manufacturing organization.

OR

b) What is the role of inventory in operations management? Explain pressure with high and low inventories.

Q2) a) Discuss inventory control system with suitable examples.

OR

b) Discuss the concept of ABC classification useful for managing a manager time.

Q3) a) What is basic E.O.Q. model? Discuss the utility of MS-Excel in different models.

OR

b) Explain recorder point and safety stock.

Q4) a) What is JIT? Discuss its principles.

OR

b) What are the benefits and disadvantages of JIT?

Q5) a) Discuss FSN, High medium low & fast slow non moving applications with suitable examples.

OR

b) What is the method of measurement of materials function in an organization?



Total No. of Questions : 5]

SEAT No. :

[Total No. of Pages : 2

P2391

[4670]-318

M.B.A.

HR SPECIALIZATION

**306 (HR) : Performance Management
(2013 Pattern) (Semester-III)**

Time : 2 $\frac{1}{2}$ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) To meet present and future challenges of business performance management helps to improve worker's competencies-comment on the statement with concerns and scope of performance management. **[10]**

OR

b) In workplace the role of performance management is increasing to meet business pressure-comment. Elaborate the process of managing performance. **[10]**

Q2) a) Performance management is a useful tool for aligning all the major organisational functions and sub-functions to achieve the organisation goal-Brief with few examples. **[10]**

OR

b) Performance appraisal is a formal interaction between an employee and the manager- comment. Also explain it with three types of performance appraisal. **[10]**

Q3) a) The performance management system always aims to develop the staff members to meet the organisational goals- comment. Elaborate the process of implementing performance management system in the organisation. **[10]**

OR

P.T.O.

- b) The inputs from the performance appraisals provide necessary information to identify the top talent in an organisation. Elaborate your views for successful implementation of performance management. **[10]**

- Q4)** a) Every company requires a strategic reward system to boost company moral and productivity to increase revenue for the company- comment. Elaborate the various components to justify reward system. **[10]**

OR

- b) Adopting a new system and new procedures is not enough to make performance management effective- Elaborate it with the efficiencies of performance appraisal. **[10]**

- Q5)** a) Ethics in performance management are considered to be the cornerstone of the process- comment. Also explain significance of ethics in performance management. **[10]**

OR

- b) Performance management in multinational companies is the most challenging task of International Human Resource Management Department- Elaborate with strategies considered in Multinational Corporations. **[10]**



Total No. of Questions : 10]

SEAT No. :

P2392

[Total No. of Pages : 2

[4670]-319

M.B.A.

**306 (IB) : EXPORT DOCUMENTATION AND PROCEDURE
(2013 Pattern) (Semester-III)**

Time : 2 $\frac{1}{2}$ Hours]

[Max. Marks : 50

Instruction to the candidates:

- 1) All questions are compulsory.*
- 2) All questions carry equal marks.*

Q1) Explain the concept of International Trade. Explain the procedure and documentation as trade barriers.

OR

Q2) What is WTO? Explain the role of WTO and its provisions related to export and import.

Q3) Explain shipping and custom clearance for export only.

OR

Q4) Explain the role of forwarding agents.

Q5) Explain the methods of payment in International Trade.

OR

Q6) Write short notes on (Any Two):

- a) UCPDC guidelines.
- b) Pre and Post shipment finance.
- c) Exim Bank.
- d) RBI'S exchange control manual.

P.T.O.

Q7) Explain the major promotion schem in India.

OR

Q8) Explain the role of export promotion's council.

Q9) Discuss the provisions of customs Act 1962.

OR

Q10) Explain the provisions of Quality Control Act 1963.



Total No. of Questions : 7]

SEAT No. :

P2326

[Total No. of Pages : 2

[4670] - 32

M.B.A.

**302 : MANAGEMENT CONTROL SYSTEMS
(2008 Pattern) (Semester - III)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Q.No. 7 is Compulsory.*
- 2) *Attempt any 4 questions from Q.No.1 to Q.No.6.*
- 3) *All questions carry equal marks.*

Q1) What do you understand by MCS? Discuss the process of development of MCS in an organisation.

Q2) a) Distinguish between Business Unit Level and Corporate Level Strategic Planning.

b) State and discuss the factors that affect goal congruence.

Q3) State and discuss the various measures used to evaluate the performance of responsibility centers.

Q4) “Capital Budgeting is one of the important tools for Management Control Systems”. Comment.

Q5) Explain the perspectives of BSC with suitable examples on financial and non financial performance measurement parameters.

Q6) Write short notes on (Any Two):

- a) Budgetary Control as a tool of MCS.
- b) MCS in Manufacturing Vs Service Organisation.
- c) Audit as a Control Tool.
- d) ROI Vs EVA

P.T.O.

Q7) Bharat Ltd. has two divisions, P & Q. The product manufactured by Div. P can be sold to outside market as well as transferred to Div. Q. Div. Q further process the product and sells to external market. The following information is available of both the divisions:

Particulars	Div.P	Div.Q
Direct Material (Rs. Per unit)	17	2
Direct Labour (Rs. Per unit)	8	3
Variable overhead per unit(Rs.)	4	5
Fixed overhead(Rs.)	90,000	50,000
Market Price	40	63

Div. P can produce 60,000 units at 100% capacity utilisation. However Div. P can sell 27,000 units in outside market whereas Div. Q can process 33,000 units.

If Div. Q gets an external supplier ready to supply at a price of Rs. 35 for which currently Div. Q is paying Rs. 40 to Div. P, what course of action should Div. P's manager take?

- Should Div. P manufacture and sell to external market only?
- Should Div. P revise the transfer price from Rs. 40 to Rs. 35?

Offer Your suggestion in the perspective of Div. P and the organisation as a whole?



Total No. of Questions : 5]

SEAT No. :

P2393

[Total No. of Pages : 2

[4670]-320

M.B.A. (Supply Chain Management Specialization)

306 (SCM) : LOGISTICS MANAGEMENT

(2013 Pattern) (Semester-III)

Time : $2\frac{1}{2}$ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define logistics management and explain the role of logistics.

OR

- b) Discuss with examples the role, significance and concept of logistics management.

Q2) a) Explain interface with operations, manufacturing and marketing.

OR

- b) Explain integration of logistics along the supply chain.

Q3) a) Explain cost centres and Nodes Vs Links in logistics systems.

OR

- b) What is cost perspective and level of optimality in analyzing logistics systems.

Q4) a) Explain 4PL and 3PL with examples.

OR

- b) What is product relationship, spatial relationship and intensity of involvement in logistics?

P.T.O.

Q5) a) Write in brief about overview of service operations-productivity and global service issues.

OR

b) Write short notes on (Any Two):

- i) Distribution channel.
- ii) Service delivery systems.
- iii) Waiting time.
- iv) Service productivity.



Total No. of Questions : 5]

SEAT No. :

P2394

[Total No. of Pages : 1

[4670]-322

M.B.A.

FAMILY BUSINESS MANAGEMENT SPECIALIZATION

306 (FBM) : Managing Innovation-I

(2013 Pattern) (Semester-III)

Time : 2 $\frac{1}{2}$ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Discuss and explain the difference between innovation and creativity. Also discuss the myths surrounding creativity.

OR

b) Why innovation is imperative in today's business scenario? Also define the concept of creativity, invention.

Q2) a) Explain: Foster's S curve.

OR

b) Discuss the Teece Model by quoting an appropriate example.

Q3) a) Explain the relationship between coreness of competency, Imitability and profits.

OR

b) Define: Competencies, Assets. Mention the sources of Assets and Competencies.

Q4) a) Discuss how searching is to be carried out for innovation opportunities.

OR

b) Explain innovation Portfolio's for established organizations.

Q5) a) Explain the functional sources of innovation.

OR

b) Explain the circumstantial sources of innovation.



Total No. of Questions : 5]

SEAT No. :

P3132

[Total No. of Pages : 2

[4670] - 323

M.B.A.

**Technology Management Specialization
(306 - TM) : MANAGING INNOVATIONS - I
(2013 Pattern)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/sub-question.*
- 5) *Your answers should be specific and to the point.*
- 6) *Support your answers with suitable live examples.*
- 7) *Draw neat diagrams and illustrations supportive to your answer.*
- 8) *Use of calculators is permitted.*

Q1) a) Why do innovations become imperative for business organization? Define 'Innovation' and explain it with suitable examples. **[10]**

OR

b) What are the sources of Innovations? Explain the functional sources of innovation in brief.

Q2) a) Differentiate between Incremental and Radical Innovation. **[5]**

b) Explain Abernathy – Clark model of Innovation. **[5]**

OR

Explain the following models of Innovation.

- a) Teece Model of Imitability and Complementary Assets.
- b) Foster's S Curve.

P.T.O.

Q3) a) Explain three types of value configurations required to understand and analyze firm-level value creation logic across a broad range of industries and firms with examples. **[10]**

OR

b) What type of relationship exists between assets and competencies? What are sources of assets and competencies?

Q4) a) Explain the concept of 'Innovation Portfolio' and discuss the process of the managing of Innovation Portfolio in brief. **[10]**

OR

b) Which factors are considered by the organization while making the decision on what to innovate?

Q5) a) Differentiate between sustaining technologies and disruptive technologies. **[10]**

OR

b) Explain the implications of Value Network for Innovations.



Total No. of Questions : 7]

SEAT No. :

P2327

[4670] - 33

[Total No. of Pages : 2

M.B.A. (Marketing Management Specialisation) - I
303-A: MARKETING RESEARCH
(2008 Pattern) (Semester - III) (Elective - I)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks.*
- 3) *Use of electronic calculator is permitted.*

Q1) Define market research. Discuss the applications of marketing research in detail.

Q2) Explain the role of control groups in experimental designs. Describe following types of experimental designs with hypothetical data:

- a) Before-After
- b) Before-After with control group.

Q3) A garment manufacturer wants to launch a menswear casual wear. They want to study the youth in that city to find out their casual clothing preferences. Design a questionnaire to study the preferences of the youth for the brand.

Q4) A company manufacturing automobile tyres finds that tyre life is normally distributed with a mean of 40,000 km and standard deviation of 3000km. It is believed that a change in the production process will result in a better product and the company has developed a new tyre. A sample of 64 new tyres has been selected. The company has found that the mean life of these new tyres is 41,200 km. can it be concluded that the new tyre is significantly better than the old one? Use α at 5% level of significance to test the claim. Critical value is 1.64.

Q5) Describe different methods of collecting qualitative data.

P.T.O.

Q6) What is stratified random sampling? How does it differ from a simple random sampling?

Q7) Write short notes (Any Two).

- a) Retail Audits.
- b) Mystery Shopping.
- c) Discriminant Analysis.



Total No. of Questions : 7]

SEAT No. :

P2328

[4670] - 34

[Total No. of Pages : 3

M.B.A.

**303-B: ADVANCED FINANCIAL MANAGEMENT
(2008 Pattern) (Semester - III) (Elective Paper - I)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Solve any 5 questions.*
- 2) *All questions carry equal marks.*
- 3) *Use of non programmable calculator is allowed.*

Q1) What is Capital structure? Briefly explain any 3 capital structure Theories. **[14]**

Q2) What is the need of Accounting Standards? Explain the role of Accounting Standard Board. Also explain briefly Accounting Standard 1& 4. **[14]**

Q3) PQR Limited has a policy of selling the products on a gross profit of 20% on Sales. The following information is extracted. **[14]**

Sales at 3 months' credit	Rupees	40,00,000
Raw material	Rupees	12,00,000
Wages paid with an average time lag of 15 days	Rupees	9,60,000
Manufacturing expenses paid (one month in arrears)	Rupees	12,00,000
Administrative expenses paid (one month in arrears)	Rupees	4,80,000
Sales Promotion expenses payable half yearly in advance.	Rupees	2,00,000

Company enjoys one month credit from the suppliers of Raw materials. It maintains 2 months' stock of Raw materials and one and half month's stock of finished goods. Cash balance is maintained at Rs. 1,00,000. Assuming 10% margin. Find out working capital requirements of company.

P.T.O.

Q4) Z limited is examining two mutually exclusive proposals for capital investment.

	Proposal I Rupees.	Proposal II Rupees.
Initial cash outflow →	27,00,000	30,00,000
Salvage value	Nil	Nil
Expected life	6 years	6 years
Depreciation Method	SLM	SLM
Earnings before depreciation & I.T.	6,50,000	9,75,000
	7,25,000	10,00,000
	8,75,000	11,00,000
	9,50,000	10,25,000
	9,00,000	9,50,000
	8,00,000	8,50,000

I. Tax rate is 50%. Calculate

[14]

- Pay Back period.
- NPV @ 15%
- Average Rate of Return.

Q5) Explain the concept of EVA. What are its advantages? Briefly explain the adjustments for calculating EVA. **[14]**

Q6) Explain any 2 concepts from the following: **[14]**

- Capital Rationing.
- Price Earning Ratio.
- Stock Turnover Ratio.
- Working Capital cycle.
- Bonus shares.

Q7) From the records of Baba limited, following records are extracted. **[14]**

<u>Liabilities</u>	31.3.13	31.3.14	<u>Assets</u>	31.3.13	31.3.14
Share Capital	1,00,000	1,10,000	Building	40,000	38,000
General Reserve	14,000	18,000	Plant & Machinery	37,000	36,000
P & L Account	16,000	13,000	Investment	10,000	21,000
Creditors	8,000	5,400	Stock	30,000	23,400
Bills payable	1,200	800	Bills Receivable	2,000	3,200
Provision for Tax	16,000	18,000	Debtors	18,000	19,000
RDD	400	600	Bank Balance	6,600	15,200
			Preliminary Expenses	12,000	10,000
<u>TOTAL</u>	<u>1,55,600</u>	<u>1,65,800</u>	<u>TOTAL</u>	<u>1,55,600</u>	<u>1,65,800</u>

- Depreciation on Plant is Rupees 4,000.
- Provision for taxation made during 2013-14 Rupees 19,000.
- Interim dividend Rupees 8,000 paid during 2013-14.
- A piece of machinery was sold for 8000 during 2013-14 cost of the same was 12,000 and depreciation of 7,000 was provided on that.

Prepare Funds Flow statement.



Total No. of Questions : 7]

SEAT No. :

P2329

[4670] - 35

[Total No. of Pages : 2

M.B.A.

**303-C: SOFTWARE ENGINEERING
(2008 Pattern) (Semester - III) (Elective Paper - I)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) A system is to be designed for a shopping Mall dealing in consumer items and goods. The customer can become special member by paying membership fees of rupees 10000=00 and customer can purchase items from mall for 12 months. A printed card with all details of member will be issued. The customer name, address, mobile number, E-mail ID details will be stored in the system. The customer can purchase every month maximum of 1000=00 rupees worth goods from this scheme for 12 months and amount will be subtracted from card and balance is remain in the card. If the purchase value is more than 1000=00 rupees then customer has to pay the excess amount by cash or credit/debit card. If purchase amount is less than 1000=00 rupees then remaining balance amount of 1000=00 rupees for that month will be carry forward for the next month and customer can purchase goods more than 1000=00 rupees. Customer can check balance amount detail online once registering online. Draw the following for the above case: **[20]**

- a) Identify all entities.
- b) Draw context level DFD.
- c) Draw first level DFD.

Q2) Explain role and skills of system analyst.

[10]

Q3) Draw report layout for:

[10]

- a) Item wise stocks available.
- b) Date wise items issued.

P.T.O.

Q4) Compare Spiral model of software development v/s prototyping model of software development. **[10]**

Q5) Define software testing. Explain the different types of software testing. **[10]**

Q6) Explain fact finding techniques in detail. What are its advantages? **[10]**

Q7) Write Short Notes (Any TWO). **[10]**

- a) Types of system.
- b) Reverse Engineering.
- c) CASE tool.
- d) Normalization.



Total No. of Questions : 8]

SEAT No. :

P2330

[4670] - 36

[Total No. of Pages : 1

M.B.A. (Production and Material Management Specialisation)

303-D: INVENTORY MANAGEMENT & MATERIALS

REQUIREMENT PLANNING

(2008 Pattern) (Semester - III) (Elective - I)

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 factors in influencing make or buy decision and out sourcing.

Q2) Explain the importance of the inventory management function in reference to profitability, strategy, customer satisfaction.

Q3) “Vender managed inventory is prerequisite for JIT purchasing comment.

Q4) Give the criteria and methodology of evaluation for material function.

Q5) Explain the concept of MRP, What are main outputs from MRP?

Q6) Discuss the EOQ model of Inventory control with Quantity discount.

Q7) Explain fixed order Quantity Vs. fixed order Interval Model used in Inventory Management.

Q8) Write Short Notes on (Any Two).

- a) Zero inventory concept.
- b) Bill of Material.
- c) JIT inventory control.
- d) Responsibility for inventory Management.



Total No. of Questions : 7]

SEAT No. :

P2331

[4670] - 37

[Total No. of Pages : 1

M.B.A. (Specialisation)
303-E: LABOUR LAWS - I
(2008 Pattern) (Semester - III) (Elective-I)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Define factory? Explain the welfare provision's under the factory act 1948.

Q2) Explain the authorised deductions an employer allowed under payment of wages act 1936.

Q3) Write the provisions of registration for employing contract labour in the establishment under the “contract labour (Regulation & Abolition) Act 1970.

Q4) a) Elobarate the concept of set-on & set-of under payment of Bonus Act.
b) State under which grounds an employee is disqualified to get bonus under the payment of bonus Act.

Q5) Explain in detail the procedure for fixing minimum wages under minimum wages Act.

Q6) What is commercial establishment. Explain the provisions for shops & commercial establishment.

Q7) Explain the provisions for eligibilit and forfeiture of gratuity under the payment of granity Act.



Total No. of Questions : 7]

SEAT No. :

P2332

[4670] - 38

[Total No. of Pages : 1

M.B.A.

INTERNATIONAL BUSINESS SPECIALISATION - I

303-F: International Marketing

(2008 Pattern) (Semester - III) (Elective Paper - I)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) What are the objectives of International Marketing? Discuss the challenges & opportunities in International Marketing.

Q2) Describe various commercial documents required for shipment of export goods.

Q3) According to you for a multinational bank, what are the limitations of Global marketing? Elaborate.

Q4) With the help of suitable examples explain the advantages & disadvantages of different foreign market entry strategies.

Q5) What is Global Marketing Environment? Explain with reference to economic, legal & socio-cultural environment.

Q6) With the help of appropriate examples explain in detail processing of Export orders.

Q7) Write short notes on any two.

- a) Factors affecting International pricing.
- b) Planning for International market.
- c) Global Marketing Information System.



Total No. of Questions : 7]

SEAT No. :

P2333

[Total No. of Pages :2

[4670]-39

M.B.A.

(304A):INTEGRATED MARKETING COMMUNICATION (IMC)

(2008 Pattern) (Semester-III) (Elective-II)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *All questions carry equal marks.*
- 2) *Answer any FIVE questions.*
- 3) *Support your answers with suitable examples.*

Q1) a) Explain the role of advertising in brand positioning. **[5]**

b) Discuss how different companies use advertising in positioning following product categories. **[9]**

- i) Wrist watches
- ii) Coaching classes
- iii) Shampoo

Q2) What is sales promotion? How it is different from. **[5]**

a) Advertising?

b) Suggest at least 5 sales promotional techniques for following products. **[9]**

- i) Toothpaste
- ii) Biscuits
- iii) Mosquito mats/repellant

Q3) Give minimum 3 examples of current advertisement campaigns that seem to be directed at generating behavioral response. Write a reasonable objective for each campaign. **[14]**

Q4) “Allocating advertising budget is a crucial task” Give your views. Also discuss various methods used in determining ad. Budget. **[14]**

P.T.O

- Q5)** a) Discuss role of public relations (PR) in IMC. [6]
b) Discuss various PR tools commonly used by Banks & Financial Institutions. [8]
- Q6)** Explain merits & demerits of Newspaper. [8]
a) Advertising
b) Explain following terms: [6]
i) Circulation & readership
ii) Viewership
iii) Reach & frequency
- Q7)** Write short notes (Any Two): [14]
a) Internal communication.
b) Event Management.
c) Transit Advertising.
d) Trade Promotion.



Total No. of Questions : 7]

SEAT No. :

P2334

[Total No. of Pages :3

[4670]-40

M.B.A.

FINANCE MANAGEMENT SPECIALISATION-II

304-B:Direct Taxation

(2008 Pattern) (Semester-III) (Elective Paper-II)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Question No. 1 is compulsory.*
- 2) *Attempt any four questions from the remaining.*
- 3) *Figures to the right indicate full marks.*
- 4) *Use of simple calculator is allowed.*
- 5) *Questions are set for the A.Y. 2014-15*

Q1) a) Define the following terms.

- i) Person
- ii) Assessment Year
- iii) Previous Year.

b) Write note on 'Residential status' of an individual.

[10]

Q2) a) Mr. Shrikant is employed in Infosys Ltd, Pune as a finance manager. He received the following payments for the financial year 2013-14. Calculate the taxable income from Salary. **[10]**

- i) Basic salary- Rs.12000/-p.m.
- ii) Dearness Allowance -30% of Basic salary
(Participatory in retirement benefit)
- iii) City Compensatory Allowance -Rs. 850 p.m.
- iv) Children Education Allowance -Rs. 300 p.m.
(Mr. Shrikant is having 2 daughters & 1son)
- v) HRA is Rs. 1500 p.m.
- vi) He received Rs.18000/- towards reimbursement of hospital bill of his wife.
- vii) Professional Tax Rs. 3300/- paid by employer.
- viii) He has taken LIC of Rs. 1,00,000. Premium of which is Rs. 14,800- paid by employer.
- ix) He stays in a house in Pune paying rent of Rs.4500 p.m.

P.T.O.

- b) Mr.A stays in Bangalore and receives the following for F.Y.2013-14.
 Basic pay-Rs.3,50,000 p.a.
 Dearness allowance-Rs.60,000/-p.a.
 House rent allowance-Rs.42,000/-p.a.
 Rent paid by Mr. A during 2013-14 was Rs,60,000/-p.a.
 Calculate Taxable HRA. [5]
- Q3)** a) Write note on Income from other sources. [7]
 b) Write a note on Tax Deduction at source. [8]
- Q4)** Mr. Ravi furnishes the following particulars in respect of house property owned by him in Kolkata.
 Municipal value-Rs. 2,00,000/-
 Fair rent -Rs. 2,40,000/-
 Actual rent (per month)-Rs.21,000/-
 Municipal tax paid during the year -Rs.20,000/-
 The tenent vacated the property on 31/10/13 and thereafter the property was let out for Rs. 25,000/- p.m. Mr. Ravi couldn't realise the rent for the month of September & October 13(He did not receive any rent).
 a) Compute the annual value of the property for A.Y. 2014-15.
 b) What will be your answer if the unrealised rent (rent not received) is one month instead of two months? [15]
- Q5)** a) Calculate the capital gain.
 Mr. Sumitra purchased a house on 01/10/1995 for Rs. 7,00,000/- Further improvement was made on 17/08/1998. Expenditure -Rs. 2,50,000/-
 House sold on 31/12/13 for Rs.64,00,000/-
 Brokerage paid at the same time on sales is Rs. 64,000/-
 CII-1995-96=281; 1998-99=351; 2013-14=939 [10]
 b) What do you mean by short term & long term capital asset? [5]
- Q6)** a) What are the provisions for carry forward and set off losses? [10]
 b) State any five Income exempt from tax. [5]

Q7) Following is the Profit and Loss A/c of a businessman for F.Y. 2013-14. Compute his Income from business/ profession for A.Y. 2014-15. **[15]**

Expenditure	Amt (Rs.)	Income	Amt (Rs.)
a) Rent	6000	a) Gross profit	52300
b) Rates	600	b) Interest from debtors	2800
c) Salary	5400	c) Rent from property	2400
d) Diwali pooja	200	d) Sundry Income	1600
e) Interest on loan	12500	e) Commission	3700
f) Sundry expenses	5500		
g) Bad debts	600		
h) Charity	100		
i) RDD	200		
j) Entertainment	850		
k) Loss by theft	1400		
l) Net profit	29450		
Total	<u>62800</u>		<u>62800</u>

Additional information

- 1) Sundry expenses include Rs.900/- for a personal trip to Haridwar.
- 2) Loss by theft Rs.600 has taken place in the shop whereas Rs.800/- were stolen from home.
- 3) He has earned Rs. 4000/- in gold smuggling not shown in books.
- 4) Rates includes Rs.400/- for the property given on rent.
- 5) Charity Rs. 100/- is a donation to Prime Minister's Relief Fund.

□□□□

Total No. of Questions : 7]

SEAT No. :

P2335

[Total No. of Pages :2

[4670]-41

M.B.A.(Management Faculty)

304-C:RELATIONAL DATABASE MANAGEMENT SYSTEMS

(2008 Pattern) (Semester-III)(Elective-II)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) a)

[15]

<u>INVOICE</u>		
HILLTOP ANIMAL HOSPITAL	DATE: JAN 13/2014	
INVOICE#987		
MR. RICHARD COOK		
123THIS STREET, MY CITY,ONTARIO		
Z5Z 6G6		
<u>PET</u>	<u>PROCEDURE</u>	<u>AMOUNT</u>
ROVER	RABIES VACCINATION	30.00
MORRIS	RABIES VACCINATION	24.00
	TOTAL	54.00
	TAX(8%)	<u>4.32</u>
AMOUNT OWING	<u>58.32</u>	

Normalize the above Up to 3NF.

- b) Explain the architecture of RDBMS.

[5]

Q2) Explain the E.F. Codd's Rule.

[10]

Q3) What is View? Explain its type in detail.

[10]

Q4) Describe Object Oriented Database?

[10]

Q5) What is Hierarchical Database? Illustrate with Example. Explain its advantages & Limitations.

[10]

P.T.O

Q6) Consider given Schema: **[10]**

Guide (Gname: character, dname: character)

Gives (St_name: character, sem_topic: character,marks: integer)

Seminar (sem_topic: character, Gname: character)

Queries:

- 1) Find the name of guide guided for Data Mining Seminar.
- 2) Find the name of seminar of student "Amit".
- 3) Find all student name guided by prof. Krishan".
- 4) Get the mark of student which are guided by prof. Joshi.
- 5) Find guidename who guide both seminar "Anroid" and "Big Data".

Q7) Write a short note (Any Two): **[10]**

- a) Database User.
- b) Network Database.
- c) Set Operators.
- d) Entity Relationship Diagram.



Total No. of Questions : 7]

SEAT No. :

[Total No. of Pages :1

P2336

[4670]-42

M.B.A.

**304-D:MODELING TECHNIQUES AND IT FOR
OPERATIONS MANAGEMENT**

**Production and Material Management Specialization
(2008 Pattern) (Semester-III) (Elective-II)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

- Q1)** What is DBMS? What is transaction processing? What are the salient features of an ERP System?
- Q2)** IT has an important role in production planning and Logistical operations-Elaborate.
- Q3)** Explain the processing of formulation of LPP. What are the applications of LPP in Operations Management?
- Q4)** Explain the meaning of Modeling and its processing in detail with suitable example.
- Q5)** Elaborate the concept of Decision Tree. State the various applications of decisions tree in the field of operations research.
- Q6)** What is Simulation? Explain in detail its applications in Operations management.
- Q7)** Write short notes on (Any Two):
- a) Logistics and Quality Management.
 - b) Sensitivity Analysis.
 - c) Concept and Applications of Simulation in Operations Management.
 - d) Design of Experiments.

□□□□

Total No. of Questions 7]

SEAT No. :

P2337

[4670]-43

[Total No. of Pages :1

M.B.A.

**304 - E:INDUSTRIAL RELATIONS
(2008 Pattern) (Elective) (Paper - II) (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 the factors to have a smooth Industrial Relation and explain the factors influencing IR in an industry.

Q2) Define Trade Union. Elaborate types and structure of Trade Union.

Q3) Explain the machineries to solve industrial dispute under Industrial Dispute Act, 1947.

Q4) State the Pre-requisites and Benefits of Workers Participation in Management.

Q5) Define collective Bargaining. State the various Alternatives to Collective Bargaining.

Q6) Describe the procedure for Disciplinary Action.

Q7) Write short notes on (Any two):

- a) Scope of Industrial Relations.
- b) Trade union and Productivity.
- c) Principles of Collective Bargaining.
- d) Causes of Grievances.

EEE

Total No. of Questions 7]

SEAT No. :

P2338

[4670]-44

[Total No. of Pages :1

M.B.A.

INTERNATIONAL BUSINESS MANAGEMENT SPECIALIZATION

304F: International Logistics and Supply Chain Management

(2008 Pattern) (Elective - II) (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 role and importance of International logistics and supply chain management in global economy.

Q2) What is 3PL and 4PL? In which situations 3PL and 4PL will give best performance to save cost.

Q3) What are the symptoms of poor inventory management in global supply chain.

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 are the different steps to build strategic partnership and trust in global supply chain management.

Q6) Explain the Inventory Models and forecasting models in global supply chain.

Q7) Write short notes on (Any two):

- a) International Ocean Transportation.
- b) Role of IT in supply chain management.
- c) Documentation in global supply chain management.
- d) Network design in global supply chain.

EEE

Total No. of Questions : 8]

SEAT No. :

P2339

[4670] - 45

[Total No. of Pages : 2

**M.B.A. (Marketing Management Specialization)
305-A: DISTRIBUTION & RETAIL MANAGEMENT
(2008 Pattern) (Semester - III) (Elective Paper - III)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

SECTION - I

Q1) What are the different distribution strategies? Design a channel for selective distribution for a branded shoe company.

Q2) Define 'Wholesaler'. Discuss scope, functions and types of wholesalers.

Q3) Explain the need and functions of distribution channels. Compare the channels used for Consumer products and Industrial products with the help of suitable examples.

SECTION - II

Q4) a) Compare between a small independent store and a Retailing mall.

b) Explain the concept of store and non-store retailing.

Q5) A Bank, famous for consumer retailing products line Credit/Debit cards, Housing/Personal loans, Short/Long term deposits, is looking for space in your city to start its operations. What are the factors of location selection they should consider?

P.T.O.

Q6) Discuss various sales promotion strategies adopted by retail chains with special reference to in-store promotions and events.

Q7) Supply chain management is a progression in the value chain from sourcing to satisfying customer needs. Discuss.

Q8) Write short notes on any two:

- a) Merchandising planning.
- b) RFID.
- c) Channel Performance Evaluation.



Total No. of Questions : 7]

SEAT No. :

P2340

[4670] - 46

[Total No. of Pages : 2

M.B.A. (Finance Specialization)
305-B: ADVANCE FINANCIAL SERVICES
(2008 Pattern) (Semester - III) (Elective - III)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Attempt any five questions.*
- 2) *All the questions carry equal marks.*
- 3) *Support your answer with diagrams and Examples.*

Q1) Since 1991 lot of development has taken in our Indian Financial system, elaborate in detail various SEBI guidelines and reforms.

Q2) Explain the concept of primary and secondary market. Differentiate between the two.

Q3) Explain the concept of mergers and Acquisitions. Explain various types of Mergers with examples.

Q4) What is meant by drasing and Hire Purchase? What are their advantages and disadvantages.

Q5) Define credit Rating. Describe the process in credit Ratings.

Q6) 'Diversification in Investment means reducing risk', as a financial planner what are the instruments would you like to suggest and why?

P.T.O.

Q7) Short Notes: On any two of the following.

- a) Custodian.
- b) Commercial paper.
- c) National stock Exchange.
- d) Buy Back of shares.



Total No. of Questions : 6]

SEAT No. :

P2341

[4670] - 47

[Total No. of Pages : 2

**M.B.A. (Computer Management Specialisation)
305-C: VISUAL BASIC AND ORACLE
(2008 Pattern) (Semester - III) (Elective Paper - III)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Write your assumptions clearly.*

Q1) Consider the following tables and solve the queries (Any Five) **[10]**

Member (MemberID, MemberName, ClassID, RegDate)

BookMaster(BookId, Title, Authors, Price,Issued, Subject)

Transaction(TrnID, TrnDate, MemberID, BookID)

- a) How many books are currently issued?
- b) How many members were registered in the year 2012?
- c) Insert the details of a new member.(Assume appropriate record values).
- d) What is the total cost of all 'Oracle' books.
- e) Display Member name and Book title for today's all transactions.
- f) Display the number of members for each ClassID.
- g) Who is the oldest member of the library?

Q2) Write an oracle function to return the LCK(least common multiplier) of two integer numbers passed as parameter to it. **[10]**

OR

Write a PL/SQL program to accept a string of maximum 20 character length. And display the appropriate message by checking whether it is palindrome or not. (ignoring the case). **[10]**

P.T.O.

Q3) Write notes on Any Three. [15]

- a) Date functions.
- b) Database triggers.
- c) Joins
- d) Synonym
- e) DDL statement.

Q4) Explain the following properties Any Five. [10]

- a) Window state of form
- b) Border style of label
- c) Scale height of Frame
- d) Caption of Command Button
- e) Visible of Text box
- f) Max drop down item of combo box.

Q5) Write a button click event to display all odd numbers in text area between two integer numbers accepted in text boxes. [10]

OR

Write a button click event to display Greeting message to the user whose name is accepted as an input through text box.

Q6) Write notes on (Any Three) [15]

- a) Data types in VB.
- b) DAO and ADO.
- c) Menus.
- d) String functions.
- e) Do statement and For statement.



Total No. of Questions : 7]

SEAT No. :

P2342

[4670] - 48

[Total No. of Pages : 2

**M.B.A. (Production and Material Management Specialization)
305-D: SUPPLY CHAIN & LOGISTICS MANAGEMENT
(2008 Pattern) (Semester - III) (Elective - III)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) What is supply Chain? Why can the current movement towards the establishment of supply chains be characterized as a revolution.

Q2) Discuss with suitable examples the importance and benefits of collaboration in the development of supply chain inventory strategies.

Q3) Explain role of IT in information system integration for supply chains. Discuss considerations for supply chain information system design.

Q4) Why documentation is important in transport administration and transport functionality? Justify with suitable examples.

Q5) State the meaning and objectives of protective packaging. Discuss the relationship of protective packaging with:

- a) Selection of mode of transport
- b) Logistics Cost
- c) Customer

Q6) Describe ware housing operations from logistics perspective with suitable example. State the factors to be considered while taking decision on capacity and number of ware houses.

P.T.O.

Q7) Write short notes on (Any Two).

- a) ERP and Supply chain management.
- b) Evolution of world class supply chain.
- c) Customer accommodation.
- d) Sales & operations planning.



Total No. of Questions : 6]

SEAT No. :

P2343

[4670] - 49

[Total No. of Pages : 1

M.B.A.

HRM SPECIALISATION

**305-E: Personnel Administration - Application & Procedure
(2008 Pattern) (Semester - III) (Elective Paper - III)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Que. No. 1 is compulsory.*
- 2) *Attempt any 3 from remaining.*

- Q1)** a) Draft an appointment letter for the position of Sales Executive for an FMCG company. The appointment letter must mention details of salary, terms & conditions of employment. **[15]**
- b) What are the contents of Personnel file? **[10]**

Q2) Draft a show cause notice to a supervisor in a manufacturing firm who was found misbehaving and using abusive language to senior engineer. **[15]**

Q3) Differentiate between suspension & dismissal. **[15]**

Q4) Explain in detail the different heads of Form 16. A hypothecated example may be considered. **[15]**

Q5) Calculate gratuity for an employee whose last Basic +DA drawn is 54,000/- per month & he has resigned after 12 years & 8 months. Does he have to pay Income Tax on Gratuity amount? Justify. **[15]**

Q6) Attempt any two short notes. **[15]**

- a) Challenges of modern personnel manager.
- b) Structure of personnel department.
- c) Objectives of personnel administration.
- d) Draft the circular of submission of investment details for TDS calculations.



Total No. of Questions : 7]

SEAT No. :

P2344

[4670] - 50

[Total No. of Pages : 1

M.B.A. IB (Specialisation - III)

**305-F: ENVIRONMENT AND GLOBAL COMPETITIVENESS
(2008 Pattern) (Semester - III) (Elective Paper - III)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Does geographical aspects impact international business and business strategies. Explain.

Q2) State and explain Michel Porter's five forces theory of competitive advantage.

Q3) Explain Ricardian theory of International Trade. How it differs from factor endowment theory.

Q4) Discuss in detail the indicators of world competitiveness. How it helps to develop competitive strategy.

Q5) Write short notes on (Any Two)

- a) G33,
- b) G8,
- c) OECD

Q6) Justify the concept of 'borderless world' propounded by Konichi Ohmae.

Q7) Explain the following:

- a) Scope of competitiveness.
- b) Absolute Advantage theory of Adam Smith.



Total No. of Questions : 7]

SEAT No. :

P2345

[4670] - 51

[Total No. of Pages : 1

M.B.A.

**401: ENTREPRENEURSHIP DEVELOPMENT & PROJECT
MANAGEMENT**

(20083 Pattern) (Semester - IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Entrepreneurs are made not born. Explain. **[14]**

Q2) Explain the concept of an entrepreneur, with its role and responsibilities. **[14]**

Q3) Discuss in detail the causes of failure of “Women entrepreneurs in India”. **[14]**

Q4) Explain technical feasibility with reference to project management. **[14]**

Q5) Discuss the role of state government and central government in promoting entrepreneurship in India. **[14]**

Q6) Discuss in details the external factors that influence entrepreneurship development. **[14]**

Q7) Write short notes on (Any Two) **[14]**

- a) Elements of business plan.
- b) Challenges of sustaining competitiveness.
- c) DIC.
- d) SISL.



Total No. of Questions : 6]

SEAT No. :

P2346

[4670] - 52

[Total No. of Pages : 6

M.B.A.

**402 : INTERNATIONAL BUSINESS MANAGEMENT
(2008 Pattern) (Semester - IV)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Both Section I and II are compulsory.*
- 2) *Figures to the right side indicate full marks.*
- 3) *Attempt any Three Questions from Section I.*

SECTION - I

Q1) Explain the term globalization. Explain different organizational models used in international business. **[15]**

Q2) Explain in detail advantages and disadvantages of various methods of entry in overseas market. **[15]**

Q3) Describe the dynamics of political stability and its relationship with political risk. Explain procedure for political risk analysis. **[15]**

Q4) ABC Ltd is an international garment manufacturing firm which is planning to invest in India and introduce its product line in Indian market. As a student of International Business, guide the management of ABC Ltd regarding their decision through Hofstede Model. **[15]**

Q5) Write short note on: (Any three) **[15]**

- a) International Monetary Fund.
- b) Exim Policy.

P.T.O.

- c) Balance of Payment.
- d) Spot Transaction
- e) Tariff and Non-tariff Barrier.

SECTION - II

Case Study

Q6) COCO-COLA: RESPONSE TO ENVIRONMENTAL INFLUENCE [25]

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 Jhon Stith 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 Legistation, 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 nuts”, 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. Coca-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 1970s 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 furrer. 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.

SPORT EVENT SPONSERSHIPS

Coca-Cola was the first ever sponsor of the Olympic games, at the 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 Coca-Cola to spotlight its hometown. Since 1977 starting with the 1978 FIFA World Cup in Argentina Coca-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 FIFA tournament trophy: "FIFA World Youth Championship" from Tunisia in 1977 to Malaysia in 1997 was called "FIFA -Coca Cola Cup". In addition Coca-Cola sponsors the annual Coca-Cola 600 for the NASCAR Nextel Cup Auto Racing series at Lowe's Motor Speedway in Charlotte, North Carolina. Coca-Cola has a long history of sports marketing relationships which over the years 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. :

P2347

[4670]-53

[Total No. of Pages : 1

M.B.A.

**CTM - 403 : CURRENT TRENDS IN MANAGEMENT
(2008 Pattern) (Semester - IV)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain concept of knowledge Management. How is KM architecture important for its implementation.

Q2) Define Merger & acquisitions. Discuss Mergers and acquisitions, that took place in Indian business.

Q3) Define six sigma. Explain the infrastructure for six sigma.

Q4) Discuss the concept of corporate social responsibility with suitable examples. Discuss importance of CSR.

Q5) "IT and ITES has been improving the efficiency and effectivity of business scenario in general". Discuss with suitable example.

Q6) Explain the concept of world class manufacturing. Discuss its importance in Indian Industry.

Q7) Write short notes (Any Two):

- a) E-learning.
- b) JIT.
- c) TQM & TPM.

Q8) Compare and contrast the theory of constraints and six sigma.



Total No. of Questions : 7]

SEAT No. :

P2348

[4670]-54

[Total No. of Pages : 1

M.B.A.

MARKETING MANAGEMENT SPECIALISATION - IV

404 - A : Services Marketing

(2008 Pattern) (Semester - IV) (Elective - VI)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Service Sector in India is growing rapidly. Trace the reasons for its growth.

Q2) “For successful Service Marketing you have to go beyond the 4P’s.” Do you agree with the statement? Give relevant examples in support of your answer.

Q3) Explain how Promotion objectives for services differ from goods.

Q4) What is service gap and how it can be managed?

Q5) Describe how market segmentation can be used in services.

Q6) Discuss ‘People element is one of the most important to manage services’.

Q7) Write Short Notes on: (Any 2):

- a) Service Failure.
- b) Product-Service Continuum.
- c) Service Marketing Triangle.
- d) Service Encounter.



Total No. of Questions : 7]

SEAT No. :

P2349

[4670]-55

[Total No. of Pages : 1

M.B.A.

FINANCE SPECIALIZATION

404 (B) : Indirect Taxation

(2008 Pattern) (Elective - VI)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) “These shall be levied and collected a duty of excise which are produced of manufactured in India as, and at the rates set forth in the central Excise Tariff Act 1985. Elucidate this provision under central freeze Law.

Q2) Express the procedure of clarification of excisable goods under classification rules of Central excise.

Q3) Explain the proceded of registration under seruce Tax Law.

Q4) Explain the comprehensive approach of service tax charge. Give brief note to negative list & Mega exemption notification.

Q5) Define the following term under VAT.

- a) Business
- b) Registered Dealer
- c) Sale

Q6) Give detail note on Input Tax Credit and filing of VAT returns.

Q7) Write short note on any Two:

- a) Invoice Method of VAT.
- b) Point of Taxation under service Tax.
- c) VAT audit.
- d) CMVAT Credit.



Total No. of Questions : 6]

SEAT No. :

P2350

[4670]-56

[Total No. of Pages : 1

M.B.A.

404 C : EMERGING TRENDS IN INFORMATION TECHNOLOGY

Computer Management Specialization - IV

(2008 Pattern) (Semester - IV) (Elective - VI)

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) *Figure at right indicate full marks.*

Q1) Differentiate between E-Commerce and E-Business. Describe model for E-Commerce. **[15]**

Q2) Explain securities in E-banking viz. SSL and digital signatures. **[15]**

Q3) Describe knowledge management approaches and knowledge management cycle. **[15]**

Q4) Explain various E-Governance Models. **[15]**

Q5) Describe GIS and nature of Geographic data used in GIS. **[15]**

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

- a) Security Tools.
- b) BCP.
- c) Supply Chain Management.
- d) Virtual Campus.



Total No. of Questions : 7]

SEAT No. :

P2351

[4670]-57

[Total No. of Pages : 1

M.B.A.

PRODUCTION AND MATERIAL MANAGEMENT SPECIALIZATION

404 D : Operations Strategy

(2008 Pattern) (Semester - IV) (Elective - VI)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) With Reference to Indian automotive industry develops an imaginary model for world of operation in 2020.

Q2) What are the order winning and order qualifier attributes? Give any three examples of each for manufacturing and services industry.

Q3) Discuss the merits and demerits of Buy or Make decision with respect to SWOT analysis.

Q4) Give issues involved in manufacturing infrastructure development.

Q5) Define operations strategy. Explain the role of operation strategy in achieving corporate strategy?

Q6) With respect to any product of your choice explain the investment decisions across product life cycle.

Q7) Explain in brief: (Any two)

- a) Use of IT in operation strategy.
- b) Quality as a strategic issue.
- c) Lean manufacturing.
- d) Hybrid process.



Total No. of Questions : 7]

SEAT No. :

[Total No. of Pages : 1

P2352

[4670]-58

M.B.A.

(HRM Specialization)

404 E : LABOUR WELFARE

(2008 Pattern) (Semester - IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Q.No. 1 is compulsory.*
- 2) *Answer any three from remaining questions.*
- 3) *Figure to right indicates full marks.*

- Q1)** a) Define Labour Welfare. Discuss the principles of Labour Welfare in detail. **[15]**
b) Examine the role of Labour Welfare officer in present scenario in Industry. **[10]**
- Q2)** Evaluate the provision of 'Welfare' under Factories Act 1948. **[15]**
- Q3)** Discuss the impact of Mental Health on Productivity. **[15]**
- Q4)** Describe objectives, structure and functions of ILO. **[15]**
- Q5)** What is meant by Workers Participation in Management? Discuss the reasons for its failure. in many organisations. **[15]**
- Q6)** Discuss the impact of industrialisation on developing countries like India. **[15]**
- Q7)** Write short Note on. (any three): **[15]**
- a) Workers Education.
 - b) Corporate Social Responsibility.
 - c) Social Security.
 - d) Non Statutory Welfare Agencies.
 - e) Ethics & Welfare.



Total No. of Questions : 7]

SEAT No. :

P2353

[4670]-59

[Total No. of Pages : 1

M.B.A.

404 F : INTERNATIONAL BUSINESS OPERATIONS

(2008 Pattern) (Semester - IV) (Elective - VI)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain the importance and challenges involved in International Business Operations.

Q2) Highlight the importance of Location and Layout in International Business Operations.

Q3) Discuss different H.R. Practices in International Business Operations.

Q4) Elaborate the role of 'Benchmarking' in International operations.

Q5) Discuss the interface of International Business Operations with Marketing & R.D. functions.

Q6) Explain the role of Quality & Productivity in International Business Operations.

Q7) Write short notes on any two:

- a) Joint Ventures.
- b) International Technology Transfer.
- c) International Logistics.
- d) The Toyota Way.



Total No. of Questions : 7]

SEAT No. :

P2354

[Total No. of Pages : 1

[4670] - 60

M.B.A.

MARKETING MANAGEMENT SPECIALIZATION

405 - A : Marketing Strategy and Relationship Marketing

(2008 Pattern) (Semester - IV) (Elective - V)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Define and explain concept of strategy. Highlight essentials of strategic marketing management. **[14]**

Q2) What is product life cycle? Explain stages of PLC.If you were a marketing manager of cellular phone company, what marketing strategy would you adopt in each stage of life cycle of cellular phone. **[14]**

Q3) A company wishes to launch new toothpaste which can effectively present cavities and tooth decay. The market is highly crowded with multiple brands. Develop a marketing strategy which will communicate launch of new tooth paste. **[14]**

Q4) What is 'paradigm shift' in marketing? Explain in details shift from transactional marketing approach to relationship marketing philosophy. **[14]**

Q5) 'Information technology has been highly instrumental in marketing CRM effective' Discuss with emerging practices in this regards. **[14]**

Q6) Explain in details the steps and process in new product development. **[14]**

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

- a) Competitive positioning.
- b) Customer defection.
- c) Life time customer value.
- d) Customer satisfaction.



Total No. of Questions : 7]

SEAT No. :

P2355

[Total No. of Pages : 1

[4670] - 61

M.B.A.

FINANCIAL MANAGEMENT SPECIALISATION

405 - B : International Finance

(2008 Pattern) (Semester - IV) (Elective - V)

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) Explain the nature, scope and significance of international finance.

Q2) Explain in detail the role of participants in foreign exchange markets.

Q3) Define Hedging. Explain the different external techniques of hedging in foreign exchange markets.

Q4) Discuss in detail various sources of international finance.

Q5) Explain the regulatory framework of international finance in Indian Perspective.

Q6) Write notes (Any Two)

- a) International Accounting Standards on foreign transaction.
- b) Use of IT in international finance.
- c) Export Oriented Units (EOU).
- d) FEMA

Q7) a) The following quotes are available:

Spot (USD/EUR) : 0.8005/0.8010, 3 months swap : 10/20

Spot (USD/GBP) : 1.5998/1.6019, 3 months swap : 25/15

Find the 3 months (EUR/GBP) outright forward rates.

b) Find INR/JPY 2 months outright

Spot (USD/INR) : 61.40/65, 2 months swap : 12/20

Spot (USD/JPY) : 103.10/103.40, 2 months swap : 20/15

c) Consider the following bid-ask rates:

Rs. 60-60.50/USD

Find the bid-ask spread percentage.



Total No. of Questions : 7]

SEAT No. :

P2356

[Total No. of Pages : 1

[4670] - 62

M.B.A.

COMPUTER MANAGEMENT - I

405 - C : Software Project Management & IT Management

(2008 Pattern) (Semester - IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Q.1 & Q.7 are compulsory.*
- 2) *Solve any four from remaining.*

Q1) a) Explain role of project manager in IT organization. **[8]**

b) What practices are followed by IT organization for retaining the professionals. **[7]**

Q2) Describe software risks & how to manage them. **[10]**

Q3) What care is taken while procuring hardware & software. **[10]**

Q4) Explain various techniques of estimating the cost of software project. **[10]**

Q5) Explain various techniques of managing the quality of software. **[10]**

Q6) Explain need & procedure of change management. **[10]**

Q7) Write short note on (ANY THREE) **[15]**

a) Chief programmer team.

b) Milestones.

c) CMM

d) Rayleians function.



Total No. of Questions : 7]

SEAT No. :

P2357

[Total No. of Pages : 1

[4670] - 63

M.B.A.

PRODUCTION & MATERIALS MANAGEMENT SPECIALIZATION

405 - (D) : Technology Management

(2008 Pattern) (Semester - IV) (Elective - V)

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 of Technology Management. Discuss the impact of technology on the following: **[14]**

- a) Competition
- b) Cost
- c) Speed to market with an example

Q2) Discuss the issues involved in from developing to marketing of high-tech products. **[14]**

Q3) Enumerate technology forecasting techniques. Discuss the process of applying any two of the technology forecasting techniques. **[14]**

Q4) Explain the terms 'Innovation' and 'Creativity'. Discuss the process and significance of innovation in technology management. **[14]**

Q5) Explain the concept of technology strategy. Discuss the key principles and the framework for formulating technology strategy. **[14]**

Q6) Explain the technology diffusion and rate of diffusion with an example. **[14]**

Q7) Write short notes on ANY TWO: **[14]**

- a) Product technology.
- b) Social issues in Technology Management.
- c) Joint Ventures.
- d) IPR (intellectual property rights) in context of Technology management.



Total No. of Questions : 7]

SEAT No. :

P2358

[Total No. of Pages : 1

[4670] - 64

M.B.A.

HUMAN RESOURCE MANAGEMENT SPECILIZATION - V

405 - E : Labour Laws - II

(2008 Pattern) (Semester - IV) (Elective - V)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain the provisions of RD Act 1947 relating to retrenchment that are applicable to a factory employing one hundred and more with the concept of “Industrial Disputes”.

Q2) What is the procedure for centrifigation of standing orders framed by an industrial establishment under the Industrial employment (standing orders) Act 1952.

Q3) What do you understand as doctrine of national extension? Discuss with the scope and objectives & workmen’s compensation Act 1923?

Q4) What is meant by unfair labour practice under the Maharashtra Recognition of Trade Union and prevention of unfair labour practices Act 1971.

Q5) Enumerate employees family pension scheme and name and classes of establishments to which the employees provident funds & Miscellaneous Provision Act 1952 does not apply either permanently or for certain periods.

Q6) Explain the various benefits under the employees state Insurance Act 1948.

Q7) Write short notes on (any 2):

- a) Eligibility requirements for maternity benefits.
- b) Rights of recognized union under MRTU & PULP Act.
- c) Employer’s Liability for compensation.
- d) Types of strikes.



Total No. of Questions : 7]

SEAT No. :

P2359

[Total No. of Pages : 1

[4670] - 65

M.B.A.

International Business Specialisation - V

405 - (F) : FOREIGN EXCHANGE MANAGEMENT

(2008 Pattern) (Elective - V) (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 role of various financial institutions in developing international trade.

Q2) Explain the methods of trade settlement in foreign exchange management.

Q3) Write notes on:

- a) Buyers' Credit and Suppliers Credit.
- b) Pre & Post Ship Finance.

Q4) Explain 'Letter of Credit'. Elaborate the payment mechanism followed by using letter of credit for debt settlement in International Business.

Q5) a) What are 'Non Resident Accounts'? State and discuss the types of 'Non resident Accounts'.

b) State and discuss the statutory documents involved in international trade.

Q6) What are the major INCOTERMS used in foreign exchange management. Explain each of them in detail.

Q7) Write notes on (any 2):

- a) Bretton Woods System.
- b) ECGC of India.
- c) Futures and Options.
- d) Exchange Market.



Total No. of Questions : 7]

SEAT No. :

P2360

[Total No. of Pages : 1

[4670]-66

**M.B.A. (Marketing management specialization-IV)
406 A : PRODUCT AND BRAND MANAGEMENT
(2008 Pattern) (Semester-IV) (Elective-VI)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks.*
- 3) *Suitable examples and models will be appreciated.*
- 4) *Figures to the right side indicate full marks.*

Q1) Discuss the factors that have influence on product design. Give suitable examples.

Q2) Describe-Methods of Estimating Market and Sales Potential, Sales Forecasting.

Q3) While developing product strategy as a Marketing Manager how you will do customer analysis & competitor analysis? Elaborate.

Q4) Explain the concept of Co-branding & celebrity endorsement.

Q5) What do you understand by brand equity? Discuss brand reinforcement & brand revitalization.

Q6) What do you understand brand extension? Discuss various advantage & disadvantage of brand extension.

Q7) Write short notes on Any Two (7 Marks each):

- a) Brand audit.
- b) Steps in brand building.
- c) Market focus Vs product focus organization.
- d) Commodities Vs Brand.



Total No. of Questions : 7]

SEAT No. :

P2361

[4670]-67

[Total No. of Pages : 1

M.B.A.

406 B : STRATEGIC FINANCIAL MANAGMENT

(2008 Pattern) (Semester - IV) (Elective - VI)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Describe the conceptual framework of Strategic Financial Management. Give some suitable examples.

Q2) Enlist the reasons for managing wages strategically and describe the components of a strategic wage package.

Q3) Explain the following with respect to supply chain management.

- a) Phases of supply chain decisions.
- b) Strategy with respect to material.
- c) Vendor Management.

Q4) Express the following features in corporate valuation.

- a) Capital Asset Pricing Method (CAPM).
- b) Weighted Average Cost of Capital.
- c) Price-Earning Ratio.

Q5) What are the necessary steps for innovative financial engineering? Elucidate the fund deployment strategies in Financial Engineering.

Q6) What is corporate restructuring? Express the scope and steps for restructuring.

Q7) Emphasise the need of business ethics. Describe the various approaches to manage a company's ethical conduct.



Total No. of Questions : 6]

SEAT No. :

P2362

[Total No. of Pages : 1

[4670]-68

M.B.A. (Computer Management Specialisation)

406 C : BUSINESS APPLICATIONS

(2008 Pattern) (Semester-IV) (Elective-VI)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain the detail process of Sales Order System with the help of following: **[20]**

- a) Context level DFD.
- b) Entity relationship diagram.
- c) Sales order data entry screen.
- d) Quotation and Invoice layout.

Q2) Discuss different steps involved in material procurement. **[10]**

Q3) Discuss the importance Ratio and Expenses analysis in financial accounting. **[10]**

Q4) Explain different mandatory and optional deduction involved in payroll system with the help of report layouts. **[10]**

Q5) Discuss the maintenance method of inventory of medicines and consumables in hospital management system with the help of table design. **[10]**

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

- a) Importance of sales analysis in hotel management system.
- b) Calculation of labour efficiency.
- c) Fixed deposits.
- d) Employee training.
- e) Bill of material.
- f) LIFO and FIFO.



Total No. of Questions : 8]

SEAT No. :

P2363

[Total No. of Pages : 2

[4670]-69

M.B.A. (Production & Materials Management Specialization)

406 D : QUALITY MANAGEMENT

(2008 Pattern) (Semester-IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Explain the various evaluation parameters of Quality in Quick Service Restaurant like 'McDonalds'. With reference to these parameters discuss the various definitions of quality. **[14]**

Q2) Explain the elements of Total Quality Management and benefits of Total Quality Management with example. **[14]**

Q3) With suitable examples, describe how the voices of Customer are translated into product/service design and process design. **[14]**

Q4) Distinguish Between: **[14]**

- a) Sampling inspection and 100% inspection.
- b) Attribute & variable sampling plans and QC techniques.

Q5) What is the role of Quality Circle in improving quality at shop floor? What are the limitations of Quality Circle? **[14]**

Q6) Explain the principles of Ishikawa Fishbone diagram. What is the technique used in this tool to reach to the root cause of quality problem. **[14]**

P.T.O.

Q7) Discuss how quality can be a competitive advantage for an organization with examples. **[14]**

Q8) Write short notes on (Any Two): **[14]**

- a) Deming's 14 points for Management.
- b) Benefits of Control charts.
- c) The ISO 9001:2000 Quality Management System Standard.
- d) Reliability of System.



Total No. of Questions : 7]

SEAT No. :

P2364

[Total No. of Pages : 1

[4670]-70

M.B.A.

**406 E : STRATEGIC HUMAN RESOURCE MANAGEMENT
(2008 Pattern) (Semester-IV) (Elective-VI)**

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) Define strategic HRM. Explain its need and importance. **[14]**

Q2) What is 'Workforce diversity'. Explain how 'workforce-diversity' plays an important role in business? **[14]**

Q3) Explain 'online recruitment' along with its merits and demerits. **[14]**

Q4) What is 'succession planning'? How is it important today? Explain with suitable example. **[14]**

Q5) What do you understand by 'Downsizing'? Explain any two strategies for downsizing. **[14]**

Q6) Explain in detail, issues related to human, when mergers and acquisitions take place. **[14]**

Q7) Short notes (Any Two): **[14]**

- a) Multi-Skilling.
- b) Learning organisation.
- c) Voluntary Retirement Schemes.
- d) Employee Morale.



Total No. of Questions : 7]

SEAT No. :

P2365

[Total No. of Pages : 1

[4670]-71

M.B.A. (International Business Specialisation-V)
406 F : INTERNATIONAL FINANCIAL MANAGEMENT
(2008 Pattern) (Semester-IV) (Elective-VI)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

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

Q1) “It is crucial to study international financial management in today’s global world”. Do you agree? Justify your answer with suitable examples.

Q2) What do you understand by ‘Hedging’? State and discuss the internal techniques of hedging in international finance.

Q3) State and elaborate on short term financial instruments in international financing.

Q4) Differentiate between spot exchange market and forward exchange market. State the features of Spot Contract.

Q5) What is Interest Parity Principle? Elaborate your answer with suitable examples.

Q6) “More risks are inherent to Portfolio Analysis & Portfolio Selection in international context as compared to domestic environment”. Evaluate the statement with the help of suitable examples.

Q7) Write notes on (Any Two):

- a) Parallel loans & Credit Swaps.
- b) Currency Futures & Options.
- c) FDI.
- d) Fixed Vs Flexible Exchange rates.



Total No. of Questions : 5]

SEAT No. :

P1872

[Total No. of Pages : 2

[4672] - 1004

M.C.M. (Semester - I)

104 : DATABASE MANAGEMENT SYSTEM (DBMS)
(2013 Pattern)

Time : 3 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Question No. 1 and Question No.5 are compulsory.*
- 2) *Solve any 2 from Q. 2 to Q.4 the remaining.*

Q1) Consider following document and give normalized form of data as well as ERD for the same **[15]**

XYZ Hospital	
Bill No:	Bill Date:
Patient Name: -----	Admit Date:
1. Room Charges:	
2. Operation Charges:	
3. Medication Charges:	
4. Visit fees:	
5. Other:	
Total: -----	
Discount: -----	
Net Payable Amount: -----	
Amount in Words: -----	
Signature:	

P.T.O.

Q2) Explain 3 tier Architecture of DBMS. **[10]**

Q3) What is Deadlock? Explain 2 phase locking protocol. **[10]**

Q4) Explain Database recovery techniques. **[10]**

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

- a) States of transaction.
- b) Integrity constraints.
- c) Aggregation.
- d) E - F codd rules (Any five).
- e) Mandatory Access control.



Total No. of Questions : 7]

SEAT No. :

P1854

[Total No. of Pages : 2

[4672]-104

M.C.M. (Semester - I)

104 : DATABASE MANAGEMENT SYSTEM (DBMS)

(2012 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) Question No. 1 is compulsory.
- 2) Solve any five from remaining.
- 3) Figures to the right indicate full marks.

Q1) a) In a library material like books, journals, magazines and CDs are stored. This material is of various subjects of various courses run by the institute within the subject there are various topics for which these material can be used. One material can be used for many subjects and for many courses. The members like students, teaching staff, visitors and non teaching staff can get issued these materials on their names and they return these books after 7 days. If book is not returned on time, fine is charged to the member. Draw ERD for the above case. **[10]**

b) Normalize the following layout upto 3 NF. **[10]**

Service Report

Customer Code : _____ Customer Name : _____

Customer Address : _____

Date of Call : _____ Time : _____

Sr. No. Vehicle No. Problem spares used Qty Amount and Name

Date : _____ Total Amount : _____

Service Charge : _____ Grand Total : _____

Customer Remarks : _____ Date : _____

Engineer Code and Name : _____

Customer Signature.

P.T.O.

Q2) Explain 3-tier Architecture of DBMS. **[10]**

Q3) a) Explain Generalization with example. **[5]**

b) Explain functional dependencies. **[5]**

Q4) What is Schedule? Explain conflict serializability with example. **[10]**

Q5) What is concurrency control? Explain Time stamp based protocol with example. **[10]**

Q6) a) Explain Log based recovery with example **[6]**

b) Explain Discretionary Access control. **[4]**

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

a) DDL and DML

b) Data independence

c) Referential Integrity constraints



Total No. of Questions : 7]

SEAT No. :

P1829

[Total No. of Pages : 2

[4672] - 14

M.C.M. (Semester - I)

**104 : Principles and Practices of Management &
Organizational Behaviour**

(2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Question 1 is compulsory.*
- 2) *Solve any three out of the remaining.*

Q1) a) Discuss the evolution of management thought with reference to scientific management and modern management theories. **[15]**

b) “Leaders contribute significantly on the success of an organization”. Comment with reference to the qualities of Leader and Theories of Leadership. **[10]**

Q2) Define Organizational Behaviour. Explain nature of Organizational Behaviour and behavioural challenges faced by managers. **[15]**

Q3) Define Conflict. Discuss different measures to avoid conflict. **[15]**

Q4) Define Group Dynamics. Explain how effective teams play vital role in organizational effectiveness. **[15]**

P.T.O.

Q5) What is Decision making? Explain types of decision making. **[15]**

Q6) Discuss the theory of Hygiene and motivation. Compare it with Maslow's Theory. **[15]**

Q7) Short notes (Any three) : **[15]**

- a) Johari window.
- b) Line & Staff manager.
- c) Types of managerial.
- d) Levels of management.
- e) Group Dynamics.



Total No. of Questions : 7]

SEAT No. :

P3114

[Total No. of Pages : 1

[4672] - 309

M.C.M. (Semester - III)

304 ST-B : SOFTWARE TEST PLANNING AND DOCUMENTATION

Software Testing (Specialization)

(2012 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the Candidates :

- 1) *Question No. 7 is compulsory.*
- 2) *Solve any 5 from the remaining.*

Q1) What is user acceptance testing? Explain acceptance test planning. [12]

Q2) What is defect in testing? Explain defect management in detail. [12]

Q3) Define test report. Explain pareto charts and voting. [12]

Q4) Explain structural test cases and stress test cases. [12]

Q5) Define test plan. Explain test objective and acceptance criteria. [12]

Q6) Explain risk analysis and risk management. [12]

Q7) Write shorts notes on any 2 : [10]

- a) Constraints in test plan
- b) Check sheet
- c) Use cases

