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**M.B.A. – I (Semester – I) (CBCS) Examination, 2016  
PERSPECTIVES OF MANAGEMENT (Paper – I)**

Day and Date: Friday, 16-12-2016

Total Marks : 70

Time: 2.30 p.m. to 5.00 p.m.

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

2) *Attempt any two questions from Q. 2, Q. 3 and Q. 4.*

3) *Attempt any two questions from Q. 5, Q. 6 and Q. 7.*

1. Analysis the following Case by using concept of attitude, value and job satisfaction. Identify Problem, decide alternative and best course of action (Carrying equal marks).

**14**

**Case Study**

November 30, 1997 goes down in the history of a Bangalore-based electric company as the day nobody wanted it to recur but every one recollecting it with a sense of pride. It was a festive day for all the 700-plus employees. Festoons were strung all over, banners were put up, banana trunk and leaves adored the factory gate, instead of the usual red flags, and loud speakers were blaring Kannada film songs. It was the day the employees chose to celebrate Kannada Rajyothsava, annual feature of all Karnataka based organization. The function was to start at 4 p.m. and everybody was eagerly waiting for the big event to take place.

But the event, budgeted at Rs. 1,00,000, did not take place. At around 2 p.m., there was a ghastly accident in the machine shop. Murthy was caught in the vertical turret lathe and was wounded fatally. His end came in the ambulance on the way to hospital. The management sought union help, and union leaders did not respond with a positive attitude. They did not want to fish in troubled waters. Series of meetings were held between the union and management. The discussion centered around two major issues :

- i) Restoring normalcy, and
- ii) Determining the amount of compensation to be paid to the dependents of Murthy.

**P.T.O.**



Luckily for the management, the accident took place on Saturday. The next day was a weekly holiday and this helped the tension to diffuse to a large extent. The funeral of the deceased took place on Sunday without any hitch. The management approached the union for help. Union leaders advised to workers to resume work in all departments except in the machine shop, and the suggestion was accepted by all. Two weeks went by, nobody entered the machine shop, though the work in other place resumed. Union leaders came with a new idea to the management-to perform a pooja toward off any evil that had be fallen on the lathe. The management accepted the idea and homa was performed in machine shop for about five hours commencing early in the morning. This helped to some extent. The workers started operation on all other machines in the machine shop except on the fateful lathe. It took two full months and a lot of persuasion from union leaders for the workers to switch on lathe. The crisis was blown over, thanks to the reponsible role played by the union leaders and their fellow workers.

As the wages of deceased grossed Rs. 6,500 per month, Murthy was not covered under ESI Act. Management had to pay compensation. Age and experience of the victim were taken an account to arrive at Rs. 1,87,000 which was the amount payable to the wife of deceased. To this was added Rs. 2,50,000 at the intervention of the union leaders. In addition, the widow was paid a gratuity and the monthly pension of Rs. 4,300. And nobody's wages were cut for the days not worked.

2. Attempt **any two** short notes. **14**
    - a) Authority and Responsibility.
    - b) Control process.
    - c) Theory-Z.
  
  3. Attempt **any two** short notes. **14**
    - a) Explain in brief departmentalization.
    - b) Social Responsibility of Manager.
    - c) Kinds of motivation.
  
  4. Attempt **any two** short notes. **14**
    - a) Effective coordination.
    - b) Explain the function of management.
    - c) Maslow's Hierarchy of Need Theory.
  
  5. What are the different styles of "Leadership" ? Which one is more ? **14**
  6. "Planning is the essence of management, it is management function". Elucidate. **14**
  7. "Henry Fayol is known as father of modern management". Discuss. **14**
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**M.B.A. – I (Semester – I) (CBCS) Examination, 2016**  
**Paper – II : ACCOUNTING FOR MANAGEMENT**

Day and Date : Saturday, 17-12-2016  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

**Instructions :** 1) Q. No. 1 is **compulsory**.

2) Attempt **any two** questions from Q. No. 2 to Q. No. 4.

3) Attempt **any two** questions from Q. No. 5 to Q. No. 7.

1. From the following information, prepare Trading and Profit and Loss A/c for the year ended 31<sup>st</sup> March, 2012 and a Balance Sheet as on that date of M/s Shrinath Traders.

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**Trail Balance as on 31<sup>st</sup> March, 2012**

Particulars	Debit (Rs.)	Particulars	Credit (Rs.)
Machinery	50,000	Capital	50,000
Sundry Debtors	60,400	10% Bank Loan	38,000
Stock (on 1 <sup>st</sup> April 2004)	10,000	Discount	2,000
Furniture	18,000	Sales	38,750
Salaries	1,600	Purchases Returns	2,400
Wages	900	Sundry Creditors	26,000
Printing and Stationary	700	R.D.D.	800
Insurance	2,500	Bank Overdraft	18,000
Factory Rent	2,300	Bills Payable	18,650
Office Rent	1,500	Commission	10,400
Advertisement	500		
Drawings	6,000		
Bad debts	600		
Discount	750		
Sales Returns	1,400		
Purchases	24,650		
Travelling Expenses	1,800		
Cash in hand	10,400		
Carriage Inward	6,000		
Postage and Telegram	5,000		
<b>Total</b>	<b>2,05,000</b>	<b>Total</b>	<b>2,05,000</b>

P.T.O.

**Adjustments :**

- 1) Stock on 31<sup>st</sup> March 2012 amounted to Rs. 60,000/-.
- 2) Depreciate Machinery by 5% p.a. and furniture by 10% p.a. respectively.
- 3) Insurance is prepaid Rs. 500/-.
- 4) Outstanding Expenses were wages Rs. 1,100/- and office rent Rs. 700/-.
- 5) Rs. 400/- are to be written off as further bad debts.
- 6) Create a provision for reserve for doubtful debts 5% on sundry debtors.

**2. Solve any two.**

- A) From the following particulars prepare Store Ledger on FIFO basis : **7**

**January 2010**

- 01 Opening Stock 1000 Units @ Rs. 5 each.  
 03 Purchased 900 units @ Rs. 6 each.  
 07 Issued to Job No. 137, 1200 units vide M.R.No. 034.  
 11 Purchased 800 units @ Rs. 6.20 each.  
 13 Purchased 300 units @ Rs. 6.40 each.  
 15 Issued to Job No. 140, 400 units vide M.R. No. 042.  
 17 Issued to Job No. 147, 600 units vide M.R. No. 048.  
 19 Purchased 200 units @ Rs. 6.50 each.  
 25 Issued to Job No. 137, 200 units vide M.R. No. 072.
- B) A firm purchased on 1<sup>st</sup> April 2010, certain machinery for Rs. 78,200/- and spent Rs. 1,800/- on its erection. On 1<sup>st</sup> Oct. 2011 additional machinery costing Rs. 30,000/- was purchased. On 1<sup>st</sup> April 2012 the machinery purchased on 1<sup>st</sup> April 2010 having become obsolete on auction for Rs. 48,600/- and on same date fresh machinery was purchased for Rs. 50,000/- depreciation was provided for annually on 31<sup>st</sup> March @ 10% on WDV. With effect from April 2013, however, the firm changed this method of providing depreciation and providing 5% p.a. depreciation on the original cost of the Machinery. Prepare the Machinery adopted the method account for 4 years. **7**
- C) Explain the Internal and External users of Accounting information. **7**

**3. Solve any two.**

- A) Journalise the following transactions in the books of Mr. Ashish. **7**

**April 2011**

- 1 Assets in hand : Cash in hand Rs. 4,000, Stock of Goods Rs. 20,000, Cash at Bank Rs. 12,000 and Rajendra Rs. 6,000.  
 Liabilities : Anand Rs. 3,000, Loan Rs. 12,000.



- 2 Received Rs. 5,600 from Rajendra in full settlement of his account.
- 3 Sold personal car of proprietor for Rs. 40,000 and the amount was brought in his own business.
- 4 Goods purchased from Amit of Rs. 10,000 with 5% TD.
- 5 Goods sold to Gayatri Rs. 20,000 for cash less 10% CD.
- 6 Rent and taxes paid Rs. 500.
- 7 Deposited Rs. 15,000 into bank.
- 8 Bought Machinery from Raman Rs. 10,000.
- 9 Paid to Anand Rs. 2,800 for full settlement of an account.
- 10 Withdrew from bank for office use Rs. 4,000.
- 11 Goods of Rs. 1,000 returned to Amit.
- 12 Received Commission of Rs. 500.

B) Enter the following transaction in the cash book with discount and bank columns.

7

**January 2010**

- 1 Stated business with cash of Rs. 10,000.
- 2 Bought goods for cash Rs. 2,000.
- 4 Sold goods for cash Rs. 1,500.
- 6 Purchased Office furniture Rs. 500.
- 6 Received Commission of Rs. 50.
- 10 Received cheque from Amol for Rs. 490 in full settlement of his account for Rs. 500.
- 12 Paid to Omkar a cheque for Rs. 500 in full settlement of their account for Rs. 520.
- 15 Drew amount from business for personal use Rs. 500.
- 17 Sold goods to Neeta for Rs. 800 and received cheque for the same.
- 20 Cash withdraw from bank Rs. 1,000.
- 22 Made cash purchases Rs. 300.
- 25 Paid office rent Rs. 200.

C) Explain the Elements of Cost.

7

4. Write short notes (**any two**).

14

- 1) Subsidiary Books.
- 2) Bank Reconciliation Statement.
- 3) Uses of Computerized Accounting.



5. Discuss accounting concepts and conventions. **14**
6. State the objectives of cost accounting. State the difference between financial accounting and cost accounting. **14**
7. From the following information of M/s Shrikrishna, for the year 2010 you are required to prepare : **14**
- Material Consumed.
  - Prime Cost.
  - Work Cost.
  - Cost of Production.
  - Cost of goods sold.
  - Profit.

	<b>Rs.</b>
Stock of raw materials (1.1.2010)	50,000
Purchase of Raw Materials	1,70,000
Stock of raw materials (31.12.2010)	80,000
Carriage Inward	10,000
Direct Wages	1,50,000
Indirect Wages	20,000
Other Direct Charges	30,000
Office rent and rates	1,000
Factory rent and rates	10,000
Indirect consumption of materials	1,000
Depreciation on Plant	3,000
Depreciation on office furniture	200
Salesmen Salary	4,000
Salary to office supervisor	5,000
Other factory expenses	11,400
Other office expenses	1,800
General Managers Remunerations :	
Office	4,000
Factory	8,000
Selling Dept.	12,000
Other Selling Expenses	2,000
Travelling expenses of salesman	2,200
Carriage and freight outward	2,000
Sales	5,00,000
Advertisement	4,000

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**M.B.A. (Part – I) (Semester – I) (CBCS) Examination, 2016  
Paper – III : MANAGERIAL ECONOMICS**

Day and Date : Monday, 19-12-2016  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

2) Attempt **any two** questions from Q. 2 to Q. 4.

3) Attempt **any two** questions from Q. 5 to Q. 7.

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

1. The demand of Apex manufacturing Ltd. for five years is as follow :

Year	2010	2011	2012	2013	2014
Demand (in 000 units)	20	30	25	40	50

On the basis of the time series data given above you are require to calculate trend value for each year and also estimate the demand for year 2015. **14**

2. Attempt **any two** of the following : **14**

- 1) Cost plus pricing.
- 2) Perfect competition market.
- 3) Schumpeter theory of profit.

3. Attempt **any two** of the following : **14**

- 1) Price elasticity and its types.
- 2) Method of demand forecasting.
- 3) Law of return to scale.



4. Attempt **any two** of the following : **14**
- 1) Importance of managerial economics.
  - 2) Stages of business cycle.
  - 3) Law of variable proportion.
5. Define Business Cycle. Explain in details Hawtray’s theory of business cycle. **14**
6. Explain in detail inflation and its types. Suggest the measures to control the inflation. **14**
7. What do you mean by monopolistic competition ? Explain price-output determination in monopolistic competition. **14**
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**M.B.A. – I (Semester – I) Examination, 2016  
Paper – IV : ORGANISATIONAL BEHAVIOUR  
(CBCS Pattern)**

Day and Date : Tuesday, 20-12-2016  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

- Note :**
- i) Q.No. 1 is compulsory.*
  - ii) Solve **any 2** questions from Q.No. 2, Q.No. 3, Q.No. 4.*
  - iii) Solve **any 2** questions from Q.No. 5, Q.No. 6, Q.No. 7.*

1. Analyse the following case.

**14**

Sonia was the head of the marketing services division at the Triumph Management Group Head Office based in Bangalore. On face it appeared Sonia was very lucky as she had it all-a high profile job with a big company, high pay along with stock options, a likeable enthusiastic team of co-workers. On the personal front Sonia's husband was a senior financial specialist with a multinational firm and they had a daughter who was going to a reputed school with a good housekeeper to look after the daughter and home.

On the Job front, Sonia was liked not only by her colleagues but by her subordinates as well as her superiors for her total commitment to the task assigned to her, communication abilities and pleasant personality. The board of the Triumph Management Group was deliberating on the merging of this company with their sister concern Trident Value Group so as to gain strategic competence.

After this decision was tentatively communicated, there seemed to be visible certain working conditions leading to manager's level of perceived stress. The most stressful organizational change events were the frequent changes in instructions, policies and procedures, facing unexpected crises and deadlines and sudden increase in the activity level or pace of work.



Sonia realized that stress was affecting her team's performance because many of her managers complained about work overload, absence of a proper feedback and only communication was received when performance was found to be unsatisfactory, along with role conflict and ambiguity. Sonia, at her level tried to address these issues by frankly telling her subordinates that the management had not given clear guidelines on how the organizational changes were going to affect this firm's employees. So till such instructions were received, they (employees) continue to work as per the current requirement. She also advised them to do regular physical exercise and ensure a proper intake of balanced diet so as to reduce stress.

Very soon Sonia also started feeling that stress was affecting her performance. She recalled the turn of events after receiving oral information on the Management's decision to elevate her to the post of Vice President (marketing). She had made two presentations of two important issues to the board during the past one and half months. And they were reasonably good based on the feedback received from her superior, Sonia remembered that at the time of the presentation though 'Keyed up', her presentation had revealed a lot of enthusiasm, energy and confidence. She had been able to answer almost all the questions put forward to her by the board members.

But after the presentations, Sonia started feeling that at the work place, her schedule was dominated by one crisis after another. On most of the days when she came home it was very late, giving her hardly any time, to talk and play with, her daughter or talk to her husband. Many of her work days started at 7 am and continued till almost 10 p.m. She longed for quality time especially to be with her family and also pursue her passion of playing the 'Veena', her favorite musical instrument. Finally one fine day Sonia presented her resignation letter to her superior quoting "personal reasons" as the reason for leaving.

- 1) Analyse the following Case. 5
- 2) Identify the problem. 2
- 3) Identify the alternative solutions. 5
- 4) Best solution. 2



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|--|----|
| 2. Write short notes ( <b>any 2</b> ) :                                    | 14 |
| 1) Levels of Conflict.   |    |
| 2) Group Cohesiveness.   |    |
| 3) Group Decision Making.  |    |
| 3. Write short notes ( <b>any 2</b> ) :                                    | 14 |
| 1) Types of Attitude.  |    |
| 2) Cultural Artifacts.   |    |
| 3) Change Process.   |    |
| 4. Write short notes ( <b>any 2</b> ) :                                    | 14 |
| 1) Types of Teams.   |    |
| 2) Levels of OB.   |    |
| 3) Cognitive Dissonance Theory.  |    |
| 5. Define Stress. Explain the factors causing stress and how to manage it. | 14 |
| 6. Define Group. Explain the types of groups and how do group develop.     | 14 |
| 7. What is Perception ? Explain the perceptual process in detail.          | 14 |
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**M.B.A. – I (Semester – I) (CBCS) Examination, 2016**  
**STATISTICAL METHODS (Paper – V)**

Day and Date : Wednesday, 21-12-2016

Total Marks : 70

Time : 2.30 p.m. to 5.00 p.m.

- Instructions :** 1) Question No. 1 is compulsory.  
2) Attempt **any two** questions from Q. 2, Q. 3 and Q. 4.  
3) Attempt **any two** questions from Q. 5, Q. 6 and Q. 7.  
4) **Use** graph paper for plotting of graph.

1. The mean and standard deviation of monthly salary (in Rs.) are given below for two factories A and B.

Factory	No. of Employees	Average Monthly Salary	Standard Deviation of Monthly Salary
A	100	2500	200
B	125	2800	250

- i) Find the combined mean and combined deviation.  
ii) Which factory has better consistent salary structure ?
2. Attempt **any 2** :
- a) 1660 Candidates appeared for a competitive examination. 422 was successful. 256 had attended a coaching class; and of these 150 come out successful. Estimate the utility of the coaching classes.
- b) Calculate mean deviation from median from following data :

Classes	20-25	25-30	30-40	40-45	45-50	50-55	55-60	60-70	70-80
Frequency	6	12	17	30	10	10	8	5	2

- c) Define Normal Distribution. Write down the properties and uses of Normal Distribution.

3. Attempt **any 2** :

- a) It has been found that 80% tourists who visit India visit Delhi, 70% of them visit Mumbai and 60% of them visit both. What is the probability that
- A tourist will visit at least one city ?
  - Tourist will visit neither city ?
- b) For the data given below, determine Quartile deviation and coefficient for it.

Class	10-15	15-20	20-25	25-30	30-40	40-50	50-60	60-70
Frequency	4	12	16	22	10	8	6	4

- c) What do you mean by Quartile deviation ? Discuss merits, demerits and uses of Q.D.

4. Attempt **any 2** :

- a) Calculate correlation coefficient between the height of sisters and height of brothers from the data given below :

Height of Sisters (in cm)	64	65	66	67	68	69	70
Height of Brothers (in cm)	66	67	65	68	70	68	72

- b) Find the missing frequency, if the arithmetic mean is 28 for the given data below :

Classes	0-10	10-20	20-30	30-40	40-50	50-60
Frequency	12	18	27	?	17	6

Calculate the missing frequencies.

- c) What do you mean by Correlation ? Explain types of correlation with Scatter diagram.



5. Find the two lines of regression from the following data :

<b>Age of Husband</b>	25	22	28	26	35	20	22	40	20	18
<b>Age of Wife</b>	18	15	20	17	22	14	16	21	15	14

- i) The age of husband when the age of wife is 19.
- ii) The age of wife when the age of husband is 30.

6. Calculate Spearman's Rank Correlation Coefficient for the following data :

<b>x</b>	24	29	19	14	30	19	27	30	20	28	11
<b>y</b>	37	35	16	26	23	27	19	20	16	11	21

7. For the data given below, determine value of median by using Formula.

<b>Weight in kg</b>	11-20	21-30	31-40	41-50	51-60	61-70	71-80
<b>No. of Persons</b>	42	38	120	84	48	36	31

Also determine value of median and mode from the graph.

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**M.B.A. (Part – I) (Semester – I) (CBCS) Examination, 2016**  
**Paper – VI : MANAGERIAL COMMUNICATION – I**

Day and Date : Thursday, 22-12-2016  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

**Instructions :** 1) Q. No. 1 is **compulsory**.

2) Attempt **any two** questions from Q. No. 2 to Q. No. 4.

3) Attempt **any two** questions from Q. No. 5 to Q. No. 7.

**1. Case Study :**

Atharva Business Solutions had promised to deliver a report to one of its customers by a certain date, but was unable to meet this deadline. Since the customer was very important to the company, there was an internal meeting in the concerned department to resolve the issue. During the discussion, Rohan, one of the youngest members of the department, came up with a suggestion to solve the problem. However, because Rohan was known for his non-serious, jokey comments and was relatively new in the department, nobody took him seriously. The meeting continued for two hours and when no solution was found, it was dispersed.

Later, while reflecting on the proceedings, Mr. Mehta, the head of the department, realized that what Rohan had suggested at the beginning was in fact the most sensible course of action, but, because everyone was predisposed to take him lightly ; they never considered his suggestion seriously. In fact, they had completely neglected his ideas during the discussion. Mr. Mehta felt that if they had heard Rohan with an open mind, they would have reached a solution in the first fifteen minutes of the meeting.

**Questions :**

- 1) What according to you is the barrier occurred ? State in brief. **5**
- 2) What are the techniques to overcome to such type of barriers occurred in the organization ? **5**
- 3) Ideally, how should this situation have been handled ? **4**

P.T.O.



2. Write short notes on **(any two)**. **14**
- 1) Video-conferencing.
  - 2) Types of Listening.
  - 3) 7 C's of effective communication.
3. Answer in brief **(any two)**. **14**
- 1) Explain the term 'Feedback'. What are the effects of feedback ? What are the various means to improve feedback ?
  - 2) Define Speech. Explain in brief the techniques of effective speech.
  - 3) Draft a notice and Agenda for 10<sup>th</sup> Annual General Meeting for ABC Enterprises Ltd.
4. Write short notes on **(any two)**. **14**
- 1) Non verbal communication and para-language.
  - 2) Social Media and Websites.
  - 3) Speaker's Appearance and Personality.
5. What are the channels of communication ? Explain in brief Downward Channel of communication. **14**
6. It has been found that there is a decline in the sales/circulation of the Newspaper. The sub-committee has been appointed to look into the matter and give recommendations to stop the decline. Prepare the report. **14**
7. Differentiate between hearing and listening. Explain in brief the barriers of listening. **14**
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**M.B.A. (Part – I) (Semester – I) (CBCS) Examination, 2016  
LEGAL ASPECTS OF BUSINESS (Paper – VII)**

Day and Date : Friday, 23-12-2016

Total Marks : 70

Time : 2.30 p.m. to 5.00 p.m.

- Instructions :** 1) *Q. No.1 is compulsory.*  
2) *Attempt any two questions from Q. No. 2, to Q. 4.*  
3) *Attempt any two questions from Q. No. 5, to Q. 7.*  
4) *Figures to right indicate marks.*

1. Case Study. (**Any four**)

**14**

- 1) Mr. Balfour (D) and Mrs. Balfour (P) lived in Ceylon and visited England on a vacation. The plaintiff remained in England for medical treatment and the defendant agreed to send her a specific amount of money each month until she could return. The defendant later asked to remain separated and Mrs. Balfour sued for restitution of her conjugal rights and for alimony equal to the amount her husband had agreed to send. Mrs. Balfour obtained a decree nisi and five months later was granted an order for alimony. The lower court entered judgment in favor of the plaintiff and held that the defendant's promise to send money was enforceable. The court held that Mrs. Balfour's consent was sufficient consideration to render the contract enforceable and the defendant appealed.
- 2) A Bank had power in the Articles to issue bonds under the authority of an ordinary resolution. The director issued bonds to Tom without the requisite resolution. Tom sued the company for the recovery of money under the bonds. The suit was resisted on the ground that there was no requisite resolution of the company. Will Tom's suit succeed ?
- 3) Anay and Vinay are partners in a business. The term for partnership is agreed at ten years. After three years Anay is convicted of travelling on a railway without a ticket with intent to defraud. Will the court dissolve the firm on the application of B before the expiry of the term ?



- 4) A company altered the objects clause of its Memorandum of Association according to the procedure laid down by law that is by passing a special resolution. A copy of the resolution was filed with the registrar four months after the passing of the resolution. Can the registrar register the alteration ?
- 5) A bill is drawn “Pay to A or order the sum of one thousand rupees”. In the margin the amount stated is Rs. 10,000 in figures. a) Is this a valid bill ? If so, for what amount ?
- 6) A draws a bill on B who accepts it without consideration. He indorses the bill to C for valuable consideration. On due date when C presents the bill to B for payment, B contends absence of consideration. Decide the case giving reason.
- 7) A-the Payee, holder of a bill indorsed it in a blank and delivered it be also indorsed it in blank and delivered it to C.C indorsed it in full to D or order. D without indorsement delivered it to E. What are E’s rights and against whom ?

2. Write short notes. (**Any two**) : **14**
    - a) Importance of IT Act.
    - b) Free Consent.
    - c) Types of Law in India.
  3. Write short notes. (**Any two**) : **14**
    - a) Promissory Note.
    - b) Articles of Association.
    - c) Types of Agreement.
  4. Write short notes. (**Any two**) : **14**
    - a) Bills of Exchange.
    - b) District Forum.
    - c) Unfair Trade Practices.
  5. Define the term Contract. What are the essentials of valid contract ? **14**
  6. What is the reason of enforcement of Consumer Protection Act, 1986 ? State the Mechanism to control the activities in the Act. Give the essentials of drafting a complaint. **14**
  7. Define Companies Act, 1956. Give its characteristics in detail. Differentiate between Company and Partnership. **14**
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**M.B.A. – I (Semester – I) (CBCS) Examination, 2016  
IT FOR MANAGEMENT (Paper – VIII)**

Day and Date : Saturday, 24-12-2016  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

**Note :** 1) Question No.1 is **compulsory**.

2) Solve **any two** questions from 2, 3, 4 and **any two** from 5, 6 and 7.

3) **All** questions carry **equal** marks (14 marks).

1. Analyse the following case, identify the problem, provide alternate and best solution for the same.

14

When the joint venture between A Ltd. and B Ltd. came to an abrupt end after six long years of a strong relationship, all infrastructures that were created became non-functional. As a result, B Ltd. had no distribution channels, no point of sale systems and no databases in place to sustain business in the Indian continent. For the CIO of the B Ltd., it was a challenging task of setting the priority right and create a strong IT infrastructure to revive the business. The parent company in the US was using Oracle based ERP system to manage all its business transactions, the distribution was not much at that point of time. At the subsequent stage, the IT department decided to create inventory, billing and order management systems.

Various technological solutions were evaluated and tested to transfer the POS (Point of Sale) data back to the company's main data server for intelligent data processing. The watch industry is quite dynamic in nature as the styles, textures, and trends keep changing very fast. In order to keep analyzing the buying patterns and demand analysis, the company needs the complete POS data on real-time basis for data analytics. To achieve this, the company evaluated a number of options, few of which were as under :

P.T.O.



- 1) Continuous online portal where all the sales data would be logged in from various points of sales.
- 2) A periodic e.g. 6 hourly auto upload or manual upload of data from all the POSs.
- 3) A day end backup from every POS be taken and uploaded on portal or FTP.
- 4) To implement power builder software to connect its POS terminals with the central databases with a e-mail based batch processing system, which will send an e-mail to the data centre at the end of the day.

The biggest challenge for the CIO was to cut implementation and running costs as they had limited funds available for too many technological developments.

2. Write short notes on **any two** of the following : **14**
    - a) Types of Secondary Storage Devices.
    - b) Functions in excel.
    - c) E-Mail.
  3. Answer **any two** of the following : **14**
    - a) Discuss Computer Security with reference to different types of risks.
    - b) Discuss information needs at different levels of management.
    - c) What is URL ? Discuss the structure and parts of web URL.
  4. Answer **any two** of the following : **14**
    - a) Explain the process of Mail merge and its uses in business organizations.
    - b) Discuss different types of software.
    - c) Discuss the features of RDBMS.
  5. Define E-commerce and explain the applications of e-commerce. **14**
  6. Explain the operational information system for Human Resource Management. **14**
  7. Explain the major types of information systems and the relationship between them. **14**
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<b>Seat No.</b>	
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**M.B.A. (Part – I) (Semester – II) (New CBCS) Examination, 2016  
Paper – IX : MARKETING MANAGEMENT**

Day and Date : Tuesday, 29-11-2016  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

- Instructions :**
- 1) Q. No. 1 is **compulsory**.
  - 2) Attempt **any two** questions from Q. No. 2 to Q. No. 4
  - 3) Attempt **any two** questions from Q. No. 5 to Q. No.7
  - 4) Figures to **right** indicate marks.

**1. Case study :**

Building a Co-Branded Card : Buy Now and Pay Now : Citibank Indian Oil Debit Card  
Citibank and Indian Oil have unveiled India's first co-branded debit card in Mumbai. Mr. JM. Gugnani, Executive Director (sales), Indian Oil and Mr. Sarvesh Sarup, Global Consumer Banking Head, Citibank India and Mr. Sameer Vakil, Vice President and Country Manager, South Asia, Master card International met over a cup of coffee to discuss about the success of the co-branded debit card. Till date co-branded credit cards were available in India. Indian consumers prefer buying more on cash than swapping a debit card on their purchases. But they have a strong feeling that debit cards also will provide ample opportunity for consumers to earn points and redeem them for free gifts and coupons which otherwise a cash based transaction would not have made possible.

Citibank is a member company of Citigroup, the largest and most diversified financial service provider in the world. Citibank in India has come to be acknowledged as one of the leading International banks with a track record of outstanding milestones. Cash management was pioneered by Citibank in 1986 and is used by 800 corporate with through puts totaling \$ 25 billion which is 6% of India's GDP. It holds 8% of market share in foreign exchange management. It has over \$5 billion assets as the leading custodian. It is also pioneer in consumer



banking being the first to introduce focused consumer lending programs and also first to introduce electronic banking. It is the first to launch credit cards in India and has more than 1.6 million credit card users in India. Indian Oil Corporation is the largest commercial enterprise in India and the only Indian presence in Fortune 100 companies of the world. It is the largest National Oil Company in Asia Pacific Region. It operates 7 of the 18 refineries in India with a combined capacity of 38.15 million tons per annum. It has the country's largest network of crude and product pipelines with a combined length of 6523 kms and a capacity of 43.45 million mts per annum. It holds 53% of the petroleum products market share in India.

Indian Oil and Citibank are pioneers and leaders in their respective business domain. So, it was thought that the card would be made available to both new and existing Citibank Suvidha and Banking customers across the existing 15 cities in India where Citibank has branches. They can opt for this card at the time of opening their account with Citibank and existing customers can get this card on request. This co-branded card will serve both as debit card as well as an ATM card, providing customers an online access to their account while they shop or withdraw cash. This card is based on Master card's online direct access payment mechanism. There is no transaction fee on usage of the debit card at Indian Oil retail outlets. For every 100 rupees spent at Indian Oil retail outlets using the Indian Oil Citibank Debit card, the customer will get 2 reward points. Similar purchases at other locations earn the cardholder one reward point per Rs. 100. All reward points can be accumulated and redeemed for free petrol, SERVO engine oils at Indian Oil retail outlets. In addition there is a plan to have special offers on batteries, tires and other products.

Mr. Gugnani is of the opinion that Indian Oil is having a bouquet of cards that fit almost all possible categories. Some of the popular cards include the Indian Oil Citibank Credit Card, Power Plus Fleet card, Indian Oil Myshop card etc. Indian Oil debit card is a unique product that provides safety, convenience and budgetary capabilities. Mr. Sarvesh Sarup is of the opinion that Citibank always looks for innovative ways to add value and convenience to the life style and financial requirements of customers. The Indian Oil Citibank Debit card has the potential for leveraging the strength of relationship between Indian Oil and Citibank, which can provide unique benefit of 'Buy Now and Pay Now' segment of the petrol users.



**Questions :**

- 1) Is there a perfect fit between Indian Oil and Citibank to launch a co-branded debit card. **3**
  - 2) Do you think it will work in Indian environment ? **3**
  - 3) What are the methods that you will suggest for creating a differentiation between the co-branded credit cards and debit cards of the same partners ? **4**
  - 4) What benefits do you think ; this co-branded card will serve for both the partners as well as customers ? **4**
  2. Short note on **(any two)** : **14**
    - 1) Nature & scope of marketing.
    - 2) Socio-cultural environment.
    - 3) Marketing ethics.
  3. Short note on **(any two)** : **14**
    - 1) Customer Relationship Management.
    - 2) Niche and local marketing.
    - 3) Positioning of product.
  4. Short note **(any two)** : **14**
    - 1) Marketing Research.
    - 2) Direct marketing.
    - 3) e-commerce.
  5. Explain four elements of marketing mix in detail with reference to product. **14**
  6. What do you understand by the term market segmentation ? Explain its various bases in detail ? **14**
  7. Explain the need of understanding consumer. What are various factors responsible for consumer behavior ? **14**
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**M.B.A. – I (Semester – II) New CBCS Examination, 2016  
Paper – X : FINANCIAL MANAGEMENT**

Day and Date : Wednesday, 30-11-2016  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

- Instructions :** 1) Question No. **one** is **compulsory**.  
2) Attempt **any two** from Question No. **two** to **four**.  
3) Attempt **any two** from Question No. **five** to **seven**.  
4) Figures to the **right** indicate **full** marks.

1. A company is considering an investment proposal to install new milling controls at a cost of Rs. 50,000. The facility has a life expectancy of 5 years and no salvage value. The rate is 35 percent. Assume the firm uses straight line depreciation and same is allowed for tax purpose.

The estimated cash flows before depreciation and tax (CFBT) from the investment proposal are as follows :

14

Year	CFBT (Rs.)
1	10,000
2	10,692
3	12,769
4	13,462
5	20,385

Compute the following :

1. Payback period.
  2. Average rate of return.
  3. Net Present Value at 10 percent discount rate.
  4. Profitability index at 10 percent discount rate.
- (PV @ 10% 1) 0.909, 2) 0.826, 3) 0.751, 4) 0.683, 5) 0.621)





2. Write note on **(any two)** : **14**
- a) Domestic Vs. International Financial Management.
  - b) Bonus Share.
  - c) You are required to calculate :
    - 1) P/V Ratio
    - 2) Fixed cost
    - 3) Sales volume to earn a profit of Rs. 50,000  
 Sales Rs. 2,00,00  
 Profit Rs. 20,000  
 Variable Cost 60%
3. Write note on **(any two)** : **14**
- a) Stock Spilt.
  - b) Foreign exchange dealings.
  - c) Role of finance manager in India.
4. Write note on **(any two)** : **14**
- a) Objectives of financial management.
  - b) Financing of working capital.
  - c) Angle of Incidence.
5. While preparing a project report on behalf of a client you have collected the following facts. Estimate the net working capital required for that project. Add 10 percent to your compute figures to allow contingencies. **14**

<b>Particulars</b>	<b>Amount per Unit</b>
Estimated cost per unit production	<b>Rs.</b>
Raw material	80
Direct labour	30
Overheads (exclusive of depreciation, Rs 10 per unit)	60
<b>Total cash cost</b>	<b>170</b>



**Additional information :**

- 1) Selling price, Rs. 200 per unit.
- 2) Level of activity 1,04,000 units of the production per annum.
- 3) Raw materials in stock, average 4 week.
- 4) Work in progress (assume 50 percent completion stage in respect of conversion costs and 100 percent completion of materials), average 2 weeks.
- 5) Finished goods in stock, average 4 weeks.
- 6) Credit allowed by suppliers, average 4 weeks.
- 7) Credit allowed to debtors, average 8 weeks.
- 8) Lag in payment of wages, average 1.5 weeks.
- 9) Cash at bank is expected to be Rs. 25,000.

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

6. From the following profit and loss Account and Balance Sheet relating to Madhav and Company presented as on 31<sup>st</sup> March, 2014 : **14**

<b>Dr.</b>	<b>Profit and Loss Account</b>				<b>Cr.</b>
<b>Particulars</b>	<b>Rs.</b>	<b>Particulars</b>	<b>Rs.</b>	<b>Rs.</b>	
To Opening Stock	3,000	By Gross Sales	Rs. 2,00,000		
" Purchase	1,20,000	Less : Sales Return	<u>Rs. 5,000</u>	1,95,000	
" Wages (Direct)	7,000	By Closing Stock		5,000	
" Gross Profit c/d	70,000				
	<b>2,00,000</b>			<b>2,00,000</b>	
" Administrative Expn.	15,000	By Gross Profit b/d		70,000	
" Selling and Distribution expenses	20,000	By Dividend Received		10,000	
" Loss on sale of Fixed Assets	5,000				
" Net Profit	40,000				
	<b>80,000</b>			<b>80,000</b>	



**Balance Sheet as on 31<sup>st</sup> March 2014**

<b>Liabilities</b>	<b>Rs.</b>	<b>Assets</b>	<b>Rs.</b>
Equity Share Capital (5000 Equity Share of 100 each)	5,00,000	Land	1,50,000
General Reserve	50,000	Building	2,00,000
Profit and Loss A/c	70,000	Plant and Machinery	2,00,000
Sundry Creditors	80,000	Stock	80,000
		Debtors	50,000
		Bank Balance	20,000
	<b>7,00,000</b>		<b>7,00,000</b>

From the above information, you are required to calculate :

- 1) Gross Profit Ratio.
  - 2) Operating Ratio.
  - 3) Net Profit to capital employed Ratio.
  - 4) Current Ratio.
  - 5) Liquid Ratio.
  - 6) Stock Turnover Ratio.
  - 7) Debtors Turnover Ratio.
7. What do you mean by long term financing ? Discuss various sources of long term financing.



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**M.B.A. (Part – I) (Semester – II) (New-CBCS) Examination, 2016  
Paper – XI : HUMAN RESOURCE MANAGEMENT**

Day and Date : Thursday, 1-12-2016  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

**Instructions :** 1) Q. No. 1 is **compulsory**.

2) Attempt **any two** questions from Q. No. 2 to Q. No. 4.

3) Attempt **any two** questions from Q. No. 5 to Q. No. 7.

4) Figures to **right** indicate marks.

**1. Case Study :**

**14**

Mr. Prashant, the founder and CEO of Aditya Pharma Ltd. Faced a dilemma with regards to recruitment decision, Aditya Pharma Ltd. will commence commercial production from April 2010 and the company will need pharmacist with hands on experience at least one year to take up the jobs in April 2010. Mr. Prashant sought the advice of HR department to select a specific source of recruitment as well as the time period to take up recruitment.

HR department of the company is divided on the issue. The head of human resource development center advised to start recruitment in January 2008 employ the selected candidates by the end of March 2009 and train them in the HRD center for a year. He further opted for the campus recruitment. The assistant HR Manager in charge of compensation management advised to source the candidates from the existing pharma companies and start the recruitment in January 2009 and complete the employment process by the end of March 2009. The chief of HR department of the view that the jobs of pharmacists can be outsourced to one or two of the existing pharma companies experiencing the experience of overstaffing.

HR department could not solve the issue. However, they provided all these alternatives to the CEO along with the pros and cons of each alternative.

a) Analyse the case.

b) How do you decide upon the issue, if you were the founder and the CEO of the company ?



2. Write short notes (**any two**). **14**  
a) Difference between Personnel Management and Human Resource Management.  
b) Selection Process.  
c) Sources of recruitment.
3. Write short notes (**any two**). **14**  
a) Traditional and modern methods of performance appraisal.  
b) Methods of job evaluation.  
c) Moon lighting by employees.
4. Write short notes (**any two**). **14**  
a) Functions of HRM.  
b) Incentives and fringe benefits.  
c) Career Stages.
5. What is job analysis ? Explain the concept of job description and job specification in detail. **14**
6. “Recruitment and selection is the important function Human Resource Management”. Explain it with definition and sources of recruitment. **14**
7. What is Virtual organization ? Explain its concept with its types, advantages and disadvantages. **14**
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**M.B.A. – I (Semester – II) (New CBCS) Examination, 2016**  
**Paper – XII : PRODUCTION AND MATERIALS MANAGEMENT**

Day and Date : Friday, 2-12-2016  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

**Instructions :** 1) Question No.1 is **compulsory**.

2) Attempt **any two** questions from Q. 2, Q. 3 and Q. 4.

3) Attempt **any two** questions from Q. 5, Q. 6 and Q. 7.

1. Mohan Enterprises is manufacturer of domestic appliances, established in 2000. It was working with considerable profit up to 2012. Then the profit has been gradually declined and some problems were surfaced. There was increasing number of customer complaints from customers about working of appliances and quality of components used in assembly of these appliances.

In fact, varieties of inventory are available in the central store. Many of the spare parts are untouched since there purchase. Even some final assemblies are pending in packages waiting for customer demands. Few years back, new machines were installed only for special processes to reduce manufacturing cycle time. But today the result of intolerable work-in-process inventory. This situation is leading to close down shutters soon.

**Questions :**

- |                                      |   |
|--------------------------------------|---|
| i) Analyze the Case.                 | 5 |
| ii) Identify the Problem.            | 2 |
| iii) Find out alternative Solutions. | 5 |
| iv) Give the best solutions.         | 2 |

P.T.O.



2. Attempt **any 2** : **14**
- i) Define productivity. Explain the importance of productivity.
  - ii) Differentiate between CPM and PERT.
  - iii) Write a note on Scope of material management.
3. Write a short note on **any 2** : **14**
- i) Job shop type production process.
  - ii) Total Quality Management.
  - iii) Maintenance.
4. Attempt **any 2** : **14**
- i) Name the various types of layout. Explain the process layout with diagram.
  - ii) Explain the batch production system. State its characteristics.
  - iii) Write a note on scheduling.
5. Define Production Planning and Control. Explain the functions of Production Planning and Control. **14**
6. What do you mean by storing ? List various functions of stores. Explain the various types of Stores. **14**
7. What is EOQ ? Explain different assumptions considered in EOQ model. Discuss EOQ as inventory control techniques. **14**
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**M.B.A. – I (Semester – II) (New CBCS) Examination, 2016  
ECONOMIC ENVIRONMENT FOR BUSINESS (Paper – XIII)**

Day and Date : Saturday, 3-12-2016

Total Marks : 70

Time : 2.30 p.m. to 5.00 p.m.

**Instructions :** 1) *Q. No. 1 is compulsory.*

2) *Answer any two questions from Q. No. 2, 3, and 4.*

3) *Answer any two questions from Q. No. 5, 6 and 7.*

4) *All questions carry equal marks.*

**1. Case Study.**

**14**

India is a developing country. Since 1991, we have introduced new economic policy which consists of LPG. We have accepted this policy for overall development of country. Globalization is one of the important aspects of this policy. But in globalization several aspects have to be considered in India. In this context, explain your views regarding the effects of globalization policy in India.

**Questions :**

a) What are the objectives of globalization ?

b) Explain the effects of globalization policy on Indian economy.

**2. Write short notes. (Any 2) :**

1) Problems of Indian Economy.

2) Support price.

3) Tenth five year plan.

**3. Write short notes. (Any 2) :**

1) Reforms in banking sector.

2) Disequilibrium in BOP.

3) Rupee convertibility.





4. Write short notes. (Any 2) :
- 1) Role of agriculture in Indian economy.
  - 2) FEMA.
  - 3) WTO.
5. Define Monetary policy. How monetary policy instruments are used to maintain price stability ?
6. Define MNC. Discuss their role and drawbacks.
7. What is Industrial sickness ? Comment on its causes and remedial measures.
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**M.B.A. (Part – I) (Semester – II) (New CBCS) Examination, 2016  
Paper – XIV : MANAGERIAL COMMUNICATION – II**

Day and Date : Monday, 5-12-2016

Total Marks : 70

Time : 2.30 p.m. to 5.00 p.m.

- Instructions :**
- 1) Q. No. 1 is **compulsory**.
  - 2) Attempt **any two** questions from Q. No. 2 to Q. No. 4.
  - 3) Attempt **any two** questions from Q. No. 5 to Q. No. 7.

**1. Case Study :**

At UP institute of Technology and Science a number of professors in the engineering and science department and a chief librarian from the Massachusetts Institute of Technology in the US worked as a visiting faculty under the MIT- Ford Foundation - UPTIS collaboration of 2 years. The Indian faculties and their families were happy to have the guest on the campus. There were frequent parties and family get togethers which resulted in many friendships among the host and the visitors.

One day, professor and head of the Mech. Dept. Dr. Sharma, went to the central library to discuss the possibility of procuring certain international books and journals for UPTIS with the visiting German Library Chief, James Wandel. Dr. Sharma reached about a half hour late than the prearranged time. The door was shut, but he opened it and walked in, pulled a chair to move it closer, sat down, leaned over the desk, extended his hand and said, "how are you Jammy this morning ?".

Dr. Sharma was surprised to see a frown on James face and felt further confused to hear the question, "By the way are you my Boss ?"

"No" said Dr. Sharma.

"Then please know my name is James"

"I am sorry ; I didn't mean to be impolite or rude to you. I just wanted to address you in a more friendly way. I am indeed very sorry Mr. James"

James quite annoyed harshly asked "Yes what do you want ?"

"Nothing" replied Dr. Sharma and left James office completely puzzled and disappointed.

**Questions :**

- 1) What went wrong in his exchange ? 5
- 2) Was Mr. James Wandel right in his reaction ? 4
- 3) What can one learn from this case about business and professional interactions ? 5



2. Write short notes on **(any two)**. **14**
- 1) Advantages and Disadvantages of Oral Presentation.
  - 2) Types of Interviews.
  - 3) Internet Press Release.
3. Answer in brief **(any two)**. **14**
- 1) Define Memo. Explain in brief the characteristics of effective memo.
  - 2) What is meant by Business Etiquette ? What etiquettes are required in office settings ?
  - 3) Your class has decided to go for a picnic. Write a letter to the owner of a bus service, making enquiries.
4. Write short notes on **(any two)**. **14**
- 1) Principles of effective writing.
  - 2) Characteristics of successful Group Discussion.
  - 3) Direct and Indirect communication styles.
5. Draft a quotation to the computer institute for a computer. Continue it by placing an order for 60 computers for a computer education class to be opened very shortly. **14**
6. Explain the characteristics of an interview. What are the types of interview questions ? Brief out the answering strategies which are required in an interview. **14**
7. Define Presentation. Explain in brief the process required for making a business presentation. **14**
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**M.B.A. I (Semester – II) (New CBCS) Examination, 2016  
RESEARCH METHODOLOGY (Paper – XV)**

Day and Date : Tuesday, 6-12-2016  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

**Instructions :** a) Question No.1 is **compulsory**.

b) Solve **any 2** from question no. 2, 3 and 4 and **any 2** from question no. 5, 6 and 7.

1. Solve the following case study.

14

A bumper pomegranate crop, to the tune of around 12-13 lakh tonne, is expected this January season on the back of increased acreage that has come under pomegranate cultivation in Maharashtra and other states. Despite this, export market for the fruit has not picked up because of lack of demand and issues with regard to fruit size and quality, says Dipak Patil Chairman, Maharashtra Pomegranate Growers Research Association (MPGRA). Normally, pomegranate production in the country comes up to 8 lakh tonne.

Around 50,000 additional hectares has come under cultivation in Maharashtra that usually has 85,000 hectares for the same. Due to the good prices in the last few years, farmers in the state have been shifting to this fruit from grape, he said. In Gujarat, an additional 15,000 hectares has come under cultivation while Madhya Pradesh has increased acreage by 10,000 hectares. Maharashtra contributes 90% of the country's pomegranate production.

'Farmers, however, are now concerned about the 50% drop in prices owing to a sudden influx of the commodity into markets', Patil said. Pomegranates are retailing at Rs. 30-50 per kg in several markets in Maharashtra against prices of Rs. 100-150 per kg last year. The production has increased but not quality and this has led to price fall, he added.



Indian pomegranates are being exported only to Dubai with four-five containers being processed on a daily basis. Although Russia emerged as a new market last year, traders are not keen to send products there owing to payment issues in the previous year', Patil said. 'UK, UAE, Saudi Arabia, Netherlands, Egypt, Turkey, Bahrain and Kuwait are other important markets for the fruit. The delay in monsoon in this year affected the crop to some extent in Solapur region.

- a) Identify problem and prepare a title for research. **2**
  - b) Suggest objectives. **3**
  - c) Suggest research method. **2**
  - d) Prepare questionnaire/interview schedule-8 marks. **7**
2. Write short answers (Attempt **any two**) : **14**
- a) Features of good research design.
  - b) Hypothesis.
  - c) Characteristics of Sound Measurement.
3. Write short answers (Attempt **any two**) : **14**
- a) Likert Scales.
  - b) Personal Interviews.
  - c) Characteristics of a good sample.
4. Write short answers (Attempt **any two**) : **14**
- a) Univariate and Bivariate Analysis.
  - b) Layout of a Research Report.
  - c) Research Process.
5. What is research design ? Explain experimental research design. **14**
6. Define sampling and explain different sampling techniques in detail. **14**
7. What is research ? Explain objectives, Motivation and utility of Research. **14**
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**M.B.A. – I (Semester – II) (New CBCS) Examination, 2016  
OPERATIONS MANAGEMENT (Paper – XVI)**

Day and Date : Wednesday, 7-12-2016

Total Marks : 70

Time : 2.30 p.m. to 5.00 p.m.

**Instructions :** 1) Question No. 1 is **compulsory**.

2) Solve **any two** questions from 2, 3, 4 and **any two** from 5, 6 and 7.

3) **All** questions carry **equal** marks (14 marks).

4) **Use** of ordinary (Non-scientific/Non-Memory) calculator is **allowed**.

5) **Use** graph paper (will be provided) **wherever** required.

1. Solve the following LPP.

14

A manufacturer of a line of patent medicines is preparing a production plan on medicines A and B. There are sufficient ingredients available to make 20000 bottles of A and 40000 bottles of B but there are only 45000 bottles into which either of the medicines can be put. Furthermore, it takes 3 hrs. to prepare enough material to fill 1000 bottles of A whereas it takes only 1 hour to prepare equivalent quantity of B. There are 66 hours available for this operation. The profit for A is Rs. 8/- per bottle and for B is Rs. 7/- per bottle.

a) Formulate this problem as a Linear Programming Problem.

b) How should the manufacturer schedule the production in order to maximize his profit ?



2. Solve **any two** of the following :

14

- a) A company wants to produce and introduce new product in the market. Following data is obtained by market research.

Production Strategy	Demand		
	D1	D2	D3
	Probabilities of Demand		
	(0.4)	(0.3)	(0.3)
S1	84	63	65
S2	78	58	75
S3	90	92	55

Suggest best strategy using EMV method. Also calculate EVPI.

- b) Three jobs A, B, C are to be assigned to three machines X, Y, Z. The processing costs (Rs.) are as given in the matrix shown below. Find the allocation which will minimize the overall processing cost.

	X	Y	Z
A	19	28	31
B	11	17	16
C	12	15	13

- c) Write short note on concept of Operations Research.

3. Solve **any two** of the following :

14

- a) Dema Engineering Works is contemplating an investment of Rs. 100 Lac in additional machinery to increase the capacity of its gear shops. The management decision is to divide the expenditure among gear shaping, gear hobbing and gear shaving machines in a way that maximizes to ROI and limit the expenditure on each to Rs. 40 Lac, 60 Lac, and 30 Lac respectively. Landed cost of each machine is Rs. 4 Lac, 8 Lac and 6 Lac respectively. Expected ROI is 8%, 15% and 20% respectively.

Formulate the investment decision as LPP to maximize Return on Investment.



- b) A company has three plants A, B and C with capacity of 30, 40 and 30 units of a single product per month. It markets its product through three warehouses P, Q and R. with requirements 45, 35 and 20 units per month respectively. The cost of transporting one unit of the product from any plant A, B and C to any warehouse P, Q and R is given in the following table :

Plants Warehouses	A	B	C	Requirements
P	13	14	12	45
Q	11	16	10	35
R	8	13	12	20
Capacity	30	40	30	

Transported the units from plants to warehouses to minimize cost using

- 1) North West Corner Method and
  - 2) Least Cost Method.
- c) Write short note on characteristics of Marcov chain.

4. Solve **any two** of the following :

14

- a) Solve the following game and find the value of the game.

		Player B	
		Strategies	B1
Player A	A1	6	3
	A2	4	5





b) A departmental store has a single cashier processing customers at the rate of 2.5 minutes per customer. Customers arrive at rate of 5 minutes each. Compute :

i) Probability that No customer exists in the store ( $P_0$ )

ii) Probability that the cashier is Busy with a customer ( $P$ )

iii) Probability that there are 3 customers in the store ( $P_n$ )

c) Write short note on phases of Operations Research.

5. What is operations research ? Explain in detail the scope, limitations and business application. 14

6. An organization has a plant at each of the cities A, B and C from where it feeds distribution centres located at the cities D, E, F and G. Unit transportation costs from plant A to distribution centres D, E, F and G are Rs. 10, Rs.15, Rs. 17 and Rs. 15 resp. The same from plant B are 25, 35, 30 and 25 and from plant C are 15, 25, 35 and 25. Weekly capacities of plants A, B and C are 1000, 1050 and 1000 units resp. Whereas the requirements at D, E, F and G are 800, 1200, 900, and 300 units resp. Workout the optimum distribution plan. 14

7. Check the following game for saddle point and solve by using dominance property. 14

	B1	B2	B3	B4	B5
A1	1	3	2	4	7
A2	3	4	1	5	6
A3	6	5	7	6	5
A4	2	0	6	3	1



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**M.B.A. (Part – I) (Semester – II) Examination, 2016**  
**Paper – IX : MARKETING MANAGEMENT (Old)**

Day and Date : Tuesday, 29-11-2016  
Time : 2.30 p.m. to 5.30 p.m.

Total Marks : 70

- Instructions :** 1) Q. No. 1 is **compulsory**.  
2) Attempt **any two** questions from Q. No. 2, 3, 4.  
3) Attempt **any two** questions from Q. No. 5, 6, 7.  
4) **All** questions carry **equal** marks.

**1. Case Study :**

**14**

Sachin and Virag are two enterprising youth. They have passed out from IIM, Bangalore. They thought instead of doing a job, they will launch fresh vegetables in Indian markets. Having learnt of the future conventional foods, they decided to venture into cultivation of mushrooms.

Mushrooms are known to be the best alternative food for vegetarians. For Sachin and Virag fund raising was a serious handicap for mass production. However, the first trial batch of mushrooms that they produced was bought by Star Hotel in Bangalore. Further, the hotel placed orders for supply of 20 kgs every day.

Now mushroom industry is run by small entrepreneurs, like Sachin and Virag. Another big player M/s Ashtavinayak Mushrooms, equipped with cold storage facility was more interested in the export market.

Sachin and Virag have set their sights high. They aim to sell mushrooms in a very big way all over India. Mushrooms have a great market potential and is a perishable food.

**Questions :**

- a) Analyze the case **4**
- b) How will you advise Sachin and Virag, as how to increase the consumer awareness about this new food ? **5**
- c) What would be your suggestions for distribution channel for mushrooms ? **5**

P.T.O.



2. Write short notes on **(any two)** : **14**
- a) Network Marketing.
  - b) Promotional mix.
  - c) Effective segmentation criteria.
3. Write short notes on **(any two)** : **14**
- a) Buying Process.
  - b) Concept of Marketing.
  - c) PEST analysis.
4. Write short notes on **(any two)** : **14**
- a) Building Brand Equity.
  - b) Niche and Local Marketing.
  - c) Micro Environment.
5. What is marketing research ? Explain in brief process of Marketing Research. **14**
6. Define Consumer Behavior. What are the determinants of Consumer Behavior ? **14**
7. Define each component of Marketing Mix. Explain the Product life cycle. **14**
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**M.B.A. (Part – I) (Semester – II) (Old) Examination, 2016**  
**FINANCIAL MANAGEMENT (Paper – X)**

Day and Date : Wednesday, 30-11-2016

Total Marks : 70

Time : 2.30 p.m. to 5.30 p.m.

- Instructions :** 1) Q. No. 1 is **compulsory**.  
2) Attempt **any two** questions from Q. No. 2 to Q. No. 4.  
3) Attempt **any two** questions from Q. No. 5 to Q. No. 7.  
4) Figures at **right** indicate marks.

1. The following is the financial information of Brilliant Products Ltd. For the year ending 31<sup>st</sup> March 2016.

14

**Profit and Loss A/c**  
**For the year ending 31<sup>st</sup> March 2016**

<b>Particulars</b>	<b>Rs.</b>	<b>Particulars</b>	<b>Rs.</b>
To Opening stock	30,000	By Sales	19,50,000
To Purchases	12,00,000		
To Wages	70,000		
To Gross Profit	7,00,000	By Closing Stock	50,000
	<b>20,00,000</b>		<b>20,00,000</b>
To Administration Exp.	1,50,000	BY Gross Profit	7,00,000
To Selling and Distribution Exp.	2,00,000	By Dividend on Investment	1,00,000
To Loss on sales of assets	50,000		
To Net Profit	4,00,000		
	<b>8,00,000</b>		<b>8,00,000</b>

P.T.O.



**Balance Sheet as on 31<sup>st</sup> March 2016**

<b>Liabilities</b>	<b>Rs.</b>	<b>Assets</b>	<b>Rs.</b>
Equity share capital (Rs. 100 each)	30,00,000	Land	10,00,000
Reserve and Surplus	5,00,000	Buildings	20,00,000
Profit and Loss A/c	7,00,000	Plant and Machinery	31,00,000
Loan	12,00,000	Stock in Trade	50,000
Debentures	8,00,000	Sundry Debtors	5,00,000
Creditors	4,00,000	Cash and Bank balances	3,50,000
Bills Payable	3,00,000		
Bank Overdraft	1,00,000		
	<b>70,00,000</b>		<b>70,00,000</b>

From the above statement you are required to compute the following ratios and state the purpose they serve.

- 1) Gross Profit Ratio
- 2) Net Profit Ratio
- 3) Current Ratio
- 4) Operating Ratio
- 5) Stock Turnover Ratio
- 6) Fixed Assets Turnover Ratio
- 7) Debt-equity Ratio
- 8) Liquidity Ratio.

2. Write short notes (**any two**). **14**
  - a) Scope of financial management.
  - b) CVP Analysis.
  - c) Debentures/Bonds.
  
3. Write short notes (**any two**). **14**
  - a) Trend analysis.
  - b) Foreign exchange market.
  - c) Bonus shares.



4. Attempt **any two**.

14

a) Following data is available from the books of X Company Ltd.

Sales	24000 units per year
Variable cost	Rs. 25 per unit
Fixed cost	Rs. 2,40,000
Selling price	Rs. 40 per unit

You are required to

- 1) Calculate the break even point.
- 2) Calculate margin of safety.
- 3) Calculate sales volume if company wants to earn profit of Rs. 75,000.
- 4) Calculate profit if sales is expected to increase by 6000 units.

b) Venture Capital

c) Operating cycle of working capital.

5. Determine the working capital required to finance a level of 180000 units of output for a year. The cost structure is as under.

Elements of cost	Rs. (per unit)
Raw materials	20
Direct labor	5
Overheads	10
<b>Total cost</b>	<b>35</b>
Profit	10
Selling price	<b>45</b>

**Additional information :**

Minimum desired cash balance is Rs. 20,000.

Raw Materials are kept in stock, on an average for two months.

Work-in-process will approximate to half months period.

Finished goods remain in warehouse on an average of one month.

Suppliers of materials extend a months credit period.

Debtors are provided two months credit period. (The cash sales are 25% of total sales)

There is a time lag in payment of wages of a month and half a month in the case of overheads.

There is need to provide 10 percent contingency.

14



6. Green Ltd. is to make a choice between three possible investments Project A, B and C. The immediate capital outlays for each being Rs. 1,10,000. Each will continue for 5 years and it has been decided that a discount rate of 12 percent is acceptable for all the proposals. The cash flows for the three projects are as follows :

Year	A Rs.	B Rs.	C Rs.
1	10,000	20,000	30,000
2	20,000	30,000	40,000
3	30,000	50,000	35,000
4	40,000	30,000	25,000
5	50,000	20,000	20,000

Evaluate and comment on all these projects under.

- i) Pay back period method
- ii) NPV method
- iii) PI method.

The net present values of Rs. 1 @ 12% are as under :

Year	1	2	3	4	5
D.F.	0.8929	0.7972	0.7118	0.6355	0.5674

**14**

7. Briefly discuss about determinants of dividend policy.

**14**

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**M.B.A. – I (Semester – II) Examination, 2016**  
**(Paper – XII) : PRODUCTION AND MATERIALS MANAGEMENT (Old)**

Day and Date : Friday, 2-12-2016  
Time : 2.30 p.m. to 5.30 p.m.

Total Marks : 70

**Instructions :** 1) Question number 1 is **compulsory**.

2) Attempt **any two** questions from Q. Nos. 2, 3 and 4.

3) Attempt **any two** questions from Q. Nos. 5, 6 and 7.

1. Analyse the case :

14

HT corporation, a manufacturer of heavy trucks had a long, sad and bitter history of employee relations. The company openly practiced “management through terrorism”. Engineers and technicians dominated the culture. One of the company’s assembly plants devoted major resources to statistical process charts. An entire department staffed with engineers justified its existence by keeping control charts. The engineers collected and stored data on a computer and posted the charts in every production department once each week. They also posted lists of problems and defects attributable to each department. Another department kept itself busy with “work redesign” and “assembly line balancing”. The plant was highly product focused. Material moved smoothly from one operation to next. Subassemblies flowed into assemblies like the tributaries of a river, all moving toward final assembly line.

Despite this effort, quality was mediocre at best. HT Corporation devoted more factory space to rework and repair operations than to the assembly. The individual and social aspects of the system were largely ignored. People lacked interpersonal skills, common goals and trust and they could not hope to attain these qualities under the existing power structure and reward system.

**Discussion questions :**

- 1) Comment on the human resources management of HT Corporation.
- 2) If you take over as the chief executive officer of HT Corporation, what changes would you make ? How would you begin ?





2. Short notes on (**any two**) : **14**
- a) Explain the steps involved in drawing up CPM network.
  - b) What is quality control ? What are its benefits ?
  - c) State the importance of materials management.
3. Short notes on (**any two**) : **14**
- a) Just in time technology.
  - b) Advantages of preventive maintenance.
  - c) Selective inventory control technique.
4. Short notes on (**any two**) : **14**
- a) Stores functions.
  - b) Flexible manufacturing system.
  - c) Activities of production.
5. What are the objectives of production planning and controlling ? Explain in detail functions of production planning and controlling. **14**
6. What is plant layout ? Explain in detail different types of plant layout. **14**
7. What is production management ? Describe in detail different methods followed in production process. **14**
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**M.B.A. (Part – I) (Semester – II) Examination, 2016**  
**ECONOMICS**  
**Economic Environment For Business (Paper – XIII) (Old)**

Day and Date : Saturday, 3-12-2016  
Time : 2.30 p.m. to 5.30 p.m.

Total Marks : 70

- Instructions :** 1) **Question No. one is compulsory.**  
2) Attempt **any two** questions out of question No. **two to four.**  
3) Attempt **any two** questions out of question No. **five to seven.**  
4) **Figures at right indicate marks.**

1. Read the following case and answer the questions given at the end. 14

In 2009, 1,500 farmers committed suicide in India, after being driven to debt by crop failure – most of them being the small and marginal acreage farmers. This has become a trend, since the past few years. Reasons like failure of monsoons, lack of irrigation facilities, depleting surface and ground water resources, etc., have forced them towards acute poverty. Although the government has been charting out various policies for the development of agriculture and irrigation, the small farmer hardly enjoyed the benefits.

Ever since long time, Indian farmers have been the victims of vagaries of nature and corruption in the system. India, being an agrarian nation, has almost two-thirds of its work-force relying on farming for their livelihoods. However, almost 70% of farming is rain-fed, due to poorly maintained irrigation systems and lack of extension services like allocation of water, electricity, etc. These conditions are threatening the conventional agricultural practices resulting in them being neither economically nor environmentally sustainable. Besides, the Land ceiling Acts, family disputes, and Zamindari (land lord) system have led to the fragmentation of land and in turn resulting in disguised unemployment, low productivity of farm labour and poverty.



Identifying the link between water scarcity and poverty, Amitabha Sadangi, started a non-governmental organization, International Development Enterprise India (IDEI) in 1984, focusing on the empowerment of rural farmers by making simple and affordable farming equipment like the Treadle Pump. The organization initiated various other programmes like Affordable Drip Irrigation Technology Intervention (ADITI), Business Development Programme, Integrating Poor into Market Systems, Crop Post Harvest Programme, which have gained acceptance among small farmers. The company over a period of time has achieved success not only in selling its low-cost irrigation kits but also ensured increased yield and revenues for the small and marginal farmers through them.

### Case Questions.

- a) Given the socio-political scenario in India, can such businesses scale up and cater to the market gaps in the bottom of the pyramid. Discuss.
  - b) Suggest suitable measures to improve economic condition of small and marginal farmers.
2. Write short answers on **any two** : **14**
    - 1) Differentiate between FDI and FII.
    - 2) Fixed and flexible exchange rate.
    - 3) RBI.
  3. Write short notes on **any two** : **14**
    - 1) Problems associated with privatization.
    - 2) Differentiate between balance of trade and balance of payments.
    - 3) Problems of Agricultural Marketing.
  4. Write short notes on **any two** : **14**
    - 1) Issues of water management in India.
    - 2) Industrial sickness.
    - 3) IMF.
  5. Explain fully achievements and failures of Economic Planning in India. **14**
  6. What are the characteristics of Multi-National Corporations (MNCs) ? Argue for and against MNCs. **14**
  7. Describe the composition and direction of India's foreign trade. What measures would you suggest to increase our exports ? **14**
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**M.B.A. (Part – I) (Semester – II) (Old) Examination, 2016  
Paper – XIV : MANAGERIAL COMMUNICATION – II**

Day and Date : Monday, 5-12-2016  
Time : 2.30 p.m. to 5.30 p.m.

Total Marks : 70

**Instructions :** 1) Q. No. 1 is **compulsory**.

2) Attempt **any two** questions from Q. No. 2 to Q. No. 4.

3) Attempt **any two** questions from Q. No. 5 to Q. No. 7.

**1. Case study.**

Raghunathan is a Vice-President in a multinational company in Noida. He is a Harvard graduate and lived in the United States for more than five years. He understands how Americans behave and expect to be treated abroad. He knows that they follow schedules punctually, dislike delays and hate to be kept waiting or to keep someone waiting. Therefore, Raghunathan was very uneasy when Mr. Sharma, the CEO of this company, was late for their meeting with the American delegation visiting the company that morning.

Raghunathan kept the visitors busy by making small talk, but their restlessness was visible in the repeated glances at their wrist watches. Mr. Sharma arrived after about 20 minutes and was apologetic for delay, which was caused by a huge traffic jam. Raghunathan introduced the visiting American group to him and without any further delay ; Mr. Sharma took everyone to the boardroom for a presentation of the company - the past, the present and the future -before holding a discussion on the proposed trade between the two companies.

Mr. John Wright, the head of the visiting delegation, listened to the presentation with full attention. He noted down some points and clarified these with Mr. Sharma ; however he declined to stay for lunch, saying that they had to catch a 3 p.m flight to Mumbai and did not have time. When leaving, Mr. Wright said that he would get back to them. Raghunathan wished Mr. Sharma had not been late to the meeting, as they had lost valuable time that could have been used for discussing business opportunities.

**Questions :**

- a) Analyse the above case. **4**
- b) What went wrong in the given case ? Justify your opinion. **5**
- c) What can one learn from this case about business and professional interactions ?  
(Explain in detail). **5**
2. Write short notes on (**any two**) : **14**
- a) Characteristics of effective Memo.
- b) Etiquettes in office settings.
- c) Direct and indirect communication style.
3. Answer in brief (**any two**) : **14**
- a) What Visual Aids play a role in Business Presentation ? What are the types of Visual Aids ?
- b) For Golden Jubilee of your firm, you wish to present wall clocks to your staff. Write to a manufacturer of clocks giving details of your requirements and ask him to gift-wrap each clock at no extra cost.
- c) Define Group Discussion. What are the characteristics of successful Group Discussions ?
4. Answer in brief (**any two**) : **14**
- a) You have paid Rs. 2,500/- for an annual maintenance contract with the firm from which you purchased a P.C. for your office. You find their service very poor ; they do not send their engineer inspite of repeated telephone calls and letters. Write to the Customer Service Manager expressing your dissatisfaction with the service.
- b) Explain in brief Press Release and Internet Press Release.
- c) Define Job Interview. What are the types of Interviews ?
5. Define Business Presentation. Explain in brief how to plan and organise effectively the Business Presentation. **14**
6. Discuss the kinds (types) of interview questions that may be asked during an interview. Describe in brief the pre-interview preparation techniques. **14**
7. Describe the nature and importance of Group Discussion. Also highlight the techniques for individual contribution in Group Discussion. **14**
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**M.B.A. – II (Semester – II) Examination, 2016**  
**Paper – XV : RESEARCH METHODOLOGY (Old)**

Day and Date : Tuesday, 6-12-2016

Total Marks : 100

Time : 2.30 p.m. to 5.30 p.m.

- Instructions :** 1) Question No. 1 is **compulsory**.  
2) Attempt **any two** questions from Q. 2, Q. 3 and Q. 4.  
3) Attempt **any two** questions from Q. 5, Q. 6 and Q. 7.  
4) **All** questions carry **equal** marks.

1. Analyze and answer the question of following case.

14

**Healthcare Company**

A healthcare company was set up in 2003 in Navi Mumbai with a view to provide quality medical service to the residents at an affordable price. Having completed over two years of its existence, the management wants to have a feedback from those who have availed its services. The purpose of seeking such a feedback is to know shortcoming in its various activities so that necessary corrective steps can be taken.

It would like to have the opinion of the patients under each of the following :

- |                          |                           |
|--------------------------|---------------------------|
| a) Accessibility         | b) Service Orientation    |
| c) Doctors               | d) Nurses and Technicians |
| e) Room-Usage Experience | f) General                |

**Question :**

Assuming that the company has approached you for this exercise and you are asked to prepare a questionnaire covering the different medical services mentioned above. You should ensure that at least two questions are provided under each of the above heads. Design the questionnaire in conformity with the scale that you would use.



2. Write a short note on following (**any two**). **14**
    - A) Secondary data
    - B) Non-probability sampling
    - C) Null hypothesis vs. Alternative hypothesis.
  
  3. Write a short note on following (**any two**). **14**
    - A) Sources of primary data
    - B) Levels for measurement in research
    - C) Quantitative vs. Qualitative research.
  
  4. Write a short note on following (**any two**). **14**
    - A) Simple vs. Cross tabulation
    - B) Research report
    - C) Independent vs. Dependent variables.
  
  5. What is research design ? Describe the various types of design in research. **14**
  
  6. Explain in brief the term scale, what are the different scales in research ? **14**
  
  7. What is meant by research ? Explain in details the various steps involved in research process. **14**
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**M.B.A. – I (Semester – II) Examination, 2016**  
**Paper – XVI : OPERATIONS MANAGEMENT (Old)**

Day and Date : Wednesday, 7-12-2016  
Time : 2.30 p.m. to 5.30 p.m.

Total Marks : 70

- Instructions :**
- 1) Question No. 1 is **compulsory**.
  - 2) Solve **any two** questions from 2, 3, 4 and **any two** from 5, 6 and 7.
  - 3) **All** questions carry **equal** marks (14 marks).
  - 4) **Use** of ordinary (Non-scientific/Non-memory) calculator is **allowed**.
  - 5) Use Graph paper (will be provided) **wherever** required.

1. Solve the following Assignment Problem.

**14**

Four new plants  $P_1, P_2, P_3$  and  $P_4$  are to be located at 5 potential locations  $L_1, L_2, L_3, L_4$  and  $L_5$ . Due to some constraints plant  $P_2$  and plant  $P_3$  cannot be located in locations  $L_3$  and  $L_1$  respectively. The cost matrix for plant-location relationship is as under :

Plant \ Location	Location				
	$L_1$	$L_2$	$L_3$	$L_4$	$L_5$
$P_1$	40	60	100	50	40
$P_2$	70	40	–	50	40
$P_3$	–	60	90	60	20
$P_4$	90	30	70	20	30

Find the optimized assignment of Plants to Locations.

P.T.O.





2. Solve **any two** of the following :

**14**

- a) A company is making a large boiler installation. A certain automatic monitoring unit is critical for the operation of the whole system. At the time of original order, the spares for this unit can be purchased for Rs. 2,000 per unit. The probability distribution for the failure of this unit during the life time of installation is given as :

Failure	Probability
0	0.35
1	0.25
2	0.20
3	0.15
4	0.05

If a spare is needed and is not available, the total cost of idle time and replacement cost will be Rs. 15,000. Unused spares have no salvage value. Determine the optimal number of spares to be ordered.

- b) Write short note on scope of Operations Research.
- c) Three jobs A, B, C are to be assigned to three machines X, Y, Z. The processing costs (Rs.) are as given in the matrix shown below. Find the allocation which will minimize the overall processing cost.

	X	Y	Z
A	19	28	31
B	11	17	16
C	12	15	13



3. Solve **any two** of the following : 14

a) Formulate LPP with respect to the following working table of a Jeweler having 160 Man hours and 800 ounces of Diamonds.

Product	Profit	Labour Reqd. (Hrs.)	Diamonds Reqd. (Ounces)
Bracelet	300	0.35	1.2
Necklace	200	0.15	0.75
Earnings	100	0.05	0.5

b) Find Basic Solution using Least Cost Method and unutilized source or unsatisfied demand.

	Warehouse				
Factory	W1	W2	W3	W4	Capacity
F1	10	30	50	10	7
F2	70	30	40	60	10
F3	40	8	70	20	12
Requirement	5	8	7	15	

c) Write short note on Marcove Chain Theory.

4. Solve **any two** of the following : 14

a) A departmental store has a single cashier processing customers at the rate of 2.5 minutes per customer. Customers arrive at rate of 5 minutes each. Compute Probability that No customer exists in the store, Probability that the cashier is Busy with a customer and Probability that there are 3 customers in the store.

b) Write short note on simulation.

c) Two players A and B play a game of matching coins in which each has 3 coins 10 paise, 25 paise and 50 paise coin. Each player selects a coin without knowledge of other player's choice. If the sum of the coins is even A wins B's coin and if the sum of the coins is odd B wins A's coin. Prepare the payoff matrix and find the value of the game.



5. Define operations research. Explain the limitations and Phases of Operations Research. 14
6. A Confectioner sells two products A and B at Rs. 60 and Rs. 40 with increment cost of Rs. 30 and Rs. 10 respectively. The products are produced in a common production process with capacity of 30,000 man hours. A unit of A requires 3 hours and that of B requires 1 hour for production. A survey reveals that the maximum number of units that can be sold is 8,000 of A and 12,000 of B. Formulate and solve the equation graphically to maximize contribution. 14
7. A firm's transportation tableau is as under. Suggest allocation of units to minimize cost ? 14

Plants	Warehouse-(Cost per Unit (Rs.))			Capacity
	W1	W2	W3	
P1	40	70	90	300
P2	12	80	30	400
P3	60	90	45	200
Requirement	300	300	300	900

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**M.B.A. (Part – II) (Semester – III) Examination, 2016**  
**CORPORATE PLANNING AND STRATEGIC MANAGEMENT**  
**(New CBCS) (Paper – XVII)**

Day and Date : Friday, 16-12-2016  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

- Instructions:** 1) **Q.1 is compulsory.**  
2) Solve **any two** questions from **Q.2, Q.3 and Q.4.**  
3) Attempt **any two** questions from **Q.5, Q.6 and Q.7.**

1. Case Study.

Indian paint industry follows a growth process that is driven by economic growth factors, such as urbanization and increase living standards. The demand for paint is a seasonal demand as it increases before a festive season or after monsoon season. The important factors for the growth of Indian paint industry are geographical reach, product innovation and distribution network. Asian Paints, with 30% market share, is the market leader in the decorative paint segment. Households form the major customers of the decorative paint segment. Nerolac (with 20% market share) is the market leader in industrial segment. Asian Paints, Nerolac and Berger Paints form the important organizations in the organized paint sector. However, there are around 2000 units in the unorganized paint sector, which cover 35% to 40% of the Indian market.

The demand and supply for Indian paints is uneven as supply is more than the demand in both the decorative and industrial paints segment. The monsoon and festivals determine the demand for the decorative paints; where as, automobile industries and engineering industries decide the demand for industrial paints. Indian paint industry is in the maturity stage; thus, there is no threat of a new entrant in this industry. However, there is a scope of entry of foreign players through joint ventures and mergers and acquisitions. For example, Nerolac has a joint venture with Kansai, of Japan. In addition, other companies, such as Asian paints are planning to enter into the international markets.



Raw materials, such as solvents, pigments and additives, form the major cost of production of the paint industry. The bargaining power of suppliers also affects the paint industry. In addition, the bargaining power of customers is very high in the Indian paint industry. In the industrial segment, buyers buy in bulk, which indicates their high bargaining power. Similarly, in the decorative segment, buyers have high bargaining power because of availability of a variety of paints. Due to increasing pollution, paint industry is shifting to the environmental friendly non-toxic paints. The Indian paint market is expected to be in a good shape in the next five years. The custom duty has fallen from 12% to 7% that has lowered the cost of imported raw materials. This will have a positive impact on the Indian paint industry.

- 1) Analyse the case. 4
  - 2) Identify the different competitive forces with reference to Porter's Model affecting the Indian paint industry. 5
  - 3) What strategic choices can be made by the organizations in the Indian paint Industry ? Discuss various strategic alternatives that can be used for expansion. 5
  2. Write short note on **(any two)** : 14
    - a) Mission and objectives
    - b) SWOT Analysis
    - c) GE – 9 Cell Model.
  3. Write short note on **(any two)** : 14
    - a) Liquidation as undesirable strategy
    - b) Tailoring strategy to specific company and situation
    - c) Mergers and acquisitions is popular strategic choice.
  4. Write short note on **(any two)** : 14
    - a) Issues in strategy implementation
    - b) Operational control
    - c) Strategies for competing in Globalised Market.
  5. How can strategic leaders match leadership style to requirement of strategy being implemented ? Explain with the help of various leadership styles. 14
  6. Explain in detail integration strategy. What are the conditions in which company adopts integration strategy ? 14
  7. Discuss in detail concept of strategy, levels of strategy and strategic decision making process. 14
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**M.B.A. (Part – II) (Semester – III) (New CBCS) Examination, 2016  
MANAGEMENT ACCOUNTING (Paper – XVIII)**

Day and Date : Saturday, 17-12-2016  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

**Instructions :** 1) Q. No. 1 is **compulsory**.

2) Attempt **any two** questions from Q. No. 2 to Q. No. 4.

3) Attempt **any two** questions from Q. No. 5 to Q. No. 7.

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

1. A plant at present operating at 75% Capacity and Producing 2,40,000 units.

Variable costs per unit are as follows :

Direct material Rs. 1.50/-

Direct labour Rs. 2.00/-

Variable overhead Rs. 0.50/-

An offer is received from foreign customer to buy 60,000 units at Rs. 4.50/- per unit.

Management hesitate to accept the offer because the selling price is less than the total cost per unit and also because the current selling price is Rs. 5.25/- per unit.

No change is expected in respect of fixed overheads which will remain unaltered at the following figures :

Administrative overheads	1,80,000
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Selling and disbursements overheads	80,000
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<b>Total</b>	<b>2,60,000</b>
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However, the export order shall requires special packaging which will cost at Rs. 20 per 100 units.

Advise management whether the order should be accepted or not.



2. From the following particulars prepare the cash budget for April to June 2016.

Month	Sales	Purchases	Wages	Misc. Expenses
February	1,20,000	84,000	10,000	7,000
March	1,30,000	1,00,000	12,000	8,000
April	80,000	1,04,000	8,000	6,000
May	1,16,000	1,06,000	10,000	12,000
June	88,000	80,000	8,000	6,000

**Additional Information :**

- 1) Sales 20% realized in the month of sale. Discount allowed 2%. Balance realized equally in 2 subsequent months.
- 2) Creditors are paid either on prompt or on 30 days basis. It is estimated that 20% of creditors are in prompt category.
- 3) Wages – 25% paid in arrears following month.
- 4) Misc. Expenses paid a month in arrears.
- 5) Rent Rs. 1,000/- per month paid quarterly in advance due in April.
- 6) Income tax- 1<sup>st</sup> installment of advance tax Rs. 25,000 due on or before 15<sup>th</sup> June.
- 7) Income from investment Rs. 5,000 received quarterly April and July.
- 8) Closing cash balance of March is estimated to be Rs. 5,000/-.

3. Attempt (**any 2**) :

- 1) A company manufactures two products A & B. The sales manager forecasts the sales in the units as follows :

Month	Product A (units)	Product B (units)
Jan.	280	100
Feb.	280	120
March	240	160
April	200	200
May	160	240
June	160	240
July-Dec.	180 (every Month)	200 (every Month)

It is assumed that i) there will be no work in progress at the end of any month, and ii) finished units equal to half the sales for the following month will be kept in the stock. You are required to prepare production budget for each month.



- 2) Difference between Financial accounting and Management accounting.
- 3) Reporting needs at different levels on management.
- 4. Explain Management Control System. Highlight role of Management Control System in service organization and financial organization.
- 5. From the following data calculate overhead variances :

	<b>Budget</b>	<b>Actual</b>
Output	15,000 units	16,000 units
No. of working days	25	27
Fixed overheads	Rs. 30,000	Rs. 30,500
Variable overheads	Rs. 45,000	Rs. 47,000
Capacity	100%	105%

- 6. State the objectives of Audit. Explain Internal Audit in detail.
- 7. The budgeted overheads and cost driver volumes of ABC are as follows :

<b>Cost pool</b>	<b>Budgeted overheads (Rs.)</b>	<b>Cost driver</b>	<b>Budgeted volume (Rs.)</b>
Material procurement	6,80,000	No. of orders	1,300
Material handling	3,50,000	No. of movements	780
Set-up	5,15,000	No. of set-ups	820
Maintenance	10,70,000	Maintenance hours	9,400
Quality control	2,76,000	No. of inspection	1,100
Machinery overheads	8,20,000	No. of machine hours	25,000

The company has produced a batch of 2,000 components of Z product. Its material cost was Rs. 1,20,000/- and labour cost Rs. 2,10,000/- The usage activities of the said batch are as follows :

Material orders – 30, Maintenance hours – 700, Material movements – 20, Inspection – 30, set-ups – 35, Machine hours – 2,200.

Calculate cost driver rates that are used for tracing appropriate amount of overheads to the said batch and ascertain the cost of batch of components using Activity Based Costing.

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**M.B.A. – II (Semester – III) Examination, 2016  
BUSINESS ETHICS (New) (CBCS) (Paper – XVIII)**

Day and Date : Monday, 19-12-2016

Max. Marks : 70

Time : 10.30 a.m. to 1.00 p.m.

**Instructions:** 1) Question Number 1 is **compulsory**.

2) Attempt **any two** questions from Q. Nos. 2, 3 and 4.

3) Attempt **any two** questions from Q. Nos. 5, 6 and 7.

1. Analyse the case :

Mary Thompson is the Vice President and head of the strategic planning division of an American based multinational. She long believed in the slogan “When in Rome, do as the Romans do,” but in recent years she has been forced to rethink that position. In 1990, when the company considered opening a manufacturing branch in South Africa, it finally decided against the move because of the then-existing apartheid laws, which mandated racial segregation and discrimination against blacks. Now, over a decade later, she is faced with three somewhat similar situations-or is they similar ? First, the company has the opportunity to contract at an excellent price for fabric woven in China. However, she has reports that the fabric probably came from factories employing forced labor. A second opportunity is to buy clothing manufactured in Pakistan. Again, however, she has reports that her sources are using child labor, usually girls under 14 years of age. Her third opportunity is to open a plant in Saudi Arabia. In this situation, she is warned that for the operation to be successful, women should not be placed in executive positions because they would not be taken seriously by those with whom they had to deal. Should she use American values and American views as a guide to what is right and wrong, or should she simply get the best products she can at the best price and not worry about how or by whom they are produced ? After all, who is she to impose her views of what is ethical and what is not on others ?

Many people in business, as well as in other areas of life, feel that morality is personal, that each person has his or her own moral views, and that no one should force such views on others. According to this position, each person is entitled to his or her own moral opinion. All members of a society must abide by



the law, but beyond that, each is to be guided only by individual conscience. Many people hold a similar position with respect to different countries and cultures. Each, they maintain, has its own views of what is moral and immoral. No one country or culture is better than the other. If someone is doing business in a different culture, then that person should adopt the local ways. If bribery is the common practice in a given society, then it is proper to engage in bribery in that country. It is arrogant, they say, to think that the morality of one's own country is better than that of another country, or to think that the morality of one's own country is binding when doing business in another country.

This view is a popular form of moral and ethical relativism. It is a popular position and deserves careful attention.

- 1) Analysis of the case.
  - 2) Identification of the problem.
  - 3) Suggest alternative solution
  - 4) Select best solution. 14
2. Short notes on **(any two)** :
- a) What is the importance of ethics in business ?
  - b) Situational influences on ethical decision making.
  - c) Corporate social policy. 14
3. Short notes on **(any two)** :
- a) Global climate change.
  - b) Conflict between personal values and organizational goals.
  - c) What is corporate governance ? How it is important for business organizations.
4. Short notes on **(any two)** :
- a) Responsive management.
  - b) Ethics and environment.
  - c) Regulatory and voluntary action of Corporate Governance. 14
5. Discuss in detail CSR as a business strategy for sustainable development. 14
6. List out some marketing practices under each of the four Ps of marketing that you think are unethical in nature. Reason out why ? 14
7. Assume that you are the Vice President of a large very profitable public limited company, not known for strong ethical culture. How would you convert into an ethical organization ? 14
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**M.B.A. (Part – II) (Semester – III) Examination, 2016**  
**Gr. A : MARKETING MANAGEMENT (Paper – I)**  
**Paper – XIX : Product and Brand Management (New CBCS)**

Day and Date : Tuesday, 20-12-2016  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

- Instructions:** 1) *Q. 1 is compulsory.*  
2) *Solve **any two** questions from Q. 2, Q. 3 and Q. 4.*  
3) *Attempt **any two** questions from Q. 5, Q. 6 and Q. 7.*

1. Case Study :

An innovative company was thinking of diversifying into a technology-related product. With nuclear families increasing in numbers, consisting of more number of working women, coupled with the difficulty in finding domestic help, entertaining at home has become a bane for every housewife. Food can be ordered from outside but cleaning up after the party is not easy. The available crockery range can extend from expensive Chinaware to inexpensive disposable paper crockery. However, most housewives are reluctant to use their Chinaware for large gatherings in view of breakages and problems like washing up.

That leaves them with the option of disposable crockery especially for large parties, children's parties, etc. The quality of disposable plates/glasses, etc. available in the market is not very good and, therefore, unsuitable for buffet meals, or are aesthetically unappealing. This leaves the average middle-class housewife in a dilemma.

In this context, the product concept was of disposable designer crockery made of thermocol. A pack size of 12 would include 12 dinner plates, 12 quarter plates, 12 bowls, 12 glasses, 3 serving bowls, 1 rice plate, 4 serving spoons and 12 spoons. The grocery would be made up of microwave-safe thermocol. Spoons would be made up of plastic. Three pack sizes, viz., 12 plates, 20 plates and 25 plates were envisaged.



Also, the company was wondering whether the pack should include designer disposable, matching, high quality paper napkins, a matching table cloth (disposable) along with the napkins or simply the crockery. A preliminary exploratory survey had indicated that consumer is willing to spend Rs. 125-250 for the purpose of party crockery which is disposable. Three price intentions Rs. 125, Rs. 200 and Rs. 250 were to be considered.

- a) Analyse the case. 3
  - b) Whether such new product idea will be accepted by customers ? 4
  - c) Are there any problems/drawback of the product ? 4
  - d) Suggest alternatives. 3
2. Write short notes (**any two**) : 14
- a) Brand Ambassadors
  - b) Product Life Cycle
  - c) Brand Personality.
3. Write short notes (**any two**) : 14
- a) Role of BCG matrix in product portfolio management.
  - b) Brand Building Process.
  - c) Packaging and various factors affecting packaging.
4. Write short notes (**any two**) : 14
- a) Branding Failures
  - b) Brand Extension
  - c) Product Mix and Product Line Decisions.
5. What is Product Planning ? Discuss new product development process in detail. 14
6. What is Brand Equity and explain Customer Based Brand Equity with the help of Resonance Pyramid diagram. 14
7. Explain concept of Branding with need, benefits. What are various branding strategies ? 14
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**M.B.A. (Part – II) (Semester – III) (New CBCS) Examination, 2016  
Group – B : Financial Management (Paper – I)  
INDIAN FINANCIAL SYSTEM (Paper – XIX)**

Day and Date : Wednesday, 21-12-2016

Max. Marks : 70

Time : 10.30 a.m. to 1.00 p.m.

- Instructions :** 1) Q. No. 1 is compulsory.  
2) Attempt **any two** questions from Q. No. 2 to Q. No. 4.  
3) Attempt **any two** questions from Q. No. 5 to Q. No. 7.

**1. Case Study :**

Mr. and Mrs. Raj wanted to secure the future of their child, by planning for his education and marriage.

**Personal Details :**

Mr. Raj a 35 year old married individual and his wife whose age was 30 years had a 3 year old son. Mr. Raj was earning Rs. 40,000 per month while his wife was earning Rs. 30,000 per month, thus having a total family income of Rs. 70,000 per month. As their expenses were around Rs. 45,000 per month, they could have a surplus of around Rs. 25,000 on a monthly basis.

Mr. Raj had the following assets as depicted in the table below :

<b>S. No.</b>	<b>Type of Assets</b>	<b>Amount (Rs.)</b>
1	Equity Shares	1,25,000
2	EPF (Self)	2,00,000
3	EPF (Spouse)	90,000
4	PPF (Self)	5,00,000
5	PPF (Spouse)	3,00,000
6	Residential Flat	30,00,000
7	Physical Gold	10,00,000
8	Cash in Bank (Self)	2,00,000
9	Cash in Bank (Spouse)	1,00,000
	<b>Total</b>	<b>55,15,000</b>



- 1) Analyse the Present Investment Profile of Mr. and Mrs. Raj.
- 2) Has Mr. Raj done enough provision for his future financial goals ?
- 3) If yes Justify of prepare suitable asset allocation of Mr. Raj for his financial goal.

You can consider 10% as your annual inflation rate and 12% as your return on investment for preparing the financial plan.

2. Attempt (**any 2**) :

- 1) NBFC
- 2) Functions of SEBI
- 3) NSE.

3. Attempt (**any 2**) :

- 1) NASDAQ
- 2) Underwriters
- 3) Concept of SIP, STP, SWP and NAV.

4. Attempt (**any 2**) :

- 1) Merchant Bank.
- 2) Innovations in E-Banking.
- 3) Securitization.

5. Explain with diagram the Organizational Structure of Indian Financial System.

6. Explain the Concept of Mutual Fund. Also explain Fund Structure and Constituent of Mutual Fund.

7. Explain different types of Life Insurance Policies with example.

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**M.B.A. – II (Sem. – III) (CBCS) Examination, 2016**  
**Paper – XIX : Group – E : PRODUCTION AND MATERIALS MANAGEMENT**  
**Purchasing and Inventory Management (New) (Paper – I)**

Day and Date : Wednesday, 21-12-2016  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

- Instructions :** 1) Question number 1 is **compulsory**.  
2) Attempt **any two** questions from Q. Nos. 2, 3 and 4.  
3) Attempt **any two** questions from Q. Nos. 5, 6 and 7.

1. Analyse the case :

Singapore Airlines (SIA) is one of the strongest brand names in Asia. The 32-year-old airline's history began in 1947 when Malayan (later known as Malaysian) Airways was formed. Malaysian Airways operated between Singapore, Kuala Lumpur, Ipoh and Penang. Later, in 1965, when Singapore was separated from Malaysia, the governments of both countries agreed to set up separate airlines. As a result, SIA came into existence in 1972. In due course of time, SIA became one of the world's leading airlines carriers, earning a reputation for itself through excellent customer service. The company's route network spanned 90 destinations in over 40 countries.

When SIA began its operations, there were not many domestic routes to serve in Singapore. So the company was compelled to enter international routes. At the beginning, the company faced difficulties operating on international routes with regard to gaining admissions to airports, landing rights, securing flight slots, attracting new customers, etc. The stiff competition that it faced prompted the company to adopt a radically different strategy that would set it apart from the existing airlines companies. Accordingly, SIA hit upon a branding strategy that made the company synonymous with providing the ultimate in customer service.

Though the cabin crew of SIA consisted of both male and female employees, the stewardesses were specially referred to as Singapore Girls. To position itself as a customer service centric company, SIA chose a marketing icon 'Singapore Girl', which eventually became synonymous with SIA. For decades, she (Singapore Girl) Symbolized SIA's dedication to passenger service. The image of her (Singapore Girl) was that of a calm, composed, and friendly hostess, ever ready to help.



The company positioned the icon (Singapore Girl) as an elegant and warm person representing Asian values and hospitality. The Singapore Girl wore the traditional “sarong kebaya” which was specially designed by the French designer Pierre Balman in 1947. The company featured the icon ‘Singapore Girl’ in various forms of communications and in different themes and settings. The Singapore Girl always communicated the company’s inflight hospitality and ground services rather than the whole package of benefits. This strategy aimed at setting the company apart from others. Advertising research conducted in the Asia Pacific region in 1979 showed that consumer’s recall of Singapore Girl ads was almost 50% , Whereas the average of 40 other companies was just 9.6%. The company’s icon ‘Singapore Girl’ became so popular that it was also featured as a wax model in Madam Tussaud’s Wax Museum, the first such in the museum from the advertising world.

When compared to other airlines, SIA maintained brand consistency, mainly through the Singapore Girl icon. The company was branded as one delivering high quality customer experience resulting in not only customer satisfaction but also customer “delight”. SIA introduced the ‘Stefan Floridian Waters’ a patented aroma, which later became the airlines’ trademark. The company used this perfume to scent the hot towels that were served before the flight’s take-off. This service provided customers an experience that was uniquely SIA.

SIA kept innovating with regard to ways of improving its services. It put the latest technology into use to ensure better service to customers and was thus able to successfully provide excellent customer service. The company’s top management was always on a continuous hunt for innovations that would help enrich the customer delight. The company made many in-flight experiential and entertainment innovations to position itself as a worldclass airline. In fact, the airline was a pioneer in providing differentiating services like hot meals, free alcoholic and non-alcoholic beverages, video-on-demand in all cabins, personal entertainment systems, scented hot towels, etc.

SIA replaced older aircraft with newer and better models on a regular basis. It was one of the first companies to have operated the Boeing 777 and Boeing 747 jumbo jets. The company further sub branded the aircrafts into 747-megatop and 777 Jubilee to distinguish its brand from those of competitors. SIA boasted of a young and modern fleet of aircraft. It will be the first airline to operate the world’s largest aircraft, the Airbus A380, in the first quarter of 2006.





SIA branded itself as a premium airlines company. The company was not willing to reduce fares to ward off the competition from low-cost carriers, as that would dilute its brand image. However, it introduced Tiger Airways with a relatively lower price range to cater to the local and short-haul routes.

- 1) Analysis of the case.
  - 2) Identification of the problem.
  - 3) Suggest alternative solution.
  - 4) Select best solution. **14**
2. Short notes on **(any two)** : **14**
- a) Factors influencing make or buy decisions.
  - b) Stores functions.
  - c) Cost reduction techniques.
3. Short note on **(any two)** : **14**
- a) Zero inventory concept.
  - b) Management of inventories in multiple locations.
  - c) Legal aspects of purchasing.
4. Short notes on **(any two)** : **14**
- a) Centralized and decentralized purchasing strategy.
  - b) Quantitative and qualitative methods of forecasting.
  - c) Objectives of purchasing.
5. What is inventory ? Explain in detail functions and need for inventory. **14**
6. What is demand forecasting ? Describe in detail its objectives and factor affecting accuracy of forecasting. **14**
7. What is stores layout ? Explain in detail about stores equipments and preservation of materials. **14**
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**M.B.A. (Part – II) (Semester – III) Examination, 2016  
(New) (CBCS)  
Group – C : HUMAN RESOURCE MANAGEMENT (Paper – I)  
Strategic Human Resource Management (Paper – XIX)**

Day and Date : Thursday, 22-12-2016  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

- Instructions :** 1) Q. No. 1 is **compulsory**.  
2) Attempt **any two** questions from Q. No. 2 to Q. No. 4.  
3) Attempt **any two** questions from Q. No. 5 to Q. No. 7.

**1. Case Study :**

**14**

The Royal Chemicals Ltd., Mumbai, planned for computerization of nearly 50 percent of the production operations and control. It has taken care of all resources in the computerization plan including human resources. The present inventory and future requirements of the production department were specified as given hereunder.

<b>Category of Employees</b>	<b>Persons Inventory</b>	<b>Requirements after Computerizations</b>
Chemical engineers (Operation)	15	8
Chemical engineers (Maintenance and control)	10	6
Mechanical engineers (Maintenance)	2	1
Supervisors	10	2
Operators	30	10
Quality controllers	5	1
	72	28

The human resource planners suggested to redeploy the chemical engineers in their newly started sister concern, i.e., Royal Paper Mills Ltd. and retrench all other categories of employees. They also recommended the management that there was no need for further recruitment or for any other action plan. The computerization was over by the end of 2014. The management, when it wanted to start the production on the newly computerized process, it was shocked to note that not many employees in the production department were suitable to the new jobs and the information supplied by the human resource planners in this regard did not match with the reality.

Analyse the above Case.

P.T.O.



2. Write short notes on **(any two)** : **14**
    - 1) Factors affecting HRP.
    - 2) Succession Planning.
    - 3) External factors changing environment of HRM.
  
  3. Write short notes on **(any two)** : **14**
    - 1) Traditional HR Vs Strategic HR.
    - 2) Group Pay Systems.
    - 3) Cross Cultural Training.
  
  4. Write short notes on **(any two)** : **14**
    - 1) Elements in Redesigning Work System.
    - 2) Challenges of HRM.
    - 3) Difference between Traditional Pay and Strategic Pay.
  
  5. What is Selection Strategy ? Explain the characteristics of Selection Instruments. What are the commonly used selection instruments during selection ? **14**
  
  6. Define Performance Management System. Explain the Strategic Dimension of Performance Appraisal. Explain any two methods of Result Based Performance. **14**
  
  7. Define Organizational Design. Explain in brief the factors affecting the organizational design process. **14**
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**M.B.A. (Part – II) (Semester – III) (CBCS) Examination, 2016**  
**Paper – XIX (Gr. F) : Agriculture and Co-operative Management (Paper – I)**  
**(New)**

**FUNDAMENTALS OF AGRICULTURE AND CO-OPERATIVE MANAGEMENT**

Day and Date : Thursday, 22-12-2016

Max. Marks : 70

Time : 10.30 a.m. to 1.00 p.m.

**Instructions :** 1) Question No. 1 is **compulsory**.

2) Attempt **any two** questions from Q. No. 2, Q. No. 3 and Q. No. 4.

3) Attempt **any two** questions from Q. No. 5, Q. No. 6 and Q. No. 7.

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

1. Case study :

Pudukkottai District is a drought prone area of Tamil Nadu state which failed to receive even the minimum quantity of rainfall for several consecutive years prior to 2004. This caused some farmers and landless labourers to migrate to towns in search of employment. More than 60 percent of the population belong to scheduled castes and are either marginal farmers or landless agricultural labourers. Illiteracy is high and poverty has meant that highly malnourished women and children and cases of children with mental or physical handicaps, are not uncommon.

Kudumbam wanted to change the above poverty scenario and to improve the life of the people atleast in one of the villages in Pudukkottai District. Anna Nagar Village was chosen as the case study village and it was planned to introduce organic crop production there. A Participatory Rural Appraisal (PRA) exercise was carried out and 20 farmers were selected to do organic rice cultivation. Farmers' knowledge of IPM and organic agriculture was assessed through an assessment study. Five leading farmers were taken to a farm at Bangalore to study the System of Rice Intensification (SRI) method of rice cultivation. One woman farmer volunteered to do organic farming under the SRI method of cultivation while the others followed only organic cultivation. A Farmers Field School (FFS) on organic technologies was conducted every week throughout the season. Possible alternatives were evolved for identified problems through bimonthly review and planning meetings.

As most of the farmers were uneducated, documentation was found to be difficult. However, the field staff collected information and documented data in consultation with the farmers. A documentation module was designed, and



followed for the purpose. All twenty farmers attended the FFS, learned the organic farming technologies and SRI method, and put them into practice. The use of enriched farm yard manure, cow's urine mixed with sand, sowing green manure seeds and ploughing in situ, formed the organic practices which the farmers adopted willingly, and paved the way for better nutrient management in their fields. Many plant protection measures exhibited good potential in the farmers' fields and helped to gain the confidence of the farmers. The SRI method of rice cultivation attracted the attention of many farmers since they witnessed a considerable saving of input cost by way of reduced seed use (3 kg/acre compared with the conventional 24 kg/acre), nursery management, seedling pulling cost, transplanting, weed management and low water utilization. The production of 50 to 60 tillers in each hill paved the way for higher yield and net profit. Farmers who were reluctant at first to join the field experimentation became much more enthusiastic on witnessing the results and agreed to continue organic farming, including the SRI method, in subsequent years.

- |  |           |
|--|-----------|
| a) Analyze the case.   | <b>4</b>  |
| b) How this farming benefits to farmers ?  | <b>5</b>  |
| c) Comment on benefit, green manure and plant protection from this farming.            | <b>5</b>  |
| <b>2. Write short notes on (any two) :</b>   | <b>14</b> |
| a) Soil and losses of nutrients.   |           |
| b) Marketing co-operatives   |           |
| c) Co-operatives in India.   |           |
| <b>3. Write short notes on (any two) :</b>   | <b>14</b> |
| a) Improvement in landless labour.   |           |
| b) Unique features of co-operative.  |           |
| c) Self help group.  |           |
| <b>4. Write short notes on (any two) :</b>   | <b>14</b> |
| a) Land development bank   |           |
| b) General body members-Working of the Body  |           |
| c) Agricultural labour-characteristics.  |           |
| <b>5. Explain in detail natural environment in India and problems of soil erosion.</b> | <b>14</b> |
| <b>6. Discuss need, role and development of irrigation system.</b>                     | <b>14</b> |
| <b>7. Explain in detail co-operative banks at various levels in Maharashtra.</b>       | <b>14</b> |
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**M.B.A. II (Semester – III) (CBCS) Examination, 2016**  
**Group – G : INTERNATIONAL BUSINESS (Paper – I) (New)**  
**International Business Environment (Paper – XIX)**

Day and Date : Friday, 23-12-2016

Total Marks : 70

Time : 10.30 a.m. to 1.00 p.m.

- Instructions :**
- 1) **Question No. 1 is compulsory.**
  - 2) **Attempt any two questions from Q. 2, Q. 3 and Q. 4.**
  - 3) **Attempt any two questions from Q. 5, Q. 6 and Q. 7.**
  - 4) **All questions carry equal marks.**

1. Analyze the following case :

14

Claude and Molly is a young couple living comfortably in Mangalore city in South India. They have two little girls Monisha 8 and Priya 6. Claude works in the production department of Info Tele Systems Ltd. He has an excellent salary and has been quite satisfied with his job. Claude is 40 years, and is known as a “good family man”. He has the respect of his colleagues and subordinates. Claude is considered a practical man, able to take the changes in life with a smile. He is basically optimistic and likes the material wealth and comfort that his years of conscientious work have produced. He enjoys a very high status in his company.

Molly is a pretty, energetic woman of 33 years, a good wife and a doting mother. She is strongly attached to her family and her widowed mother who lives in Kudupu, a village close to Mangalore. Claude and Molly married early and struggled together for several years until they were able to achieve the comfortable life they have now. Their marital life has been happy. They struggled in the early part of their marriage and were able to develop between themselves a 1 rewarding relationship. Although Claude and Molly have travelled to several parts of the country, they have never travelled abroad.

Now Claude and Molly are feeling more relaxed since most of their dreams have been realized. They have a good family, financial security and many friends. They are especially proud of their new home. It was Molly’s “dream house”



which is now complete. Claude feels that his life has become a comfortable routine. He is looking for some “challenge” and “adventure”. He had begun to feel that he needed a change, and it was then that he got an offer from his company to go to Ethiopia. The prospects of building up his company in Africa are very attractive for him. He is feeling very happy and elated. The salary and perks are very good and he feels very excited at working with new people and becoming acquainted with different ways of living.

Molly however feels quite differently. She feels that the pleasant well-organised life will be shattered. She wonders whether their life will now be unsettled. She fears about moving to a new environment that is strange and where people speak another language. She would be far away from her mother and her friends. They will have to rent or sell their home. Furthermore, she wonders whether the sanitary conditions would be dangerous to the health of the children. Molly kept these fears more or less to herself, but she did communicate to Claude her reluctance to go and said that was one of the main reasons was her worry about the effect this move was going to have on the education of their children as well as on their health.

Inwardly Claude was disappointed with Molly’s negative reaction and the difficulties she seemed to be having. In times of crisis previously in their life, she had always proved to be strong and supportive. He had hoped that she would back him in this decision, which was so important to his career. Nevertheless, he maintained his confidence in her and he believed that she would change her mind in time.

- a) Analyze the case study.
- b) Identify the problem.
- c) Generate possible alternatives.
- d) Choose the best alternative.

2. Write short note (**any two**) :

14

- a) What is licensing? Advantages and disadvantages of licensing.
- b) The role of technology and technology transfer in the international business environment.
- c) The recent globalization trends and their impact on world economies.



3. Write short note (**any two**) : **14**
    - a) Recruitment and selection of managers for international assignments.
    - b) Important determinants of international staffing policy.
    - c) Global strategy issues and ethics.
  
  4. Write short note (**any two**) : **14**
    - a) Arguments for protectionism
    - b) European Union
    - c) Functions and role of IMF.
  
  5. Explain the role of regional trading blocks in international business and strategy. Also mention the role of WTO. **14**
  
  6. Explain in detail role and importance of economic factors in the international business environment. **14**
  
  7. Discuss the concept of good corporate citizen, and how business in different countries perceives its responsibility for social issues. **14**
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**M.B.A. (Semester – III) Examination, 2016**  
**MANAGEMENT INFORMATION SYSTEM (MIS)**  
**Group – D : Systems Management (Paper – I)**  
**Paper – XIX (New) (CBCS)**

Day and Date : Saturday, 24-12-2016  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

- Instructions:** 1) *Question No. 1 is compulsory.*  
2) *Solve any two questions from 2, 3, 4 and any two from 5, 6 and 7.*  
3) *All questions carry equal marks (14 marks).*

1. Analyze the following case, identify the problem, provide alternate and justify the best solution for the same. 14

The ABC Marketing Company markets several household consumer products ranging from packaged food, cosmetics, soaps, detergents, toothpastes, confectionaries, biscuits etc. of popular brands and reputed manufacturers. It evaluates and markets products of small manufacturers under its own brand name 'ABC'. The range of products is very wide counting to over 5000 items. The company has warehouses in all big cities and towns that stocks the items based on demand and lead times of supply of the market the warehouse covers. All the items are coded with the information on prices, sizes, weights, variety, brand name and manufacturer.

The system of distribution is as under :

Each location is divided in routes assigned to a travelling salesman. Each retail store on the route is coded by the company with details of the store such as name, address, turnover, locality, population of the location, the income group etc. The salesman is provided a three wheeler with samples for delivery to the shops on his route. He is expected to visit each store atleast once in a week to collect orders in a standard format which will be processed by the computer department of the company under the order processing system. The system processes the order for availability of stock and allocates the stock against the orders received from the salesman. Allocation slips are issued in duplicate-one for the van and another for the warehouse to draw items and put in containers. The driver collects the containers and delivers the goods to the store as per the issue slip.

P.T.O.



The ABC marketing company uses a computer system for stock accounting, billing, financial accounting and other commercial systems. The management continuously discusses issues such as product selection, inventory control, customer complaints, rate of growth, movement of products etc.

The organization intends to establish an integrated system of procurement, stocking, billing and accounting to include order processing system and stock replenishment system. It is also eager to adapt various technologies such as bar coding, EDI, networking etc. to achieve an efficient procurement and distribution system to achieve higher business goals and customer satisfaction.

2. Write short notes on **any two** of the following : **14**
    - a) Financial information system.
    - b) Group decision support system.
    - c) Role of ICT in knowledge management.
  
  3. Answer **any two** of the following : **14**
    - a) Describe the terms Data and Information. Explain the importance in business management.
    - b) Discuss the strategic role of MIS in an organization.
    - c) Explain the devices and tools for interaction with MIS.
  
  4. Answer **any two** of the following : **14**
    - a) Explain the relationship between types of information systems.
    - b) Compare the terms data, information and knowledge and discuss relationship between them.
    - c) Discuss computer literacy and information system literacy.
  
  5. Explain in detail the marketing management information system and the flow of data of marketing management information system along with inputs and analysis in the system. **14**
  
  6. Explain in detail the role of DSS, GDSS and ESS in enhancing management decision making. **14**
  
  7. Explain organization of data in traditional and modern database environments. Compare each of these in terms of respective advantages. **14**
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**M.B.A. – II (Semester – III) Examination, 2016  
(New CBCS)  
Group – A : MARKETING MANAGEMENT (Paper – II)  
Sales and Strategic Marketing (Paper – XX)**

Day and Date : Monday, 26-12-2016  
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

- Instructions:** 1) Q. No. 1 is **compulsory**.  
2) Attempt **any two** questions from Q. 2, Q. 3 and Q. 4.  
3) Attempt **any two** questions from Q. 5, Q. 6 and Q. 7.  
4) **All** questions carry **equal** marks.

1. Analyze the following case, identify the problem, generate possible alternatives and choose the best alternative :

14

**Appearance of a Salesman**

It is the packaging that matters both for the products and the individuals. How we dress influences what others think about us. A salesman has to be presentable slovenly appearance puts a stamp of failure on him. Carelessness in dress habits is construed as carelessness in work habits. It is a sign of a loser. Not only the right dress speaks volumes about us, it also boosts our own morale and confidence. Shabbily dressed man is on the defensive. He finds that his inadequacies get multiplied. The secret of a successful salesman is hidden in his wardrobe. It makes us exude an air of confidence, and carry us as people of substance. Of course, all that glitters is not gold. Many talented people have simple dress habits. They want their true worth to be recognized, and do not depend upon external factors like the dress habits. In the selling profession, however, we cannot emulate the simple dressed millionaires. We should be at least smartly dressed. Investment in good outfits pays in the long run. It helps us project a positive image.



We should be careful about the quality of fabrics and their stitching. Poor fabrics lose shine, and look shapeless. Though good outfits cost a little more in the beginning, they are economical in the long run. Our dress should be consistent with the type of projection we want to make. A door-to-door salesman has a different appearance from the sales engineer selling a complex product. We should dress in a way that makes us belong to a class from which the buyers come. When we deal with secretaries who act as filters while accessing the executives we have to dress better than them. Sales people wearing suits must select 'classic' suits. The fabric could be worsted suiting. Colors should be sober. Shirts should be full-sleeve, and buttoned up. There should be a formal tie. The dress should reflect the dress habits of a target audience. While selling to the farmers, we have to keep our dress simple enough. We can adapt to the local surroundings. A banker looks ridiculous in cow-boy outfit. A stock-broker should have a formal look. We should never give an impression that we are mocking the dress habits of our customers. We should choose clothes depending on our anatomical features. We have to underplay our obese anatomy. We have to look authoritative by choosing suitable clothes if our stature is physically small. It is necessary to avoid 'haute couture' unless we are selling designer clothes and accessories. We cannot overemphasize the importance of a good fit. Much thought should be given to the choice of a right tie. It must make a statement for us. A tie should go well with the shirt. Silk ties are the best. Ties should reach our belt buckle. We should choose simple but trendy accessories. The watch should be aesthetic as well as functional. Attaché cases are used to hold our essential material. Pens should reflect good taste. Cheap ball point pens of throw-away type should not be handed over to the client to sign the order form. It is better to have a simple black umbrella. Business cards should be modest, and in elegant lettering. Some sales people have to be on the selling job even off campus. They may strike a sale deal on sports ground. They should select good but stylish sportswear for such off office situations. We should be too conspicuous by our dress in a formal gathering. Cufflinks should not be too expensive.

Hair should be well-groomed. It should not necessarily be short. It should, however, be not too long. Glasses should be of good quality. There should be a handkerchief



available in breast pocket. We should avoid see-through shirts; and socks that show legs when one sits down. Goat like beards is not liked. So also pencil-like moustaches. Plastic briefcases show poor taste. Shiny hair looks awful. Hair should be free from dandruff. Hankies should not be colored. Leather-jackets and black rain-coats are to be avoided. Contemporary sales people do not use suspenders.

**Issues :**

Is it necessary to dress well to sell well ? Describe a medical representative that you have seen. Could you advise him to be better dressed ? In what way ?

2. Write a short note on following (**any two**) : **14**
    - A) Contextual Marketing
    - B) Sales Training
    - C) Affiliate Marketing.
  
  3. Write a short note on following (**any two**) : **14**
    - A) Sales presentations
    - B) Motivation for shopping on the net-attributes of online shopping
    - C) Green Marketing.
  
  4. Write a short note on following (**any two**) : **14**
    - A) Relationship Management
    - B) Sales Budget.
    - C) Promotion for social websites.
  
  5. What is the concept of salesmanship ? State the qualities of successful salesman. **14**
  
  6. What is a sale forecasting ? Explain in the details various forecasting methods. **14**
  
  7. What is Personal Selling ? Explain Process and Approaches of Personal Selling. **14**
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**M.B.A. (Part – II) (Semester – III) (New CBCS) Examination, 2016**  
**STRATEGIC FINANCIAL MANAGEMENT**  
**Financial Management (Group – B) (Paper – II) (Paper – XX)**

Day and Date : Tuesday, 27-12-2016  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

- Instructions :** 1) Q.No. 1 is **compulsory**.  
2) Attempt **any two** questions from Q. No. 2 to Q. No. 4.  
3) Attempt **any two** questions from Q. No. 5 to Q. No. 7.  
4) Figures to the **right** indicate **full** marks.

1. From the following information, prepare Cash from Operations and Cash Flow Statement :

14

Particulars	Rs. (2003)	Rs. (2002)
<b>Assets :</b>		
Cash Balance	5,000	3,500
Trade Debtors	15,000	25,000
Stock	17,500	12,500
Machinery	40,000	27,500
Land	20,000	25,000
Building	17,500	30,000
<b>Total Assets</b>	<b>1,15,000</b>	<b>1,23,500</b>
<b>Capital and Liabilities :</b>		
Capital	62,500	76,500
Long Term Loan	20,000	25,000
Mortgage loan	12,500	–
Trade Creditors	20,000	22,000
<b>Total liabilities</b>	<b>1,15,000</b>	<b>1,23,500</b>

P.T.O.

**Additional information :**

- 1) During the year a machine costing Rs. 5,000 (accumulated depreciation Rs. 1,500) was sold for Rs. 2,500.
- 2) The provision for depreciation against machinery during the year 2002 was Rs. 12,500 and Rs. 20,000 in 2003.
- 3) Net profit earned during the year 2003 was 22,500.

2. Write short notes on **(any two)** : **14**
  - a) VRS Scheme implementation
  - b) Cost of capital
  - c) Business evaluation model.
3. Write short notes on **(any two)** : **14**
  - a) Types of employees
  - b) Types of lease
  - c) Modigliani-Miller Approach.
4. Write short notes on **(any two)** : **14**
  - a) Vendor management
  - b) Hire purchase finance
  - c) Forms of corporate restructuring.
5. Explain briefly the conceptual framework of business valuation and various methods of business valuation. **14**
6. Briefly explain the legal and procedural aspect of mergers and acquisitions. **14**
7. The selected financial data for A, B and C companies for the current year ended March 31 are as follows : **14**

<b>Particulars</b>	<b>A</b>	<b>B</b>	<b>C</b>
Variable expenses as percentage of sales	66.67	75	50
Interest expenses (Rs.)	200	300	1,000
Degree of operating leverage	5	6	2
Degree of financial leverage	3	4	2
Income-tax rate	0.35	0.35	0.35

- a) Prepare income statements for A, B and C.
  - b) Comment on the financial position and structure of these companies.
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**M.B.A. – II (Semester – III) (CBCS) Examination, 2016**  
**Paper – XX : Group E : PRODUCTION AND MATERIALS MANAGEMENT**  
**(Paper – II)**  
**Logistics and Supply Chain Management (New)**

Day and Date : Tuesday, 27-12-2016  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

- Instructions :** 1) Question number 1 is **compulsory**.  
2) Attempt **any two** questions from Q. Nos. 2, 3 and 4.  
3) Attempt **any two** questions from Q. Nos. 5, 6 and 7.

1. Analyse the case :

Walt Disney Company (Disney) is an entertainment conglomerate operating in different business sectors such as media networks, parks and resorts, studio entertainment and consumer products, across the world. Disney is present in a large number of countries in Europe, Asia and Latin America apart from America. Disney was the result of one man's ability to dream big. With barely US\$40 in his pocket, Walter Elias Disney (Walter) dreamt of making great Hollywood movies one day. In 1923, he started Disney Company. He also began production operations for films along with his brother. In 1928, Walter created the lovable 'Mickey Mouse' character for a silent cartoon film called 'Plane Crazy'. And there was no looking back after that. The company went on to create and market in various forms several other much-loved characters that proved extremely popular with children and adults alike. Walter's greatest dream was to provide fun for children and their families. This dream came true in 1955, when Disneyland was launched as a large theme Park' in California. Disney used the characters created by it and their images to encourage people to have fun in the park. Before his death in 1966, Walter purchased 28,000 acres of land in Florida to build another theme park. Walt Disney World opened on October 1, 1971. It was one of the world's largest theme parks and included hotels, golf courses and shopping villages apart from a magic kingdom theme park like Disneyland.





Disney became one of the big names in the entertainment industry. It was well known as an entertainment avenue to millions of families across the world. It has parks in California, Florida, Japan and Europe. Both Walt Disney World and Universal Studios, the main entertainment divisions of Disney, introduced new attractions regularly to sustain people's interest. Disney's operations expanded to marketing of movies, books, toys, clothes and theme parks. Disney also tried to increase its brand popularity through various road shows and marathons<sup>2</sup>. Radio Disney helped in establishing the Disney brand in the countries of Latin America, Europe and the 'Asia pacific regions. Disney's other businesses comprised media networks, which include the Disney channel, Buena Vista television, ABC television and radio networks and the ESPN sports channel. Over the years, Disney's divisions slowly started expanding their operations to places outside the U.S. Disney brought coordination among all its divisions and used the relationship between them to the optimum extent possible for its market expansion. Every division of the company worked in co-operation with other divisions for marketing the entire Disney brand.

Disney also entered the consumer product business by integrating consumer products with its cartoon characters. Visitors to the Disney parks could choose from a wide variety of products such as clothes, toys, furniture, cookware, etc. They usually bought something as a tangible memory or to gift to their friends. Disney catered to the tastes of people living in different parts of the world through its products in various stores in collaboration with retailers all over the world. As per Disney's annual report of 2001, the revenue through consumer products during the year amounted to \$2.6 billion. Disney sold its consumer products online through [Disneystore.com](http://Disneystore.com) too.

The company also had plan of licensing the Walt Disney name, Disney's characters and other visual and literary products to manufacturers, retailers, publishers and show promoters throughout the world. To keep the company growing, Disney developed new Arks, radio and television channels and produced films that had a wide audience. Disney channel was launched in Brazil and Radio Disney in Argentina with the combined efforts of Walt Disney International and Disney's media networks. In fact, Disney was successful in bringing a smile to the face of



many across the world. It was a source of fulfilled entertainment in the stress-filled world of millions, thus fulfilling the dream of its founder. Currently it entertains millions of people living in different parts of the world through its parks, products and an excellent customer service. Further, Disney's employees were specially trained to be courteous and cheerful and this helped in the company's business growth. In order to expand its business further, Disney began to concentrate on highly populated countries like China. China with a large population of children under the age of 13 and a growing middle class provided an opportunity for Disney to improve its market share. Walt Disney Company signed an agreement in November 1999 with the Hong Kong Government to build a theme park on the island of Lantau. According to Michael Eisner, former CEO of Disney, "Disney aims to build the biggest entertainment base in the world while simultaneously creating the world's greatest entertainment products".

In 2005, Disneyland celebrated its 50<sup>th</sup> anniversary as 'The happiest celebration on Earth'. CEO-elect Robert Iger introduced a lot of attractions and family-focused vacation plans that would help Disney grow strong in its business of entertaining people through the years to come.

- 1) Analysis of the case.
  - 2) Identification of the problem.
  - 3) Suggest alternative solution.
  - 4) Select best solution. 14
2. Short notes on (**any two**) : 14
- a) Transport cost considerations
  - b) 3PL and 4PL service providers
  - c) Importance of warehousing.
3. Short notes on (**any two**) : 14
- a) Importance of logistics and supply chain in business
  - b) Supply chain as a competitive advantage
  - c) Materials requirement planning as tool to control dependent demand inventory.



4. Short notes on (**any two**) : **14**
- a) Supply chain security
  - b) Principles of supply chain management
  - c) Logistics interfaces with other functional areas.
5. What do you mean by warehousing decisions ? Describe in detail layout and design principles of warehouse. **14**
6. What are the objectives of logistics and supply chain management ? Explain its role and importance of IT in supply chain. **14**
7. What is transportation strategy ? Explain in detail transport documentation. How transportation economics and pricing is carried out in organization ? **14**
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**M.B.A. (Part – II) (Semester – III) (New) Examination, 2016**  
**HUMAN RESOURCE MANAGEMENT (Group – C)**  
**Paper – II : Training and Development (CBCS) (Paper – XX)**

Day and Date : Wednesday, 28-12-2016  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

**Instructions:** 1) Q. No. 1 is **compulsory**.

2) Solve **any two** questions of Q. No. 2 to Q. No. 4.

3) Solve **any two** questions of Q. No. 5 to Q. No. 7.

1. Analyse the following case :

14

Mr. Suhas is the Manager of Directory Services at BSNL, Pune. He is responsible for a staff of eight supervisors and near 100 directory assistance operators. If you lived in Mumbai and called “197” for directory assistance, you would find yourself talking with one of BSNL employees.

The position of Telephone Assistance Operator (TAO) requires a pleasant speaking voice, familiarity with the telephone company’s computer-operated directory and knowing the answers to several dozen frequently asked questions. In an average year BSNL, Pune experiences about a 30 per cent turnover among TAOs.

Mr. Suhas recently completed a course in Human Resource Management at a local college and, as a result began to wonder why BSNL, Pune did not provide a short formal training programme for the TAO. At present new hires are given a ten minute tour of the offices and a two-page printed sheet with directions on how to operate a computer terminal and answer the frequently asked questions. New employees are then shown their work area, introduced to their supervisor and told to start. It concerns Suhas that many new TAOs complain for several months about being uncomfortable in their jobs complaints from supervisors that it usually takes ninety days for a new TAOs to be fully competent and that part of the 30 percent turnover may be due to inadequate TAO Training.

**SLR-T – 38**



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| 2. Write short answers ( <b>any 2</b> ) :  | <b>14</b> |
| 1) Kirkpatrick design.   |           |
| 2) Principles of training.   |           |
| 3) Managerial grid.  |           |
| 3. Write short answers ( <b>any 2</b> ) :  | <b>14</b> |
| 1) Cost benefit analysis.  |           |
| 2) Competency based training.  |           |
| 3) Promotions and transfer.  |           |
| 4. Write short answers ( <b>any 2</b> ) :  | <b>14</b> |
| 1) Electronic performance support system.  |           |
| 2) Goal setting and planning.  |           |
| 3) Career stages.  |           |
| 5. Define Management Development. Elaborate the objectives and techniques to Management Development.   | <b>14</b> |
| 6. State Organisational Development. Explain its process and techniques to organisational development. | <b>14</b> |
| 7. Define training. State the stages of training and its assessment.                                   | <b>14</b> |
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**M.B.A. (Part – II) (Semester – III) (CBCS) Examination, 2016**  
**Paper – XX : Gr.F : AGRICULTURE AND CO-OPERATIVE**  
**MANAGEMENT (Paper – II)**  
**Agricultural Marketing (New)**

Day and Date : Wednesday, 28-12-2016  
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

- Instructions :**
- 1) Question No. 1 is **compulsory**.
  - 2) Attempt **any two** questions from Q. No. 2, Q. No. 3 and Q. No. 4.
  - 3) Attempt **any two** questions from Q. No. 5, Q. No. 6 and Q. No. 7.
  - 4) Figures to the **right** indicate **full** marks.

**1. Case study :**

Linking primary producers with global and national markets through fresh food retail chains is seen as one of the emerging agricultural marketing practices in India to improve small producer's livelihoods. The fresh food retail chains are investing from farm to fork to buy fruits and vegetables directly from farmers and sell them to retail buyers. However, fresh food retail chains are largely found working with only large farmers and exclude small farmers for various reasons. In this context, it has examined the operations of a fresh food retail chain named 'Easy Day' and its interface with farmers in Punjab. The study has revealed that fresh food retail chain primarily works with small intensive vegetable cultivators. It has been found that the retail chain farmers could realize higher profits compared to non-RC (traditional market supplying) farmers mainly because of higher yield and higher price realization in the traditional market because of better quality produce. The retail chain procures only a part of the farmers' produce and the remaining produce has to be sold in the local markets. The retail chain has not made a genuine effort to provide agri inputs and extension services to the farmers.

- a) Analyse the case. 5
- b) Identify the problem. 4
- c) Suggest strategies to further facilitate the marketing of produce of small farmers. 5



2. Write short notes on **(any two)** : **14**
- a) Storage and storage structure.
  - b) Characteristics of traditional agricultural marketing system.
  - c) Plant protection chemicals.
3. Write short notes on **(any two)** : **14**
- a) Marketing channels.
  - b) Regulation of agricultural marketing.
  - c) Marketing institutions.
4. Write short notes on **(any two)** : **14**
- a) Theory of determination of input price.
  - b) Rural marketing-classification and characteristics.
  - c) Market structure.
5. What is marketing function ? Give its classification. Explain packaging and its types. **14**
6. What is meant by market ? What are various components of market ? Give the classification of market. **14**
7. Define agricultural marketing. Explain the concept in detail. State its need and scope. **14**
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**M.B.A. – II (Semester – III) (New-CBCS) Examination, 2016**  
**Group – G : INTERNATIONAL BUSINESS (Paper – II)**  
**International Trade Procedures and Documentation (Paper – XX)**

Day and Date : Thursday, 29-12-2016  
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

- Instructions:** 1) Question No. 1 is **compulsory**.  
2) Attempt **any two** questions from Q. 2, Q. 3 and Q. 4.  
3) Attempt **any two** questions from Q. 5, Q. 6 and Q. 7.  
4) **All** questions carry **equal** marks.

1. Analyze the following case, identify the problem, generate possible alternatives and choose the best alternative :

14

**Persistence, price and the personal touch**

The personal touch has proved pivotal for Deep Sea Electronics plc in the lucrative Indian market. The company, which manufactures control and monitoring equipment for generators, began exporting to India five years ago and is confidently poised to expand sales three-fold over the next five years. The firm, which employs 116 people, has build up a solid customer base in this rapidly expanding market place, selling directly to 20 separate manufacturers but also using the services of an agent.

The company has dramatically redefined its sales strategy over the past decade. Ten years ago domestic sales accounted for 80 percent of its production. Now the position is reversed with between 85 and 90 percent going overseas. Managing director David Thomson insists that would be exporters need to be persistent to secure a foothold in India. “Its a difficult market to enter, although it’s going through change,” he explains. “Up until now it’s been obsessed with price and although it’s still the main driving force its not as much of a factor as it was previously, “You’ve got to be confident in your products’ quality, reliability and value – and don’t give up. For the first several times you visit they will hit you with price, price, price and its very easy to walk away. But you need to continue

P.T.O.





to visit and promote why your products are more expensive than local ones and eventually the price problem will degrade.” Representatives from Deep Sea Electronics visit India three or four times a year and the firm also participates in exhibitions in India. Mr. Thomson makes regular visits himself.

Its absolutely essential to go there and have face-to-face meetings,” he adds. “Typically you would be talking about four visits over twelve months before sales opportunities open up. We’ve used distributors in the past and still do. But distributors should be viewed as an addition to direct sales and not as a replacement.” It is important not to regard India as a single homogenous market but rather as a collection of interlinked markets. There are huge variations between different regions. Many companies find it easier to concentrate on a single region. Tariffs may have come down from a high of 350 percent during its protectionist days but still remain relatively high, although the continuing trend is for these to be reduced. Customs duties can be complex and there is a one percent handling fee on top of basic duties. India’s key industries include telecommunications, which is growing faster than anywhere else in the world as well as chemicals, food processing, steel, transportation equipment, cement and textiles which account for a fifth of all manufacturing. Also crucial are mining, petroleum, machinery, software and pharmaceuticals. Indian companies also control prestigious international brands such as car-makers Land Rover and Jaguar. It has one of the fastest growing automotive sectors in the world. Its home-produced Tata Nano is the cheapest car on the planet. Other key sectors include aerospace (civil), agribusiness, biotechnology (growing at a staggering 37 percent a year) and pharmaceuticals, construction, creative and media, education, skills and leisure, engineering, environment, financial and legal services, healthcare and medical, ICT, oil and gas, power, transport and water.

2. Write a short note on following **(any two)** :

- A) SEZ
- B) Duty Exemption Schemes
- C) Income Tax Benefits.



3. Write a short note on following **(any two)** : **14**
- A) FEMA
  - B) INCO Terms
  - C) Customs Tariff Act, 1974.
4. Write a short note on following **(any two)** : **14**
- A) EDI
  - B) Export Credit Insurance
  - C) Convertibility of Rupee.
5. What is the term EXIM ? Explain the nature and characteristics feature of EXIM documents. **14**
6. What is ECGC ? Explain various covers issued by ECGC. **14**
7. What is letter of credit ? Explain in detail process and types of letter of credit. **14**
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**M.B.A. (Semester – III) New (CBCS) Examination, 2016**  
**Paper – XX – Group D : System Management**  
**ERP AND SPD (Paper – II)**

Day and Date : Friday, 30-12-2016  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

- Instructions :** 1) Question No. 1 is **compulsory**.  
2) Solve **any two** questions from 2, 3, 4 and **any two** from 5, 6 and 7.  
3) **All** questions carry **equal** marks (14 marks).

1. Read the following case carefully and answer the questions below : 14

Non-Production Procurement (NPP), at XYZ Corporation, covers all purchases of supplies other than supplies used in the actual production of copying machines. Thus, all office supplies, from desks and personal computers to pencils and stationary comes under the category of non-production procurement. In early 1994, XYZ was spending about \$ 4.3 billion dollars a year on NPP. XYZ realized that the redesign of this process represented a major opportunity to save money.

A business process redesign team was created that included managers, supervisors and clerical personnel from the various organizations involved in NPP. The redesign team members involved in the work explained how, initially, procurement had been spread throughout the various corporate departments and groups. Moreover, different groups had been established to handle expensive items like desks, or complex items, like computers, while other groups handled more routine items like paper and pencils. Specialists had been established to handle exceptions and rush orders.

The team used diagrams listing customer contacts at the top and departments along the side. Access to databases was listed on separate swim lanes at the bottom of the chart. The initial chart was huge and identified hundreds of different activities. Most were found to be non-value adding activities and were eliminated. By mid-1996 the entire NPP process had been reduced to three sequences, each comprising a few activities. The redesign team also implemented several



radical changes in the NPP process. For example, credit cards were issued to all managers. The credit cards had established limits and managers were encouraged to use them when they needed to acquire something quickly. By shifting decision-making and responsibility for these unique, rush purchases to departmental managers; a large portion of the NPP bureaucracy was eliminated. American Express agreed to provide reports to XYZ that summarized the use of the credit cards, thereby eliminating the need for new software to monitor the small purchases. XYZ also decided to identify and negotiate mega-purchasing deals with very large suppliers who could support XYZ throughout the world. By replacing numerous small contracts with a few very large contracts, the team eliminated most of the contracts negotiation people and the numerous problems otherwise associated with monitoring many small contracts. The team also decided to completely automate access between XYZ managers and the suppliers, so that all paperwork would be eliminated. Each manager can use his or her PC to access the supply system and complete orders online. Departmental limits and constraints are all handled by the computer system without any need for intervention by accounting personnel. Once the team created its SHOULD design, it began to meet with IT people to define the nature of the software system they would need to support the new process. The IT team that joined the BP redesign team preferred using object models. They converted specific activities to use case diagrams and eventually develop object models for each of the major transactions. They then use an OO modeling tool to run simulations on each major set of activities defined by the BP redesign group to see if the new processes would work smoothly. This also allowed the IT team to develop a detailed cost analysis of the various sets of activities. This work impressed the BP redesign team that said, in retrospect, that they thought the simulation had significantly improved their understanding of some of the changes they had proposed. One sub-process, in particular, turned out to have several bottlenecks that rendered the new process very inefficient. By playing with the simulation, changing the flow and adding more positions to handle exceptions, the BP redesign and IT teams, working together, were able to make the sub-process much more efficient.

- a) Analyse the case.
- b) Discuss the activities that the redesign team undertook to streamline the traditional process.
- c) Discuss your alternative changes to the processes prevailing in XYZ.



2. Write short notes on **any two** of the following : **14**
    - a) Decision Tables.
    - b) Data Flow Diagrams.
    - c) User Interface Design.
  
  3. Answer **any two** of the following : **14**
    - a) What is the objective of package evaluation process ?
    - b) Describe the general guidelines for structuring data entry fields.
    - c) Describe the roles and skills required by a software engineer and software project manager.
  
  4. Answer **any two** of the following : **14**
    - a) Describe the process of designing interfaces and dialogues.
    - b) Describe systems analysis and the major activities that occur during this phase of the systems development life cycle.
    - c) What are the common myths about the ERP system and demystify them ?
  
  5. Explain various phases of ERP implementation life cycle. **14**
  
  6. Describe in detail the various facts finding methods. **14**
  
  7. Describe in detail-DFD, Decision tree and decision tables. **14**
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**M.B.A. (Part – II) (Semester – III) Examination, 2016  
CORPORATE PLANNING AND STRATEGIC MANAGEMENT (Old)  
(Paper – XVII)**

Day and Date : Friday, 16-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

- Instructions:** 1) *Q. 1 is compulsory.*  
2) *Solve any two questions from Q. 2, Q. 3 and Q. 4.*  
3) *Attempt any two questions from Q. 5, Q. 6 and Q. 7.*

1. Case study :

Hindustan Unilever Limited (HUL) is a subsidiary of Unilever, which is one of the world's largest organizations in the Fast Moving Consumer Goods (FMCG) sector. The brands of HUL touch the everyday lives of various consumers in India. The vision of HUL involves continuously innovating the technologies to increase conservation in its operations. It aims to reduce the water consumption by using advanced technologies. The mission of HUL includes meeting everyday needs for nutrition, hygiene and personal care with brands that help people feel and look good and get more out of life. The main aim of HUL is to add vitality to the lives of people.

HUL cares about its customers, employees, shareholders and business partners. It is committed towards making continuous improvements according to the changing environment. HUL's core business is home and personal care products and food items. Home and personal care products include skin care, laundry, deodorants and health care; whereas, food items include tea, coffee, ice creams and processed food products. HUL has a planned strategy for developing strong brands; thus, covers different market segments with its different brands, such as Dove, Lux, Liril, Pears and Lifebuoy.

The increasing competition in the FMCG sector has posed a great challenge for HUL. Proctor and Gamble and Nivea are the strong competitors of HUL. Many competitors of HUL have copied its marketing and distribution strategies, affecting the competitive advantage of HUL to a great extent.

Earlier, the top management of HUL was responsible for making strategic decisions and the functional head looked after the functional management of HUL. Now,



there is a shift in strategic decision making from HUL to Unilever. The global strategy of Unilever focused on producing limited number of high-priced products in a year. However, it affected HUL's own strategy of offering low priced products.

HUL has always tried to align with the Indian Environment. It has always experimented with new ideas; for example, it entered the Indian rural market with an effective distribution system. The global strategies of Unilever indicate a change and maturity in the Indian markets.

**Questions :**

- 1) Analyse case. 4
  - 2) Give your opinion on strategic decision-making at HUL. Do you think the shift in decision-making was advantageous for HUL ? 5
  - 3) Comment on the strategic thinking of HUL. 5
  2. Write short note on (**any two**) : 14
    - a) Mission and Objectives
    - b) Porter's 5 forces model of competition
    - c) SWOT analysis.
  3. Write short note on (**any two**) : 14
    - a) Strategic Business Units
    - b) Liquidation Strategy
    - c) Operational Control.
  4. Write short note on (**any two**) : 14
    - a) New Business models for Internet Economy
    - b) Leadership Styles
    - c) Resource allocation with reference to strategy implementation.
  5. Define strategy and various levels at which it operates. What do you mean by Strategic Decision Making ? 14
  6. What are the various organizational structures to suit different strategic options ? What are different structural considerations while choosing structure ? 14
  7. What are the company situations where tailoring strategy is done to fit specific industry ? 14
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**M.B.A. (Part – II) (Semester – III) (Old) Examination, 2016  
MANAGEMENT ACCOUNTING (Paper – XVIII)**

Day and Date : Saturday, 17-12-2016

Total Marks : 70

Time : 10.30 a.m. to 1.30 p.m.

**Instructions :** 1) Q. No. 1 is compulsory.

2) Attempt **any two** questions from Q. No. 2 to Q. No. 4.

3) Attempt **any two** questions from Q. No. 5 to Q. No. 7.

1. A Manufacturing Company is expected to have Rs. 25,000 in its bank account on 1-4-1996. Prepare a cash Budget for April, May, June 1996 from the following estimates.

14

Month	Sales	Purchases	Salary	Administrative Expenses	Selling Expenses
February	50,000	30,000	6,000	9,000	3,000
March	56,000	32,000	6,500	9,500	3,000
April	60,000	35,000	7,000	10,000	3,500
May	80,000	40,000	9,000	11,500	4,500
June	90,000	40,000	9,500	12,500	4,500

Other Information :

- 1) 20% sales on cash. Balance on credit and the amount to be collected in the next month.
- 2) Suppliers are paid second month following the purchases.
- 3) Workers salary paid in the same month.
- 4) Administrative and selling expenses are paid in the next month.
- 5) Dividend of Rs. 10,000 and bonus to workers of Rs. 15,000 are to be paid in May.
- 6) Income tax of Rs. 25,000 to be paid in June.





2. A) From the following information find out : **7**
- a) Contribution
  - b) B.E.P. in units
  - c) Margin of Safety
  - d) Profit
  - e) Sales to earn a profit of Rs. 6,000
- Total fixed cost Rs. 4,500
- Total Variable Costs Rs. 7,500
- Total Sales Rs. 15,000
- Number of Units sold 5,000
- B) Functions of Management Accounting. **7**
3. Write short notes (**any two**) : **14**
- 1) Differentiate between cost accounting and financial accounting.
  - 2) Types of Audit
  - 3) Cost Drivers
4. What are the objectives to reporting to Management ? Explain different types of Reports. **14**
5. The standard materials cost to produce a tone of chemical X is : **14**
- 300 kg of material A @ Rs. 10 per kg
- 400 kg of material B @ Rs. 5 per kg
- 500 kg of material C @ Rs. 6 per kg
- During a period, 100 tonnes of mixture X was produced from the usage of :
- 35 tonnes of material A at a cost of Rs. 9,000 per tonne
- 42 tonnes of material B at a cost of Rs. 6,000 per tonne
- 53 tonnes of material C at a cost of Rs. 7,000 per tonne
- Calculate Material Price Variance, Material Usage Variance and Material Mix Variances.



6. ABZ Co. produces three products A, B and C for which the standard cost and output are as follows :

14

<b>Products/Particulars</b>	<b>A</b>	<b>B</b>	<b>C</b>
Output (Units)	10,000	20,000	30,000
Direct Material Per Unit	Rs. 50	Rs. 40	Rs. 32
Direct Labour Per Unit	Rs. 30	Rs. 40	Rs. 48
Labour Hours Per Unit	3	4	5
Machine Hour Per Unit	4	4	7
No. of Purchases requisition	600	900	1,000
No. of machine set ups	120	130	150

Production overheads split by depts.-Dept. X - Rs. 12,00,000, Dept. Y-Rs. 15,00,000 total Rs. 27,00,000.

Dept. X is labour intensive and Dept. Y is machine intensive.

Total labour hours in dept. X-2,00,000, Total machine hours in dept. Y - 5,00,000

Production overhead split by activity – Receiving and inspection – Rs. 14,00,000

Production scheduling set up – Rs. 13,00,000

No. of batch received/inspected – 2,500, No. of batches for scheduling/set up – 400.

You are required to prepare cost statement under Activity Based Costing Method.

7. What is Management Control System ? Explain the Management Control System in Financial Service Organisation.

14

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**M.B.A. (Part – II) (Semester – III) (Old) Examination, 2016**  
**Paper – XVIII : BUSINESS ETHICS**

Day and Date : Monday, 19-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

- Instructions:** 1) Q. No. 1 is **compulsory**.  
2) Attempt **any two** questions from Q. No. 2, 3, 4.  
3) Attempt **any two** questions from Q. No. 5, 6, 7.  
4) **All** questions carry **equal** marks.

1. Case Study :

14

**Bhopal Express (Business Ethics)**

Twenty years ago, Bhopal choked over methyl isocyanate fumes from the Union Carbide India Limited (UCIL) factory. According to the Madhya Pradesh Gas Relief and Rehabilitation Department. Over 15,000 lost their lives and 550,000 suffered serious injuries. The Supreme Court awarded a compensation packaged of \$ 470 million in 1989. Based on estimates of 3,000 dead and 15,000 injured. The judgment absolved UCIL and its parent company in the US, Union Carbide Corporation (UCC) of criminal liability and appointed the Indian Government as the sole representative of the victims. Thereby ruling out individual suits against UCC and UCIL. Neither the Centre not the State Government has acted sincerely in that capacity. The Centre dragged its feet over carrying out a comprehensive medical survey as a result of switch documentation of medical disorders, crucial to establishing the corporate guilt, remains inadequate. Former UCC chief Warren Anderson, charged for culpable homicide, remains an absconder from Bhopal courts for a decade. Yet it is learnt that the then State Government did not try to hold him back when he was here. Today, the \$470 million has multiplied by way of interest to about \$700 million, but courts have disbursed only \$335 million. On July 14 this year, the Supreme Court ordered the immediate disbursement of the remaining sum. Over 5.5 lakh individuals have on an average received Rs. 25,000. Is Rs. 50,000 per person a compensation or pittance for a people economically and physically destroyed over two generations ?

In 2001, Dow chemical's acquired UCC and said it owed nothing to the Bhopal victims. It is high time the SC reopened the 1989 settlement in view of the unfolding magnitude of the disaster. The Bhopal Chief judicial magistrate should summon Dow at the earliest. Class action suits in the US have led to huge compensations. The Indian System should allow for the same in an age of corporate accountability. Dow and Indian Oil corporation are reportedly working



on a facility in Paradip, Orissa. The Government should put a stop to any such exercise. Meanwhile globalization has altered the nature of transnational corporate operations. A present day company covers the world in a spider web of holdings. Rendering it impossible for laws of individual countries to pin it down. In the interest of world trade and business. Episodes like Bhopal should be referee to an international court set up under the aegis of the World Trade Organisation. Faceless enterprise needs swift and neutral arbiters. Or else death will continue to stalk commerce as its shadow.

**Questions :**

- 1) What are the unethical events taken place so far in the tragedy according to you ?
  - 2) Do you feel the State Government, the Central Government and Union Carbide Corporation are fulfilling their responsibilities towards the victims ?
2. Write short notes on **(any two)** : **14**
- a) Responsive Management
  - b) Corporate Culture
  - c) Principles of Business Ethics
3. Write short Notes on **(any two)** : **14**
- a) Conflict between Personal Values and Organizational goals.
  - b) Nature and Need of Business Ethics.
  - c) Importance of Morality and Rationality in Organizations.
4. Write short answers **(any two)** : **14**
- a) Explain the concept of Environmental Ethics and also explain environmental and business ethics.
  - b) What is Normative ethics ? Explain its basic framework.
  - c) Explain the relationship between values, Norms and Beliefs.
5. Define Business Ethics. Explain its nature, need and importance. Explain the meaning and importance of Corporate Governance. **14**
6. Explain the relationship between Business Ethics and Environmental Aspects like Air Pollution, Water Pollution and Waste Management. **14**
7. Explain the concepts of Ethics and Marketing, Ethics in Finance and Accounting. **14**
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**M.B.A. (Part – II) (Semester – III) Examination, 2016**  
**Gr.A : Marketing Management (Paper – XIX)**  
**Paper – I : PRODUCT AND BRAND MANAGEMENT (Old)**

Day and Date : Tuesday, 20-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

- Instructions :**
- 1) **Q. 1 is compulsory.**
  - 2) Solve **any two** questions from Q. 2, Q. 3 and Q. 4.
  - 3) Attempt **any two** questions from Q. 5, Q. 6 and Q. 7.

1. Case study

Marketing executives at Real-Food Ltd. were concerned about the performance of their 'Fruity' brand of juice. The advertising campaign would involve an unusual and prospectively controversial direct comparison of the vitamin-nutritional value of 'Fruity' vis-a-vis the fresh natural fruits. The approach would be controversial in the sense that most Indians associated nourishment either to fresh fruits/vegetables or to medical preparations.

Real Food's executives were worried by the decline in Fruity's market share. Upon gathering and analyzing information from consumer panels, it was discovered that substantial portion of Fruity's volume losses represented shifts to more 'exotic' tastes like 'mango-orange', '3-in-ones', etc. The other categories that appeared to be cutting into sales of Fruity more than its competitors were the new introductions like new flavours.

The executives felt that Fruity was failing to communicate its vitamin nutrition value which was a definite product attribute. They felt that the best way to improve Fruity's sales performance was by developing a more compelling advertising approach. Focus group interviews were conducted with consumers to evaluate the relative effectiveness of several alternative copy approaches making direct or implied comparisons between Fruity and the other juices. These following alternatives are presented below :

- 1) Fruity is the only juice which has the vitamins and minerals essential part of diet.
- 2) Unlike other brands, only Fruity has the vitamins and minerals of fresh fruits.



- 3) Fruity juice is as good as a fresh fruit eaten at breakfast.
- 4) Children may hate fresh fruits. Relieve your anxiety by giving them Fruity.
- 5) Fruits picked up from the orchard are packed into bottle without delay keeping the nourishment intact.

Different advertising executions were developed by Fruity's advertising agency. These in turn were to be copy-tested to determine which seemed to most effectively fulfill the strategic objective set for the brand.

- a) Analyse the case. 4
  - b) If you were the Brand Manager how would you decide advertising plan. 5
  - c) Suggest a new strategy for brand positioning. 5
  2. Write short notes (**any two**) : 14
    - d) Packaging
    - e) Product Levels
    - f) Brand Personality.
  3. Write short notes (**any two**) : 14
    - d) Ingredient Branding
    - e) E-branding
    - f) Internal Branding.
  4. Write short notes (**any two**) : 14
    - g) Branding Failures
    - h) Brand Ambassadors
    - i) Brand Image.
  5. Explain various stages of Product Life Cycle and product mix decisions for each stage. 14
  6. Describe New Product Development Process in detail. 14
  7. What is Brand Extension ? What are the different types of brand extensions ? Explain with examples. 14
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**M.B.A. (Part – II) (Semester – III) Examination, 2016**  
**Group – B : FINANCIAL MANAGEMENT (Paper – I)**  
**Paper – XIX : Indian Financial System (Old)**

Day and Date : Wednesday, 21-12-2016

Total Marks : 70

Time : 10.30 a.m. to 1.30 p.m.

**Instructions :** 1) Question No. 1 is **compulsory**.

2) Attempt **any two** questions from Q. No. 2, 3 and 4.

3) Attempt **any two** questions from Q. No. 5, 6 and 7.

**1. Case Study :**

**14**

Mr. and Mrs. Tiwari had operated a home loan with the bank for many years. The bank suggested to them that they should change the loan to a newer product that offered more benefits. Mr. and Mrs. Tiwari agreed to change the loan over provided that the same death and disability insurance was available with the new product. The bank officer indicated that this could be arranged and accordingly, Mr. and Mrs. Tiwari entered into a new loan contract.

When the new loan was drawn down Mr. and Mrs. Tiwari received a refund for an insurance premium. When they questioned this they were advised that their old insurance policy could not be transferred to the new loan because it was no longer offered by the bank. The new insurance policy did not offer cover for temporary disability.

Mr. and Mrs. Tiwari wrote to the Financial Ombudsman Service stating that they would never have taken out the new loan if they had known that their insurance policy could not be transferred.

Resolution

After discussions were held between the parties, the bank agreed to establish an insurance policy under the same terms as the original policy. The bank agreed to underwrite the insurance policy itself, as the insurance arm of the bank no longer offered the product. The bank also refunded the application fee of rupees forty thousand.



- 1) Analyse the above case.
  - 2) Identify problem in this case.
  - 3) Suggest alternative solutions.
  - 4) Identify best alternative.
2. Write short notes on **(any two)**. **14**
- a) Custodians.
  - b) Merchant Bankers.
  - c) E-Trading.
3. Write short notes on **(any two)**. **14**
- a) Tokyo Stock Exchange.
  - b) Schemes of Mutual Funds.
  - c) BSE.
4. Write short notes on **(any two)**. **14**
- a) Endowment Policy.
  - b) Securitization.
  - c) Right Issue.
5. Explain the role of IRDA in the Capital Market. **14**
6. Take the review of any three popular schemes of Life Insurance Companies and role of LIC in insurance sector. **14**
7. Take the review of development of Mutual Fund Industry in India since its inception. Explain any two schemes of mutual fund. **14**
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**M.B.A. – II (Semester – III) (Old) Examination, 2016**  
**Paper – XIX : PRODUCTION & MATERIALS MANAGEMENT (Group-E)**  
**(Paper – I)**  
**Purchasing and Inventory Management**

Day and Date : Wednesday, 21-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

- Instructions :** 1) Question number 1 is **compulsory**.  
2) Attempt **any two** questions from Q.nos. 2, 3 and 4.  
3) Attempt **any two** questions from Q.nos. 5, 6 and 7.

1. Analyse the case :

The inception of Caterpillar Inc. (Caterpillar) took place way back in the 1920s. Over the years, Caterpillar became a dominant player in the manufacture of earth moving equipment, and construction and mining equipment and a leading supplier of agricultural equipment. The company also manufactured diesel and natural gas engines, industrial gas turbines, logging machinery, electrical power-generation systems, etc. It was recognized as a technology leader in various areas like construction, transportation, mining, energy, logistics, and electric power generation. Caterpillar's headquarters is situated at Peoria, Illinois, U.S.A. Its products are manufactured in the US and other locations including Australia, Belgium, Brazil, Canada, China, England, France, Germany, Hungary, India, Indonesia, Ireland, Italy, Japan, Malaysia, Mexico, the Netherlands, Nigeria, Northern Ireland, Poland, Russia and South Africa. It sells its equipment through a network of more than 200 dealers in about 3,200 locations across the globe.

In 1925, Holt Manufacturing Company, whose track-type tractors were used by allies in the World War I and the C.L. Best Tractor Co. merged to form Caterpillar Tractor Co. Initially, the company manufactured only steam tractors. In 1931, it established a separate sales division in order to market diesel engines to other equipment manufacturing companies.

But by 1940, it had expanded its product line to include other products like motor graders, blade graders, elevating graders, tracers and electrical generating sets. In 1950, Caterpillar Tractor Co. Ltd. extended its operations to Great Britain and various countries around the world. In 1953, a separate sales and



marketing division was set up for the customers of the company who bought engines alone. In 1963, Caterpillar entered the Japanese market. In order to strengthen its presence in Japan, Caterpillar entered into a joint venture with Mitsubishi Heavy Industries Ltd. of Japan to form Caterpillar Mitsubishi Ltd. In 1965, Caterpillar Mitsubishi Ltd. was renamed Shin Caterpillar Mitsubishi Ltd. By 2004, this company occupied second position in Japan in the production of construction and mining equipment. Caterpillar continued to extend its product line. In 1986, Caterpillar Tractor Co. became Caterpillar Inc. after it had expanded its business to different parts of the world.

As far as manufacturing of earth moving equipment is concerned, Caterpillar occupied a special position in the market. It differentiated itself from its rivals in several ways: it provided superior service to its customers, supplied quality products and ensured that its spare parts were easily available. Moreover, its products were durable and reliable and it used sophisticated technology in the production process. Though, of late, many companies have come up with the Six Sigma approach, Caterpillar was the first to introduce Six Sigma throughout the world in 2001 and it achieved tremendous success.

In 2003, Caterpillar introduced Advanced Combustion Emissions Reduction Technology (ACERT) in its diesel engine version, which was certified by the US Environmental Protection Agency. The ACERT Technology helped in reduction of pollution by reducing the emissions at the point of combustion. Later, Caterpillar inserted this ACERT Technology into its on-highway truck and bus engines. In the Industrial machinery segment, Caterpillar occupied a unique position and developed a competitive edge over its competitors in delivering quality products with innovations. Caterpillar's aim was to capture the expanding global market with the best products developed in the least possible time at lower development costs.

Caterpillar had a very strong dealer network. In fact, the company's dealer network was responsible for the wide availability of its spare parts across the globe. Some analysts opined that Caterpillar acquired the competitive edge through its superior service provided by its global dealer network. The Caterpillar dealer network offered prompt service to customers whenever they needed it. The dealers assisted customers in choosing quality equipment whether they were buying or leasing it and also offered cost effective solutions. To match the requirements of the customers in various regions, Caterpillar built different configuration of road construction machines.

- 1) Analysis of the case.
- 2) Identification of the problem.
- 3) Suggest alternative solution.
- 4) Select best solution.



2. Short notes on **(any two)** : **14**
    - a) Outsourcing
    - b) Material handling equipments used in stores.
    - c) Value analysis.
  
  3. Short notes on **(any two)** : **14**
    - a) Documents in inventory.
    - b) Master production schedule.
    - c) Negotiation and price determination.
  
  4. Short notes on **(any two)** : **14**
    - a) Speculative buying.
    - b) Factor affecting accuracy of forecasting.
    - c) Responsibilities of purchase department.
  
  5. What are cost reduction techniques ? Describe in detail about simplification and variety reduction. **14**
  
  6. What are the importances of source of selection of source of supply ? Highlight on evaluating performance of supplier and vendor rating. **14**
  
  7. What is purchasing management ? Explain its objectives and functions. **14**
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**M.B.A. (Part – II) (Semester – III) (Old) Examination, 2016  
Group C : HUMAN RESOURCE MANAGEMENT (Paper – I)  
Paper – XIX : Strategic Human Resource Management**

Day and Date : Thursday, 22-12-2016  
Time : 10.30 a.m. to 12.30 p.m.

Total Marks : 70

**Instructions :** 1) Q. No. 1 is **compulsory**.

2) Attempt **any two** questions from Q. No. 2 to Q. No. 4.

3) Attempt **any two** questions from Q. No. 5 to Q. No. 7.

**1. Case Study.**

**14**

Sunshine Pharma Limited was established in 1985 and started experiencing abnormal increase in human resource cost by 2004, consequent upon its revised retention policy. The revised retention policy aimed at increase in the salaries of Pharmacists and top level managers more than those of market leaders.

Mr. David, has taken over the charge as new CEO in 2005. Upon his takeover, he began to look for ways to make the organisation more profitable. Throughout his investigation, he found that the company's human resource cost was too high and is a major cause for dwindling financial position of the company.

Mr. David instructed the HR Manager of the company to downsize the number of employees by 30 per cent creating a saving of Rs. 3 billion. The HR Manager offered a counter proposal that it would be wise to expand the production and marketing operations of the company by revising the corporate strategy as the market is providing opportunities for Pharmaceutical industry. The CEO just paid a deaf ear to the counter proposal of the HR Manager and consequently the HR Manager initiated the downsizing process. The HR Manager officially informed the employees the details of the downsizing programme.

P.T.O.



The booming pharmaceutical industry enabled the employees of Sunshine Pharma to find jobs in other companies without much difficulty. However, most of the displaced employees were upset about being terminated and complained as the new positions were lower than their current ones. However, most were successfully out placed by June 2006.

The Company's financial position improved slightly in 2007 and the CEO told the HR Manager that we achieved the goal. But the HR Manager replied, "We achieved the goal but we lost an appropriate strategy and our competitors gained a lot by employing our trained and expert staff".

**Analyse the above case.**

2. Write short notes on **(any two)** : **14**
    - 1) Barriers to SHRM.
    - 2) Succession Planning.
    - 3) Traditional Pay V/s Strategic Pay.
  
  3. Write short notes on **(any two)** : **14**
    - 1) External factors affecting HRM.
    - 2) Balance Score Card.
    - 3) Delphi Method.
  
  4. Write short notes on **(any two)** : **14**
    - 1) Strategic dimension of performance appraisal.
    - 2) Competency Mapping.
    - 3) Individual Pay System.
  
  5. Define Human Resource Planning. Explain in brief the factors affecting Human Resource Planning. **14**
  
  6. Explain the concept Job Design. Explain the approaches to work design system and the elements in redesigning the work system. **14**
  
  7. What is Selection Strategy ? Explain the characteristics of selection instruments. What are the commonly used selection instruments ? **14**
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**M.B.A. (Part – II) (Semester – III) (Old) Examination, 2016**  
**(Gr. F) : Agriculture and Co-operative Management (Paper – I)**  
**Paper – XIX : FUNDAMENTALS OF AGRICULTURE AND CO-OPERATIVE**  
**MANAGEMENT**

Day and Date : Thursday, 22-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

- Instructions :**
- 1) Question No. 1 is **compulsory**.
  - 2) Attempt **any two** questions from Q. No. 2, Q. No. 3 and Q. No. 4.
  - 3) Attempt **any two** questions from Q. No. 5, Q. No. 6 and Q. No. 7.
  - 4) Figures to the **right** indicate **full** marks.

**1. Case Study :**

The AMRIT Cooperative purchases 100 percent of the production agreed upon with primary producers provided they meet quality requirements. Prior agreements are made on the area to be planted and payment is made 15 days after the product is received. With regard to the international market, the society participates in the Export Platform Program, which provides access to the agro-food trade fair in Mumbai, Madras. Product samples have also been sent to Japan, UAE, Germany and the US. Linkages between producers in the chain can be formal or informal. Sometimes, producers sign purchase-sale agreements, specifying the quality required, alternatively, they can sign letters of intent of purchase.

- a) Analyze the case. **4**
- b) How co-operative chain benefits to farmers ? **5**
- c) Assuming that the crop is rice what alternative you have to sell the produce with co-operative, national and international chain. **5**

P.T.O.



2. Write short notes on **(any two)**. **(2×7=14)**
- a) Power and duties of the Chairman.
  - b) Characteristics of agricultural labour.
  - c) Plant protection measures.
3. Write short notes on **(any two)**. **(2×7=14)**
- a) Self Help Group (SHG).
  - b) General Body of Members.
  - c) Cropping Pattern.
4. Write short notes on **(any two)**. **(2×7=14)**
- a) Improved seed varieties.
  - b) Types of soil Erosion.
  - c) Marketing Co-operatives.
5. Explain in detail Co-operative Banks at different levels in Maharashtra. **14**
6. Discuss Natural Environment of India with suitable examples. **14**
7. Discuss Agriculture Input Technology with reference to maximising the agricultural produce. **14**
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**M.B.A. – II (Semester – III) Examination, 2016**  
**Group – G : INTERNATIONAL BUSINESS (Paper – I) (Old)**  
**International Business Environment (Paper – XIX)**

Day and Date : Friday, 23-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

- Instructions :**
- Question No. 1 is **compulsory**.
  - Attempt **any two** questions from Q. 2, Q. 3 and Q. 4.
  - Attempt **any two** questions from Q. 5, Q. 6 and Q. 7.
  - **All** questions carry **equal** marks.

1. Analyze the following case :

Mr. Pradeep Kumar, Chairman and Managing Director (CMD) of 'Kumar Polyester Limited' is seriously thinking to step down from the CMD's chair and enjoy his retirement days. His wife Mrs. Meera has been a very active social worker and running the well-known 'Kumar Charitable Trust'. Mr. Kumar wants to join her and participate in the noble task.

Kumar's three daughters Preeti, Dipti and Kirti are already working with him. Preeti, who is handling production logistics, is a mechanical engineer. Dipti who looks after domestic sales did her B.A. in Economics. Kirti has returned from US, after doing her M.B.A. in finance and has now undertaken the responsibility of 'New Project Management'. Preeti and Dipti are in business for the last four years and have comfortably settled in their jobs. Preeti may get married next year. Dipti has an inclination for social work and therefore, is not very ambitious. Kirti is ambitious and aggressive. Her problem is immaturity and the American style of functioning. She would take considerable time to understand business in India.

Kumar's Deputy Managing Director (DMD), Mr. Sharad Mehta is a very capable executive. Practically, Sharad has been looking after the company for the last two years. Sharad has already spent twenty years in this organisation. He is an engineer in Polymer Technology and an M.B.A. from a reputed Indian business school. Somehow, Kirti does not like him and therefore, their relationship is not very smooth. Sharad is only forty-four and is obviously anticipating the MD's chair. Mr. Kumar too finds him a suitable successor. But, he is not very sure about Kirti's approval for this choice. He also wants that Kirti should ultimately head the organisation and grow his empire.

P.T.O.





The Company's Managers and workers would definitely support Mr. Sharad as the new leader. His recent moves to improve the company's market share and product image have been well received by all the employees. Unfortunately, Kirti rejected his latest proposal. Kumar tried to convince Kirti about the usefulness of the new product but could not succeed.

Market for polyester and plastic products is becoming more and more competitive. New foreign players have already entered the Indian market. Kumar's company will have to put in extra efforts to retain the market share. It needs a stable and mature leadership, to go through the vibrant phase of globalisation. A few foreign companies have shown interest in collaborating with Kumar Polyester Limited.

Mrs. Meera is of the opinion Mr. Kumar should continue as CMD for a few more years while Kirti gathers experience. Later on, Kirti may come on the Board while Sharad gets promoted as MD. Mr. Kumar is thinking to get a brilliant bridegroom for Preeti, who may also join his organisation eventually. This newcomer may take care of marketing and replace Preeti. Of course, Kumar is yet to understand Preeti's mind.

During last month, Mr. and Mrs. Kumar went on vacation to Europe ; Mr. Sharad was 'acting' MD. There were a few instances of unwarranted arguments between him and Ms. Kirti. The members of the top team carry a feeling that Ms. Kirti may not really respect the organisation's structure and try to disturb the overall atmosphere. Before any major damaging event could takes place, Kirti would have to be convinced about the organisation's performance and reputation.

Mr. Kumar is really worried and confused now. He does not have any clear solution in sight. He is not very confident that Mr. Sharad and the top team would solve the problem amicably. He does not even know, if his consultants would resolve this issue and end the dilemma. Whether he retries or not, some change is certain. This change is to be channeled into a proper direction.

Answer the following questions :

- a) Analyze the case study.
- b) Identify the problem.
- c) Generate possible alternatives.
- d) Choose the best alternative.



2. Write short note (**any two**) :
    - a) Describe the scope and context of corporate social responsibility.
    - b) Special considerations involved in managing a cross-cultural workforce.
    - c) Examine the implications of globalization for developing countries.
  3. Write short note (**any two**) :
    - a) Major characteristics of MNEs in terms of home country and host country.
    - b) NAFTA.
    - c) The pros and cons of turnkey arrangements.
  4. Write short note (**any two**) :
    - a) Describe the major cultural clusters and their use to international business people.
    - b) Critically examine main drivers of globalization.
    - c) The process of internationalization.
  5. Examine the global demographic trends and their implications for business.
  6. How does international competition differ from domestic competition ? Critically examine role of FDI in building export competitiveness.
  7. Describe and explain the operation of World Bank. Discuss how it can be used by multinational companies seeking overseas business opportunities.
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**M.B.A. – II (Semester – III) (Old) Examination, 2016  
MANAGEMENT INFORMATION SYSTEM (Paper – XIX)  
Group D : Systems Management (Paper – I)**

Day and Date : Saturday, 24-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

- Instructions :** 1) *Question No. 1 is compulsory.*  
2) *Solve any two questions from 2, 3, 4 and any two from 5, 6 and 7.*  
3) *All questions carry equal marks (14 marks).*

1. Analyze the following case, identify the problem, provide alternate and justify the best solution for the same. 14

Tom Trainer joined XYZ Co. in 1991 as the Chief Information Officer (CIO). He noted that his role “is to enable the kid in XYZ Co. to stay fresh and creative while also following the grown-up corporation to compete in global markets”. To accomplish these objectives, trainer implemented videoconferencing, computer-aided design, the internet, and laptops for the sales force. The goal was to improve communications among employees, faster development of products, and more effective sales presentations.

Before Trainer joined XYZ Co. in 1991 as vice-president of information systems, the information systems area was less than up-to-date, with no global information system or way to look at data. Communications, primarily by telephone and fax, between the manufacturing partners and worldwide distribution network were slow. Turnaround on new products was equally slow. This was a critical problem because XYZ Co. is a fashion-oriented business with three product cycles a year in footwear and five in apparel. While sales representatives from ABC were walking in with laptops to display their lines, reps from XYZ Co. were walking into offices with bags of shoes.



Trainer's early days were spent accomplishing short-term projects that got him points with the board of directors. He fired six of eight senior staff. He kept 85 percent of the old programming staff, retraining many of them. In addition to his IS responsibilities, Trainer drove the re-engineering process in the company. To do so, he spent a great deal of time on the road, building relationships with XYZ Co. executives around the world. He also studied Sony Corporation to learn ways that it meets customers needs.

To accomplish his re-engineering, Trainer formed five mega processes that stream-lined procedures for production, sales and marketing, research and development, administration, finance, and distribution. In 1992, he presented a four-year, \$75-million strategic information systems plan to XYZ Co.'s executive committee. The board approved it on the condition that it give XYZ Co. strategic advantage.

To improve its communications, XYZ Co. installed a privately designed architecture for voice, video, and data. XYZ Co. communicates not only with its worldwide distribution base but also with its ad agency and other suppliers. IT currently developed an electronic image library to enable product shots to be distributed to every country where XYZ Co. does business. The system dropped the new product lead time from six months to three, and, in some cases, 30 days.

Before the new ordering system was installed, orders were first printed out locally and faxed to the international headquarters in London. London would take all of the faxes and send them to the United States to be entered in the mainframe. Different standards for shoe sizes from different countries added to the delay. Once the information was entered in the mainframe, production and manufacturing would evaluate the orders.

To improve this process, Trainer developed a software package called Passport. Passport rationalizes product codes and shoe sizes. It also gives small distributors and subsidiaries access to the system through personal computers. It can also function as a module by plugging into larger systems.



Laptops were also given to the entire XYZ Co. sales force. When orders were paper based, replacing material in a shoe to change its price from \$95 to \$65 might take 30 days and mean a lost sale. With the new system, these changes could be made almost automatically. Salespeople are able to check inventory and look into special orders. They can also access two years' catalogs with full motion video and sound clips of XYZ Co.'s advertisements. Lotus Notes is used to store the catalogs with mail links through cc: Mail.

Another XYZ Co. initiative is to use electronic data interchange with 10-15 percent of its retailers. This commitment enables goods to be tracked through shipping companies, customs, and warehouses. However, a data capture system to "suck in" information from databases around the world, is linked to customer databases that track what customers have ordered and what they want.

2. Write short notes on **any two** of the following : **14**
    - a) Production Management Information System.
    - b) Executive Support System.
    - c) Scope of Management Information System.
  
  3. Answer **any two** of the following : **14**
    - a) Explain the importance of Knowledge Management.
    - b) Explain the Strategic Role of Information System.
    - c) Discuss tools for interaction with MIS.
  
  4. Answer **any two** of the following : **14**
    - a) Explain the relationship between types of information systems.
    - b) Compare the terms data, information and knowledge and discuss relationship between them.
    - c) Discuss computer literacy and information system literacy.
  
  5. Explain in detail the Financial Management Information System and its association with other systems. Also discuss the queries and reports form Financial Management Information System. **14**
  
  6. Explain in detail the role of DSS, GDSS and ESS in enhancing management decision making. **14**
  
  7. Discuss in detail the problem areas factors of success and failure and strategies for implementation of information systems. **14**
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**M.B.A. – II (Semester – III) Examination, 2016**  
**Group A : MARKETING MANAGEMENT (Paper – II)**  
**Sales and Strategic Marketing (Old)**

Day and Date: Monday, 26-12-2016  
Time: 10.30 a.m. to 1.30 p.m.

Max. Marks: 70

- Instructions :** 1) Question No. 1 is **compulsory**.  
2) Attempt **any two** questions from Q2, Q3 and Q4.  
3) Attempt **any two** questions from Q5, Q6 and Q7.  
4) **All** questions carry **equal** marks.

1. Analyze the following Case, Identify the problem, Generate possible alternatives and Choose the best alternative.

14

**Selection of Hotel**

Some consider a hotel to be just a dormitory where one can hire a cot for an overnight stay. To others, a hotel is a five-star deluxe hotel like the Taj. We cannot judge a hotel by the labels attached to it. A luxury hotel may not have any luxury except an attached bathroom. A grand hotel may be a euphemism for an old hotel. Some hotels are just concrete boxes. Some hotels take pride in offering convention halls for seminars, lectures and conferences. We shall have to compete with these delegates for the room service. Some directories offer guide-lines about hotel services. A good hotel for a sales person is one which provides facilities to him so that he can conduct his business with ease. It has good communication facilities, and message-relaying systems. A room has a writing desk; its temperature should be controlled. Beverages like tea, coffee and alcohol should be easily available. TV reception should be in a language the occupant understands. If there is a good multi-cuisine restaurant attached, it is a bonus. It should make for you 'a home away from home'. A good hotel should treat us as human beings, and not just as account numbers.

**Issues**

A company wants to finalize a list of good hotels which can be patronized by its sales people. What advice will you give ? A company like Navnit Prakashan provides dormitory accommodation and dining facilities to the trade people. What is your opinion ?

2. Write a short note on following (**any two**). **14**
    - A) Green Marketing
    - B) Sales presentations
    - C) Motivation for shopping on the net-attributes of online shopping.
  3. Write a short note on following (**any two**). **14**
    - A) Sales Training
    - B) Affiliate Marketing
    - C) Relationship Management.
  4. Write a short note on following (**any two**). **14**
    - A) Sales Budget
    - B) Promotion for social websites
    - C) Contextual Marketing.
  5. Describe the term salesmanship. State the qualities of successful salesman. **14**
  6. What is a sale forecasting ? Explain in the details various forecasting methods. **14**
  7. What is Personal Selling ? Explain Planning for sales calls and different types of calls. **14**
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**M.B.A. (Part – II) (Semester – III) Examination, 2016**  
**STRATEGIC FINANCIAL MANAGEMENT (Old)**  
**Financial Management (Group – B) (Paper – II) (Paper – XX)**

Day and Date : Tuesday, 27-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

**Instructions:** 1) Q. No. 1 is compulsory.

2) Attempt **any two** questions from Q. No. 2 to Q. No. 4.

3) Attempt **any two** questions from Q. No. 5 to Q. No. 7.

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

1. From the following Balance Sheet of Raghav & Co. you are required to prepare **14**
- Schedule of changes in working capital.
  - Fund Flow Statement.
  - Fund from Operation.

<b>Balance Sheet</b>					
	<b>2002</b>	<b>2003</b>		<b>2002</b>	<b>2003</b>
<b>Liabilities</b>	<b>Rs.</b>	<b>Rs.</b>	<b>Assets</b>	<b>Rs.</b>	<b>Rs.</b>
Equity Capital	1,00,000	1,00,000	Goodwill	6,000	6,000
General Reserve	14,000	18,000	Patents	6,000	6,000
Profit and Loss A/c	16,000	13,000	Buildings	50,000	46,000
Bank overdraft	3,000	2,000	Machinery	27,000	26,000
Sundry Creditors	5,000	3,400	Investment	10,000	11,000
Bills payable	1,200	800	Stock	20,000	13,400
Provision for taxation	10,000	11,000	Bills receivable	12,000	13,200
Proposed Dividend	6,000	7,000	Debtors	18,000	19,000
Provision for doubtful debts	400	600	Cash at bank	6,600	15,200
	<b>1,55,600</b>	<b>1,55,800</b>		<b>1,55,600</b>	<b>1,55,800</b>

P.T.O.



**Additional information :**

- a) Depreciation charged on machinery Rs. 4,000 and on Building 4,000.
- b) Provision for taxation of Rs. 19,000 was made during the year 2003.
- c) Interim dividend of Rs. 8,000 was paid during the year 2003.

2. Write short notes on **(any two)** : **14**
  - a) EBIT-EPS analysis.
  - b) Lease financing V/s hire purchase financing.
  - c) Strategic financial management.
  
3. Write short notes on **(any two)** : **14**
  - a) Relationship with dealers.
  - b) Cost of preference share capital.
  - c) Financial engineering.
  
4. Write short notes on **(any two)** : **14**
  - a) Legal issues in mergers.
  - b) Market value added approach.
  - c) Cash flow statement.
  
5. What are the various reasons for managing finances strategically ? Explain 9-S model of SFM. **14**
  
6. What is compensation management ? Write a brief note on compensation strategy and features of good wage policy. **14**
  
7. Assuming no taxes and given the earnings before interest and taxes (EBIT), interest (I) at 10 percent and equity capitalization rate ( $k_e$ ) below, calculate the total market value of each firm :

<b>Firms</b>	<b>EBIT</b>	<b>Interest (Rs.)</b>	<b><math>K_e</math> (percent)</b>
X	2,00,000	20,000	12
Y	3,00,000	60,000	16
Z	5,00,000	2,00,000	15
W	6,00,000	2,40,000	18

Also determine the weighted average cost of capital of each firm. **14**



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**M.B.A. – II (Semester – III) (Old) Examination, 2016**  
**Paper – XX : Group E-PRODUCTION AND MATERIALS MANAGEMENT**  
**(Paper – II)**  
**Logistics and Supply Chain Management**

Day and Date : Tuesday, 27-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

- Instructions :**
- 1) Question number 1 is **compulsory**.
  - 2) Attempt **any two** questions from Q. Nos. 2, 3 and 4.
  - 3) Attempt **any two** questions from Q. Nos. 5, 6 and 7.

1. Analyse the case.

Carrefour (CF) was established in 1959 and in 1961, it launched the first ever “hypermarket” with a floor space of 2,500 sqm in France. The concept proved a success and CF launched self-service “hypermarkets” throughout France. Not content with the potential offered by the home market, CF expanded into other European markets like Italy and Belgium. In the late 70s and early 80s, it expanded into North America and by the 90s it had ventured into Central America, South America and Asia. By 2003, CF had become the second largest retailer in the world with a chain of hypermarkets, supermarkets, discount stores and convenience stores in 29 countries. In a bid to improve and manage customer service, CF used technology to upgrade various business processes apart from motivating employees and giving value added services to customers.

To improve the inventory management process, CF introduced Spectrum 24 <sup>®</sup> Wireless Local Area Network (LAN) infrastructure and hand-held computers in its 68 stores in Asia in 1999. This system did away with the need to key in the contents of handwritten records into systems as it provided a complete solution that managed everyday store operations including shelf price audit, inventory, merchandise receiving, returns and order entry. It helped improve both productivity and inventory management. Next, CF tied up with HP in implementing ICSE (Instant Support Corporate Edition), which helped to automate help desk services. This technological upgrade helped online registration of incidents, reducing telephone usage by 7 %. Further, the system automatically tracked technical problems through web chat so that the IT Department could look into it immediately without depending on the help desk person’s capabilities to resolve the problem. This resulted in the employees becoming more self-sufficient and an overall savings of 50,000 Euros annually which translated into lower prices for the customers.



Technology ensured that the processes became more efficient but there was a need to motivate the employees behind these processes. Therefore, CF concentrated on providing an inspiring atmosphere for its employees by initiating various training and reward programs. It provided an average of 1.4 hours training per employee throughout the world in 2003. CF's training center in Belgium offered a unique program "Customer Culture" to every store manager and his or her respective team. Each team appointed an ambassador who received training at a two-day workshop on 'training and motivating co-workers'. At the end of the program, the ambassadors were given a tool kit that included a teaching manual and necessary material for organizing training programs for all the teams in a store. The program helped employees learn to understand the customer's perception and to develop an enthusiastic attitude. This, in turn, helped them serve customers better. CF also conducted employee satisfaction surveys from time to time and these surveys were used as a basis for improving the work environment. As reward measures, employees were awarded bonuses of one or two months' salary in case of increased sales.

All these measures served to make the internal business processes more efficient, thereby optimizing costs and benefiting the customer indirectly. Across the world, CF stores were spacious and offered a comfortable shopping environment. Besides, the merchandise was neatly displayed to help customers easily find the commodities they needed. Satisfying customers, rewarding the support and kindness of customers with more thoughtful services and higher-quality products were continuing pursuits for Carrefour. For this purpose, they had to keep interacting with customers and retain customers' interest through various promotions and other offers. Keeping this in mind, in 1995, CF-Supermercati GS (the Italy chain) introduced a loyalty program called SpesAmica (meaning shop friend), which was based on a loyalty card used by the customer. Such cards were introduced in other countries as well. The use of this card was linked to a data warehouse system provided by UNISYS. Customer details were collected at the point of sale and then reports on precise customer profiles, including information about buying habits and promotion effectiveness were created. Further, data analysis was done to enable CF to identify and classify customers on the basis of customer attributes combined with customer behaviour, such as how much they spent, what and when they bought, who bought a given product category, changes in buying habits, frequency of visits, etc. This helped CF adopt a more focused approach in promotion campaigns, which targeted the right customer for a specific offer, thereby retaining customer interest. This system also had built-in measures to gauge the effectiveness of the promotion measures and to prevent frauds in the implementation of these programs. To increase loyalty, customers using SpesAmica cards were given extra discounts, additional points toward a gift in a prize catalog, entertainment offers, and special coupons.



CF also offered supplementary services in its stores in China --- free delivery for big appliances, free shopping for the everyday lucky customer, free parking, goods return and exchange facility within 15 days, etc. A lot of information was provided to the customer through information desks, toll free numbers, websites, catalogs, etc. Customer satisfaction surveys were also undertaken to improve service levels. The toll free numbers and website helped in recording customer complaints for immediate resolution. Employee focus on the customer, quality products and an efficient customer service mechanism --- these were responsible in making CF one of the most successful retail chains worldwide.

- 1) Analysis of the case.
  - 2) Identification of the problem.
  - 3) Suggest alternative solution.
  - 4) Select best solution. 14
2. Short notes on **(any two)** :
- a) Transport documentation.
  - b) Need for outsourcing logistics.
  - c) Material handling equipment used in warehouses. 14
3. Short notes on **(any two)** :
- a) Importance of packing.
  - b) E-commerce as a tool to world class supply chain managers.
  - c) Layout and design principles of warehouse. 14
4. Short notes on **(any two)** :
- a) Activities of logistics.
  - b) Collaborative buyer-seller relationships.
  - c) Characteristics of lean supply system. 14
5. What are 3PL and 4PL service providers ? Explain in detail considerations for hiring 3PL and 4PL service providers. 14
6. What is inventory management in global supply chain management ? Describe about critical tasks of logistics and supply chain managers. 14
7. What is logistics and supply chain management ? Explain in detail its role and importance of logistics and supply chain in business. 14
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**M.B.A. (Part – II) (Semester – III) (Old) Examination, 2016  
(Gr. C) HUMAN RESOURCE MANAGEMENT (Paper – II)  
(Paper – XX) : Training and Development**

Day and Date : Wednesday, 28-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

**Instructions :** 1) Question No. 1 is **compulsory**.

- 2) Attempt **any two** questions from Q.No. 2, Q.No. 3 and Q.No. 4.
- 3) Attempt **any two** questions from Q.No. 5, Q.No. 6 and Q.No. 7.
- 4) Figures to the **right** indicate **full** marks.

1. **Case Study.**

14

Mr. Anupkumar likes supervising the Customer Service Unit. This unit is responsible for updating customer accounts and files as well as for providing information to customers and other employees. Typically, the Customer Service Representatives (CSR's) he supervises answer questions about services offered, provide information about the customer's account, and modify the files so that they are up-to-date and correct. This unit was formed only recently, to handle the increasing volume of direct customer calls more effectively by using the newly installed on-line customer information system. Unfortunately, the planning for the new unit was not done well. The on-line computer system was purchased and installed before the actual operations people were brought in. As a result, Anupkumar was given the responsibility for getting the unit up and running within the week. He had to make some personnel selections and take care of a lot of administrative details within a short period of time.



Anupkumar knows that good telephone etiquette is essential to the successful accomplishment of his unit's mission, yet his reps use many different styles in answering the phone and do not follow basic rules. For example, the reps commonly neglect to put customers on hold while they search information. When asking questions, they do not explain the reason for inquiry. They do not verify information and at times, they may react defensively when they don't know the answers. These are the major but not the only things they do wrong. Anupkumar knows that they need training but realizes that he must do it himself while the reps are on the jobs.

- |   |                 |
|---|-----------------|
| a) Analyze the case.  | 5               |
| b) Identify the problem.  | 2               |
| c) Suggest alternative solutions.   | 5               |
| d) Best solution for the case.  | 2               |
| <b>2. Write short notes on (any two) :</b>  | <b>(2×7=14)</b> |
| a) Cross cultural training.   |                 |
| b) Methods of management development.   |                 |
| c) Electronic Performance Support System (EPSS).  |                 |
| <b>3. Write short notes on (any two) :</b>  | <b>(2×7=14)</b> |
| a) Essential ingredients of management development.   |                 |
| b) Concept and process of organizational development.   |                 |
| c) Expatriate training stages.  |                 |
| <b>4. Write short notes on (any two) :</b>  | <b>(2×7=14)</b> |
| a) Videoconferencing as a tool in training.   |                 |
| b) Cost benefit analysis.   |                 |
| c) Career anchors.  |                 |
| <b>5. Define training. Distinguish training and development. Explain various methods of training.</b> | <b>14</b>       |
| <b>6. Define career. Explain the need and process to career development.</b>                          | <b>14</b>       |
| <b>7. Define training evaluation. Explain any two modules of training evaluation.</b>                 | <b>14</b>       |
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**M.B.A. (Part – II) (Semester – III) (Old) Examination, 2016**  
**Paper – XX : Gr.F : AGRICULTURE AND CO-OPERATIVE**  
**MANAGEMENT (Paper – II)**  
**Agricultural Marketing**

Day and Date : Wednesday, 28-12-2016

Total Marks : 70

Time : 10.30 a.m. to 1.30 p.m.

- Instructions :** 1) Question No. 1 is **compulsory**.  
2) Attempt **any two** questions from Q. No. 2, Q. No. 3 and Q. No. 4.  
3) Attempt **any two** questions from Q. No. 5, Q. No. 6 and Q. No. 7.  
4) Figures to the **right** indicate **full** marks.

**1. Case study :**

**14**

Ever since long time, Indian farmers have been the victims of vagaries of nature and corruption in the system. India, being an agrarian nation, has almost two-thirds of its work-force relying on farming for their livelihoods. However, almost 70% of farming is rain-fed, due to poorly maintained irrigation systems and lack of extension services like allocation of water, electricity, etc. These conditions are threatening the conventional agricultural practices resulting in them being neither economically nor environmentally sustainable. Besides, the Land Ceiling Acts, family disputes and Zamindari (land lord) system have led to the fragmentation of land and in turn resulting in disguised unemployment, low productivity of farm labour and poverty. Identifying the link between water scarcity and poverty Amitabha Sadangi, started a non governmental organization, International Development Enterprise India (IDEI) in 1984, focusing on the empowerment of rural farmers by making simple and affordable farming equipment like the Treadle Pump. The organization initiated various other programmes like Affordable Drip Irrigation Technology Intervention (ADITI), Business Development Programme, Integrating Poor in to Market Systems, Crop Post Harvest Programme, which have gained acceptance among small farmers. The company



over a period of time has achieved success not only in selling its low-cost irrigation kits but also ensured increased yield and revenues for the small and marginal farmers through them. However, given the socio-political scenario in India, can such businesses scale up and cater to the market gaps in the bottom of the pyramid ?

- a) Analyze the case. 5
  - b) Identify the problem. 2
  - c) Discuss alternative measures. 5
  - d) Best solution. 2
2. Write short note (**any two**) : 14
- a) Market information.
  - b) Contract marketing.
  - c) Electricity and farm machinery.
3. Write short note (**any two**) : 14
- a) Rural consumer.
  - b) Directorate of marketing and inspection.
  - c) Marketing agencies.
4. Write short note (**any two**) : 14
- a) Marketing pattern of important farm inputs.
  - b) Price policy of important farm inputs.
  - c) Marketing institutions.
5. What is marketing function ? Give its classification. Explain packaging and its types. Explain transportation in brief. 14
6. What is meant by market structure ? Explain its components. Also give classification of market. 14
7. Define agricultural marketing. Explain the concept in detail. State its need and scope. 14
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**M.B.A. – II (Semester – III) (Old) Examination, 2016**  
**Group-G : INTERNATIONAL BUSINESS (Paper – II)**  
**International Trade Procedures and Documentation (Paper – XX)**

Day and Date : Thursday, 29-12-2016

Total Marks : 70

Time : 10.30 a.m. to 1.30 p.m.

- Instructions :**
- 1) *Question No. 1 is compulsory.*
  - 2) *Attempt **any two** questions from Q. 2, Q. 3 and Q. 4.*
  - 3) *Attempt **any two** questions from Q. 5, Q. 6 and Q. 7.*
  - 4) ***All** questions carry **equal** marks.*

1. Analyze the following case, identify the problem, generate possible alternatives and choose the best alternative.

14

**Carrefour : Setting Global Service Standards**

Carrefour (CF) was established in 1959 and in 1961, it launched the first ever “hypermarket” with a floor space of 2,500 sqm in France. The concept proved a success and CF launched self-service “hypermarkets” throughout France. Not content with the potential offered by the home market, CF expanded into other European markets like Italy and Belgium. In the late 70s and early 80s, it expanded into North America and by the 90s it had ventured into Central America, South America, and Asia. By 2003, CF had become the second largest retailer in the world with a chain of hypermarkets, supermarkets, discount stores and convenience stores in 29 countries. In a bid to improve and manage customer service, CF used technology to upgrade various business processes apart from motivating employees and giving value added services to customers.

To improve the inventory management process, CF introduced Spectrum24® wireless Local Area Network (LAN) infrastructure and hand-held computers in its 68 stores in Asia in 1999. This system did away with the need to key in the contents of handwritten records into systems as it provided a complete solution that managed everyday store operations including shelf price audit, inventory, merchandise receiving, returns and order entry. It helped improve both productivity and inventory management. Next, CF tied up with HP in implementing ICSE (Instant Corporate Support Edition), which helped to automate help desk services.

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This technological upgrade helped online registration of incidents, reducing telephone usage by 7%. Further, the system automatically tracked technical problems through web chat so that the IT department could look into it immediately without depending on the help desk person's capabilities to resolve the problem. This resulted in the employees becoming more self-sufficient and an overall savings of 50,000 Euros annually which translated into lower prices for the customers.

Technology ensured that the processes become more efficient but there was a need to motivate the employees behind these processes. Therefore, CF concentrated on providing an inspiring atmosphere for its employees by initiating various training and reward programs. It provided an average of 1.4 hours training per employee throughout the world in 2003. CF's training center in Belgium offered a unique program "Customer Culture" to every store manager and his or her respective team. Each team appointed an ambassador who received training at a two-day workshop on 'training and motivating co-workers'. At the end of the program, the ambassadors were given a tool kit that included a teaching manual and necessary material for organizing training programs for all the teams in a store. The program helped employees learn to understand the customer's perception and to develop an enthusiastic attitude. This, in turn, helped them serve customers better. CF also conducted employee satisfaction surveys from time to time and these surveys were used as a basis for improving the work environment. As reward measures, employees were awarded bonuses of one or two month's salary in case of increased sales.

All these measures served to make the internal business processes more efficient, thereby optimizing costs and benefiting the customer indirectly. Across the world, CF stores were spacious and offered a comfortable shopping environment. Besides, the merchandise was neatly displayed to help customers easily find the commodities they needed. Satisfying customers, rewarding the support and kindness of customers with more thoughtful services and higher-quality products were continuing pursuits for Carrefour. For this purpose, they had to keep interacting with customers and retain customers' interest through various promotions and other offers. Keeping this in mind, in 1995, CF-Supermercati GS (the Italy chain) introduced a loyalty program called SpecsAmica (meaning shop friend), which was based on a loyalty card used by the customer. Such cards were introduced in other countries as well. The use of this card was linked



to a data warehouse system provided by UNISYS. Customer details were collected at the point of sale and then reports on precise customer profiles, including information about buying habits and promotion effectiveness were created. Further, data analysis was done to enable CF to identify and classify customers on the basis of customer attributes combined with customer behavior, such as how much they spent, what and when they bought, who bought a given product category, changes in buying habits, frequency of visits, etc. This helped CF adopt a more focused approach in promotion campaigns, which targeted the right customer for a specific offer, thereby retaining customer interest. This system also had built-in measures to gauge the effectiveness of the promotion measures and to prevent frauds in the implementation of these programs. To increase loyalty, customers using SpesAmica cards were given extra discounts, additional points toward a gift in a prize catalog, entertainment offers and special coupons.

2. Write a short note on following **(any two)** : **14**
    - A) Import of Capital Goods
    - B) Cargo Loss Claims
    - C) Foreign Trade Act 1992.
  
  3. Write a short note on following **(any two)** : **14**
    - A) FERA
    - B) Export Promotion Council
    - C) INCO Terms.
  
  4. Write a short note on following **(any two)** : **14**
    - A) EDI
    - B) Export Credit Insurance
    - C) Convertibility of Rupee.
  
  5. What is the term EXIM ? Explain the nature and characteristics feature of EXIM documents. **14**
  
  6. What is ECGC ? Explain various covers issued by ECGC. **14**
  
  7. State the concept export and import. Explain current trends of Indian Import and Export in global trade. **14**
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**M.B.A. II (Semester – III) Examination, 2016**  
**Paper – XX : Paper – II (Old)**  
**Group D – SYSTEM MANAGEMENT**  
**ERP and SPD**

Day and Date : Friday, 30-12-2016

Max. Marks : 70

Time : 10.30 a.m. to 1.30 p.m.

**Note :** 1) Question No. 1 is **compulsory**.

2) Solve **any two** questions from 2, 3, 4 and **any two** from 5, 6 and 7.

3) **All** questions carry **equal** marks. (14 marks)

1. Read the following case carefully and answer the questions below.

14

Non-Production Procurement (NPP), at XYZ Corporation, covers all purchases of supplies other than supplies used in the actual production of copying machines. Thus, all office supplies, from desks and personal Computers to pencils and stationery comes under the category of non-production procurement. In early 1994, XYZ was spending about \$4.3 billion dollars a year on NPP. XYZ realized that the redesign of this process represented a major opportunity to save money.

A business process redesign team was created that included managers, supervisors and clerical personnel from the various organizations involved in NPP. The redesign team members involved in the work explained how, initially, procurement had been spread throughout the various corporate departments and groups. Moreover, different groups had been established to handle expensive items like desks, or complex items, like computers, while other groups handled more routine items like paper and pencils. Specialists had been established to handle exceptions and rush orders.

The team used diagrams listing customer contacts at the top and departments along the side. Access to databases was listed on separate swim lanes at the bottom of the chart. The initial chart was huge and identified hundreds of different activities. Most were found to be non-value adding activities and were eliminated. By mid-1996 the entire NPP process had been reduced to three sequences, each comprising a few activities. The redesign team also implemented several



radical changes in the NPP process. For example, credit cards were issued to all managers. The credit cards had established limits and managers were encouraged to use them when they needed to acquire something quickly. By shifting decision-making and responsibility for these unique, rush purchases to departmental managers ; a large portion of the NPP bureaucracy was eliminated. American Express agreed to provide reports to XYZ that summarized the use of the credit cards, thereby eliminating the need for new software to monitor the small purchases. XYZ also decided to identify and negotiate mega-purchasing deals with very large suppliers who could support XYZ throughout the world. By replacing numerous small contracts with a few very large contracts, the team eliminated most of the contracts negotiation people and the numerous problems otherwise associated with monitoring many small contracts. The team also decided to completely automate access between XYZ managers and the suppliers so that all paperwork would be eliminated. Each manager can use his or her PC to access the supply system and complete orders online. Departmental limits and constraints are all handled by the computer system without any need for intervention by accounting personnel. Once the team created its SHOULD design, it began to meet with IT people to define the nature of the software system they would need to support the new process. The IT team that joined the BP redesign team preferred using object models. They converted specific activities to use case diagrams and eventually develop object models for each of the major transactions. They then use on OO modeling tool to run simulations on each major set of activities defined by the BP redesign group to see if the new processes would work smoothly. This also allowed the IT team to develop a detailed cost analysis of the various sets of activities. This work impressed the BP redesign team that said, in retrospect, that they thought the simulation had significantly improved their understanding of some of the changes they had proposed. One sub-process, in particular, turned out to have several bottlenecks that rendered the new process very inefficient. By playing with the simulation, changing the flow and adding more positions to handle exceptions, the BP redesign and IT teams, working together, were able to make the sub-process much more efficient.

- a) Analyse the case.
- b) Discuss the activities that the redesign team undertook to streamline the traditional process.
- c) Discuss your alternative changes to the processes prevailing in XYZ.

2. Write short notes on **any two** of the following :

- a) Decision Tables
- b) BPR
- c) User Interface Design.



3. Answer **any two** of the following : **14**
    - a) What are the characteristics that a good systems analyst should have for gathering requirements ?
    - b) What are the reasons for the growth of ERP market ?
    - c) Describe Customer Relationship Management in detail.
  
  4. Answer **any two** of the following : **14**
    - a) What column, row and text formatting issues are important when designing tables and lists ?
    - b) Describe systems analysis and the major activities that occur during this phase of the systems development life cycle.
    - c) What are the common myths about the ERP system and demystify them ?
  
  5. Explain various phases of ERP implementation life cycle. **14**
  
  6. Describe four traditional techniques for collecting information during analysis. When might one be better than another ? **14**
  
  7. Describe in detail – DFD, decision tree and decision tables. **14**
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**M.B.A. – II (Semester – IV) Examination, 2016**  
**Paper – XXVI : ENTREPRENEURSHIP DEVELOPMENT AND PROJECT  
MANAGEMENT**

Day and Date : Tuesday, 29-11-2016

Total Marks : 70

Time : 10.30 a.m. to 1.30 p.m.

**Instructions :** 1) Q. No. 1 is **compulsory**.

2) Attempt **any two** questions from Q. No. 2, 3 and 4.

3) Attempt **any two** questions from Q. No. 5, 6 and 7.

**1. Case Study :**

**14**

Mr. Sidhu was driven by the sheer passion for innovation and for selling. He strongly believes selling is all about creativity. Born in Ludhiana, Punjab and raised in Chandigarh, completed initial schooling at Shivalik Public School and DAV College, Chandigarh. After graduating from Bangalore University in the field of Mechanical Engineering in 1989, started career at Eureka Forbes and moved into sales and marketing roles at HCL Technologies, Hyderabad and Wipro Info Tech, Bangalore. He worked for Wipro for a couple of years. Based on success at Wipro, my peers suggested that I should start his own business. Though initially excited, he did not know from where to start and discussed the idea with a few colleagues and friends. His friends were delighted and immediately proposed the name of the firm 'Apara' and designed the logo. Though the name and logo were in place, he did not have the required funds to start a company. To start Apara and pursue his passion, he sold everything including jewellery, motorbike and other incidental assets and finally managed to raise a little money. Apara was started in 1992 in a small, humble way, housed in his friend's garage and then moved into an apartment.

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Apara's line of business in 1992 was delivering UNIX services to semi-conductor firm, idea was relatively new to the Indian market and very few companies were delivering such services. After a couple of years of struggle in selling UNIX services, Apara had attained a market leadership position in delivering UNIX services to semiconductor firms by 1995. Even as Apara reached its market leadership position, Initially, while the semiconductor industry was receptive to Apara, because of the quality of services delivered earlier. Then Mr. Sidhu wanted to enter in core IT infrastructure, this was the basis for Apara's foray into the networking and security business in the year 1998. Being a pure IT infrastructure solutions provider, in 2006 we forayed into delivering professional services globally and delivering remote management services in 2007.

Apara has grown into a successful Information Technologies (IT) Systems integrator specializing in integrated network, security and storage solutions. One cannot accomplish much without innovation. In order to take Apara to the next level, he set up Apara Labs to build the next-generation-platform services for the IT industry. The focus is to scale the current business within India and beyond and to expand such services. Apara was built block by block, doubling our profitability and revenue year on year and now have moved into own huge premises. Apara continued to double their profits and revenue year after year. That has been the way of life at Apara.

- 1) Analyze the case. 5
  - 2) Discuss problems faced by Mr. Sidhu while starting Apara. 5
  - 3) Which were the entrepreneurial qualities you find in Mr. Sidhu ? 4
2. Write short notes on **(any two)**. 14
- 1) Innovation Theory by Schumpeter and Imitating.
  - 2) Comparative Study of Entrepreneur and Manager.
  - 3) Venture Capital Funding.





3. Write short notes on **(any two)**. **14**
- 1) Social entrepreneurship.
  - 2) Entrepreneurship Development cycle.
  - 3) Role of SIDBI.
4. Answer in brief **(any two)**. **14**
- 1) Explain role of EDII in entrepreneurship development.
  - 2) Explain the influence of socio-cultural factors on entrepreneurship development.
  - 3) Explain the factors of entrepreneurial success and failures.
5. Explain in detail the elements of business plan and its importance as an entrepreneurial tool. **14**
6. Explain the concept of Women entrepreneurship and challenges faced by them. **14**
7. Explain the role and impact of Entrepreneurship development on the economy. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2016  
EXCELLENCE IN MANAGEMENT (Paper – XXVII)**

Day and Date : Wednesday, 30-11-2016  
Time : 10.30 a.m. to 1.30 p.m.

Marks : 70

- Instructions :** 1) *Q. 1 is compulsory.*  
2) *Solve any two questions from Q. 2, Q. 3 and Q. 4.*  
3) *Attempt any two questions from Q. 5, Q. 6 and Q. 7.*

1. Case Study :

Jane Alexander is the CEO of an \$ 80-million snack foods company, a job she inherited twenty years ago when her father died ; but over the years she has proven her own ability to run the company effectively. While Jane’s company produces a variety of snacks such as potato chips and pork skins aimed primarily at markets in the South and South-East, during the past five years her company has suffered increasingly intense competition from a national rival. With the exception of this one competitor, Jane’s industry is dominated by regional operations like her own. When the national competitor began making inroads into the regional market, Jane decided to ignore it and continued to focus on being the best regional competitor in the South and South-East. For two years her strategy seemed to work, but the national competitor gradually eroded her dominant position until Jane could ignore it no longer.

She attended a strategy-formulation seminar, read a number of popular books on contemporary strategy, and hired a consultant to help. When the consultant identified productivity as the company’s primary problem, Jane fired him. She knew her company suffered some productivity problems, but they did not fully explain the declining market share.

- 1) Analyse the case. 5
- 2) State the problem. 4
- 3) At this point what would you do if you were Jane ? Suggest correct alternative from following options and justify the same. 5
  - A) Hire another consultant
  - B) Keep looking for a solution
  - C) Go back to the old strategy
  - D) Sell the company to your competitor
  - E) Hire a new marketing manager.



2. Write short note on (**any two**) : **14**
    - a) Advantages and disadvantages of E-commerce.
    - b) TQM.
    - c) BPR.
  
  3. Write short note on (**any two**) : **14**
    - a) Strategy and Culture.
    - b) Talent Reservoir.
    - c) ISO Series.
  
  4. Write short note on (**any two**) : **14**
    - a) Kaizen way of thinking.
    - b) Visionary leadership.
    - c) Six sigma.
  
  5. Explain the concept and importance of Corporate Social Responsibility. Give examples of 4 Indian companies practicing CSR. **14**
  
  6. Explain concept of excellence in management and necessary skills required to achieve excellence. **14**
  
  7. Explain concept of Emotional Intelligence, also explain importance of Emotional Literacy and measures to improve it. **14**
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**M.B.A. – II (Semester – IV) Examination, 2016**  
**MARKETING MANAGEMENT**  
**Group – A (Paper – III)**  
**Integrated Marketing Communication and Consumer Behaviour**

Day and Date : Thursday, 1-12-2016

Total Marks : 70

Time : 10.30 a.m. to 1.30 p.m.

- Instructions :** 1) Question number 1 is **compulsory**.  
2) Attempt **any two** questions from Q. Nos. 2, 3 and 4.  
3) Attempt **any two** questions from Q. Nos. 5, 6 and 7.

1. Analyse the case :

14

A company was engaged in the manufacture of Washing Machines. They were making three types of Washing Machines to cater to all the segments of the society.

They were making :

- 1) Automatic Machines selling @ Rs. 20,000/- Machine
- 2) Semi automation selling @ Rs. 12,000/- Machine
- 3) Manual machines selling at less than Rs. 5,000/-

The company was distributing its goods in the entire State of Maharashtra having a network of about 100 dealers. The company had in its salesforce 5 dynamic sales executive looking after the entire distribution. Their job was to book orders to see that the payments are made in time and also to provide service through dealers to all the customers. They were also supposed to call on permanent customers and prospective customers.

The main aim of the company was to satisfy the existing customers and build new customers and get feedback for the company.

The company felt that to promote sales further. Sales Contests should be organised which would be both for dealers as well as for sales executives.

For this, they formulated a scheme to provide 10% incentive to the dealers who would achieve a target of 2.5 lakhs during diwali season, which would last for 40 days. In addition to this, monetary incentive was also fixed for the sales executives who will ensure that at least 50% of the dealers would achieve the target.



The area of the sales executive and the dealers undertaken was previously decided by the management.

The plan went off very well for the first 20 days. Later their seemed to be a conflict among the sales executives and the dealers also complained that they were being visited by more than one sales executive.

- 1) Analysis of the case.
- 2) Identification of the problem.
- 3) Suggest alternative solution.
- 4) Select best solution.

2. Short notes on **(any two)** : **14**
    - a) Who are opinion leaders in the context of marketing and what are their characteristics ?
    - b) Discuss different steps involved in the purchase decision process of a CTV set.
    - c) Media buying strategies.
  3. Short notes on **(any two)** : **14**
    - a) What are the different social class categories in India ?
    - b) Desire congruency model.
    - c) What are the types of sales promotions ?
  4. Short notes on **(any two)** : **14**
    - a) State the buyer's and seller's rights.
    - b) Influence of motives on consumer.
    - c) Advantages of e-commerce.
  5. What is post purchase dissonance ? What actions can a marketer of consumer durable brands take to reduce post-purchase dissonance among consumers ? **14**
  6. Discuss the role of advertising agency. What are the advantages of taking the help of an advertising agency ? **14**
  7. What is meant by cross cultural influences ? Why are such influences important for marketers ? Have there been cultural shifts in India affecting consumer's behaviour ? **14**
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**M.B.A. – II (Semester – IV) Examination, 2016  
FINANCIAL MANAGEMENT (Paper – III) (Group – B)  
Project Planning and Working Capital Management**

Day and Date : Friday, 2-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

**Instructions :** 1) Question 1 is **compulsory**.

2) Attempt **any two** questions from Q.No. 2, 3 and 4.

3) Attempt **any two** questions from Q. 5, 6 and 7.

1. a) A firm has an investment proposal, requiring an outlay of Rs. 40,000/- The investment proposal is expected to have 2 years economic life with no salvage value. In year 1, there is 0.4 probability that cash inflow after tax will be Rs. 25,000/- and 0.6 probabilities that cash inflow after tax will be Rs. 30,000/-. The probabilities assigned to cash inflows after tax for the year 2, are as follows :

<b>Cash inflow – Year 1</b>	25,000		30,000	
<b>Cash inflow – Year 2</b>		<b>Probability</b>		<b>Probability</b>
	12,000	0.2	20,000	0.4
	16,000	0.3	25,000	0.5
	22,000	0.5	30,000	0.1

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

**Required :**

- a) Construct a decision tree for the proposed investment project.  
b) Will the project be accepted.

7



b) A company has to select one of the following projects.

Particulars	Project A (Rs.)	Project B (Rs.)
Cost	1,10,000	1,00,000
Cash inflows : (Years)		
1	60,000	10,000
2	20,000	10,000
3	10,000	20,000
4	50,000	1,00,000

The present value of Rs.1 at 10%, 12% and 15% discount rate is as follows :

Year	1	2	3	4
PVF @ 10%	0.909	0.826	0.751	0.683
PVF @ 12%	0.893	0.797	0.712	0.636
PVF @ 15%	0.870	0.756	0.658	0.572

Compute the internal rate of return and comment on the project if the opportunity cost is 10%. 7

2. Write short notes on (**any two**) : 14

- Market and demand analysis.
- Export Import Bank of India.
- Explain working capital financing.

3. Attempt **any two** of the following : 14

- What are the early and later stage of venture capital financing ?
- Factors determining cash needs.
- From the following details, draw a plan of ABC Selective Control.

Items	1	2	3	4	5	6	7	8	9	10	11	12
Units	7,000	24,000	1,500	600	38,000	40,000	60,000	3,000	300	29,000	11,500	4,100
Unit cost (Rs.)	5.00	3.00	10.00	22.00	1.50	0.50	0.20	3.50	8.00	0.40	7.10	6.20



4. Solve **any two** from the following :

14

- a) Benefits and cost of holding inventories.
- b) Technical analysis in relation to project planning.
- c) Prepare a cash budget of XYZ Ltd. on the basis of the following information for three months commencing July 2014.

- 1) A firm maintains minimum cash balance of Rs. 4,00,000.
- 2) Cash sales are 25% of the total sales and balance 75% will be credit sales. 60% of credit sales are collected in the month following the sales, balance 30% and 10% in the two following months thereafter.
- 3) Sales forecasts are as follows :

Month	April	May	June	July	August	September
Amount (Rs.)	6,00,000	8,00,000	8,00,000	12,00,000	10,00,000	8,00,000

4) Anticipated purchases and wages for the year 2014 are as follows :

Month	July	August	September
Purchases (Rs.)	8,00,000	6,40,000	9,60,000
Wages (Rs.)	2,00,000	1,60,000	1,40,000

- 5) Quarterly interest payable Rs. 30,000 ; Rent payable Rs. 8,000 per month.
- 6) Capital expenditure expected in September is Rs. 1,20,000.

5. ABC Ltd. has currently annual sales of Rs. 50 Lac and an average collection period of 30 days. The company is considering of liberalizing its credit policy. If the collection period is extended, sales and bad debts are expected to increase in the following way :

Proposed credit policy	Increase in collection period (days)	Expected increase in annual sales (Rs. Lac)	Per cent of Bad debts losses
I	15	4.0	1.5
II	30	4.5	1.7
III	45	5.5	2.0





The firm sells its product for Rs.10 per unit. Average cost at current level of sales is 90 per cent for sales and variable cost is 80 per cent of sales. If the current bad debts loss is 1 per cent of sales and the required return is 20 per cent, which credit policy should be pursued ? (Assume a 360 day year). State your assumptions.

14

6. The Board of Directors of Aman Company Private Ltd. requests you to prepare a statement showing the working capital requirements forecast for a level of activity of 1,44,000 units of production per annum.

A) The following information is available for your calculation :

<b>Particulars</b>	<b>Cost per unit (Rs.)</b>
Raw materials	90
Direct Labor	40
Overheads	75
Total cost	<b>205</b>
Profit	60
Selling price	<b>265</b>

- B) i) Raw materials are in stock on average one month.  
 ii) The materials are in process on an average for one month.  
 iii) Finished goods are in stock on average one month.  
 iv) Credit allowed by suppliers one month.  
 v) Time lag in payment of debtors 2 months.  
 vi) Lag in payment of wages 1½ month.  
 vii) Lag in payment of overheads one month.

20% of the output is sold against cash. Cash in hand and at bank is expected to be Rs. 60,000. It is to be assumed that production is carried on evenly throughout the year.

14

7. Explain the term sick units. What are the causes of industrial sickness ? What are the usual components of revival programme of a sick unit ?

14

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**M.B.A. – II (Semester – IV) Examination, 2016**  
**Group – E : Production and Material Management**  
**Paper – III : INDUSTRIAL ENGINEERING**

Day and Date : Friday, 2-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

- Instructions :** a) *Question No. 1 is compulsory.*  
b) *Attempt any two questions from Q. 2, Q. 3 and Q. 4.*  
c) *Attempt any two questions from Q. 5, Q. 6 and Q. 7.*

1. Study the following case carefully and answer the question given at the end.

In a manufacturing company 15 workers were responsible for assembling water heating geysers. A number of different models with different capacities were being manufactured. With appropriate small tools, each worker assembled a part of the geyser. The partially completed geyser was transferred from one workstation to another. When the geyser was completed an inspector would check it over to ensure that it was working properly. The geyser was then placed for proper packing in different containers.

The assembly line was properly balanced by industrial engineers who had used time and motion study to break jobs into subassembly tasks. The time required for each subassembly had also been balanced so that the task performed by each worker was supposed to take exactly the same amount of time. The workers were paid on an hourly basis.

The inspector observed that morale amongst workers was low and there were a percentage of badly assembled geysers. Rejects caused by the workers rather than faculty materials were about 25%. After discussing the issue with management it was decided to have meeting geysers individually. The workers agreed with an option of going back to the old program if the new one did not work well. After several days of training each workers began to assemble the entire geyser.



The workers were ably supported and motivated by the Inspector. Productivity increased considerably. Controllable rejects caused by workers had dropped from 25% to 2% in 6 months. The workers had responded positively and their moral was high and the workers did all the routine inspection by themselves. The inspector was transferred to another job in the organization.

**Questions :**

- |  |    |
|--|----|
| a) Analyze the case.   | 5  |
| b) Identify the problem.   | 2  |
| c) Find out alternative solution.  | 5  |
| d) Give the best solution.   | 2  |
| 2. Short notes ( <b>any 2</b> ) :  | 14 |
| a) Flow Chart Process.   |    |
| b) Production System.  |    |
| c) BPR in Productivity Improvement.  |    |
| 3. Short notes ( <b>any 2</b> ) :  | 14 |
| a) Performance System.   |    |
| b) Multiple Activity Chart.  |    |
| c) Types of Allowances.  |    |
| 4. Short notes ( <b>any 2</b> ) :  | 14 |
| a) Objectives of Work Study.   |    |
| b) Productivity Measures.  |    |
| c) Need of Method Study.   |    |
| 5. Define Work Study and state its objectives. Explain various steps involved in Work Study.       | 14 |
| 6. Distinguish between normal and working areas. Discuss their relation to work place arrangement. | 14 |
| 7. What is Ergonomics ? Explain various factors considered in ergonomics.                          | 14 |
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**M.B.A. II (Semester – IV) Examination, 2016**  
**Group C : Human Resource Management**  
**INDUSTRIAL RELATIONS AND LABOUR REGULATIONS (Paper – III)**

Day and Date : Saturday, 3-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

- Instructions :** 1) Question No. 1 is **compulsory**.  
2) Attempt **any two** from question No. 2 to 4.  
3) Attempt **any two** from question No. 5 to 7.  
4) Figures to the **right** indicate **full** marks.

1. Solve **case study** :

14

A Multinational Company specialized in food processing has been operating in India for about 3 decades. The Company has recently decided to expand its production. It was decided to shift the factory to a new location about 20 kms. away from its present site. As the workers transferred to the new site were living in town, the union demanded an increase of Rs. 60 per month in the salary, but the company offered to give Rs. 25 only to cover the transport cost.

When the plant was being shifted to the new site, negotiations went on uninterrupted between the management and the Union on this issue. However both the parties could not come to a settlement even after 6 months.

The management was firm on their decision even though the union indicated some flexibility. The union refused to compromise fully on the issue. They adopted go-slow tactics to pressurize the management. The production went down drastically, but still the management was firm on their stand. In the meanwhile the management charge-sheeted some of the Trade Union leaders and suspended them.

**Questions :**

- Analyse the case given above and elucidate the problem and causes.
- Do you justify the Management's decision ? If Yes/No-why ?
- Are the workers right in their approach ? Comment.
- As a General Manager HR of this company how would you resolve the problem ?



2. Write short notes (**any two**) : **14**
    - i) Karl Marx's approach.
    - ii) Consequences of industrial disputes on industry and society.
    - iii) Grievance procedure.
  
  3. Write short notes (**any two**) : **14**
    - i) Methods of providing social security.
    - ii) Role of labor welfare officer.
    - iii) Forms and levels of workers participation.
  
  4. Write short notes (**any two**) : **14**
    - i) The Maternity Benefit Act.
    - ii) Payment of Bonus Act.
    - iii) Provident Fund Act.
  
  5. Explain in detail Factories Act 1948. **14**
  
  6. Explain in detail settlement machinery of industrial dispute. **14**
  
  7. Define collective bargaining. Explain in detail the types of collective bargaining. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2016**  
**Gr. F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT (Paper – III)**  
**Agricultural Production Management**

Day and Date : Saturday, 3-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

- Instructions :** 1) Question No. 1 is **compulsory**.  
2) Attempt **any two** questions from Q. No. 2, Q. No. 3 and Q. No. 4.  
3) Attempt **any two** questions from Q. No. 5, Q. No. 6 and Q. No. 7.  
4) Figures to the **right** indicate **full** marks.

**1. Case Study.**

The In-Net-Vegetable Growers' (INVG) group, in Solapur District, consists of 72 members from eight villages who together produce cabbage, bean and broccoli. Members of the group pay no membership fees, but each buys a share of Rs. 120, which is used as initial funding and operating capital, mainly to provide loans for inputs. The INVG group has invested in water pumps and tube irrigation.

The INVG group supplies two supermarkets of the "Arena chain" in Solapur, as well as two wet (fresh produce) markets and a university shop. The Arena outlets offer high quality produce to high-income customers and discard unsold vegetables daily.

The INVG farmers deliver vegetables to their Chairman, who acts as a buyer and has supplied Arena for more than 15 years without a written contract. The produce is then delivered to the supermarkets. Suppliers to the supermarket are responsible for product shelving and display. Supermarket staff visit farmers' fields each year and produce is checked for freshness and cleanliness. Since Arena's purchasing system is by consignment, the INVG Chairman must carefully determine the right quantity to deliver each day to avoid losses. Fruit is inspected piece by piece, leading to high rejection rates. There is no specification or product standard, only grading. Each member's code is included on bag labels for traceability. Payment is made every 45 days.



The group obtained a Rs. 70, 000 loan from the Bank of Agriculture and Agricultural Cooperatives at a low rate of 7 percent interest and received substantial financial aid (Rs. 5,00,000) from the sub-district Administration Office. These loans were allocated to members for net-covered production areas. The group Chairman was responsible for the allocation of funds.

Two advantages of selling to the Arena supermarkets are that produce keeps fresh for the whole day, and the certainty of a market due to a sizable group of customers.

The disadvantage is that the vegetables need to be sold within a day. The case provides an interesting example of where a leading farmer, trusted by the others, has taken on the role of trader, to the benefit of all group members.

- 1) Analyse the case. 5
  - 2) Explain disadvantages of In-Net-Vegetable Growers' (INVG) initiative. 5
  - 3) Suggest means for further expansion of quality vegetables to tap higher value niche market. 4
  2. Write short note (**any two**) : 14
    - a) Land tenure systems.
    - b) Factor-factor decision.
    - c) Effects of new technology.
  3. Write short note (**any two**) : 14
    - a) Irrigation management.
    - b) Special features of agricultural and industrial production.
    - c) Problems on cost estimation.
  4. Write short note (**any two**) : 14
    - a) Green Houses.
    - b) Occupational structure.
    - c) Demand for agricultural products.
  5. Explain in detail Co-operative Farming, Capital Farming and Corporate Farming with suitable examples. 14
  6. Explain farm records and farm accountancy with reference to farm efficiency and measures. 14
  7. Explain agricultural production and productivity trends with causes for low productivity. 14
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**M.B.A. (Part – II) (Semester – IV) Examination, 2016**  
**Group D : SYSTEM MANAGEMENT**  
**Paper – III : Relational Database Management System**

Day and Date : Monday, 5-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

**Instructions :** 1) Q. No. 1 is **compulsory**.

2) Solve **any two** questions from Q. No. 2, 3 and 4. Solve **any two** questions from Q. No. 5, 6 and 7.

3) Figures to the **right** indicate marks to a question or sub question.

**1. Case Study :**

**14**

Design a well-structured relational database using Normalization Techniques for Super Baseball league. The attributes and functional dependencies are as follows :  
**Attribute** : Player Number, Player Name, Player Age, Team Name, Manager Name, Stadium Name, Minor League Club Name, Minor League Club City, Minor League Club Owner, Minor League Club Year Founded, Start Date, End Date, Batting Average.

**Functional Dependencies -**

Player Number → Player Name

Minor League Club Name → City

Player Number → Age

Minor League Club Name → Owner

Player Number → Team Name

Minor League Club Name → Year Founded

Player Number → Manager Name

Team Name → Manager Name

Player Number → Stadium Name

Team Name → Stadium Name

Player Number, Minor League Club Name → Start Date, End Date, Batting Average

**2. Write short notes on any two.**

**14**

i) RDBMS.

ii) Domain, Tuple, Cardinality.

iii) INSERT Command.

P.T.O.





3. Write short notes on **any two**. **14**
- i) Hierarchical Database.
  - ii) Avg. and Max. functions.
  - iii) Data types in SQL.
4. Write short notes on **any two**. **14**
- i) Constraints in SQL.
  - ii) Advantages and disadvantages of Normalization.
  - iii) Subqueries.
5. Explain Codd's Rules in detail. **14**
6. Explain in detail SELECT Statement with all its clauses. **14**
7. Explain Entity Relationship Diagrams with example in details. **14**
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**M.B.A. – II (Semester – IV) Examination, 2016**  
**INTERNATIONAL BUSINESS**  
**Group – G (Paper – III) : International Marketing**

Day and Date : Monday, 5-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

- Instructions :** 1) Question number 1 is **compulsory**.  
2) Attempt **any two** questions from Q. Nos. 2, 3 and 4.  
3) Attempt **any two** questions from Q. Nos. 5, 6 and 7.

1. Analyse the case.

Bharat Perfumes Ltd., a renowned company in India was manufacturing two types of perfumes, one based on essential oils and the other alcohol based perfumes. Perfumes were being exported to Middle East countries. Particularly the essential oil traditional perfumes, also known as Attars, were directed on the orthodox segment of the society. These customers believe in strong perfumes with heavy smell. The perfumes, which were supplied to the customer, were high priced, ranging from Rs. 40,000 to Rs. 50,000 a kilogram. Some special perfumes were also sold at a much higher price ranging up to Rs. 4 lakh/kg. These perfumes were in great demand by various sections of the society. The other types of perfumes are alcohol based and were in the form of sprays with very good packing and were sold in most of the modern stores. The company was concentrating on both types of perfumes. There was more competition in alcohol based western type of perfumes from the western countries and big names English Leather, Yardley, Channel, etc.

The company started its business by sending its own sales representatives for booking orders for both type of perfumes. The salesmen were able to procure a few orders but these orders were not followed up by the customers. After every few months the company had to send its representatives for booking fresh orders. Their procedure was very cumbersome and a lot of expenses were involved. The management then thought of appointing local dealers in foreign countries who would book orders and send them to the company and charge a suitable



commission. Another problem was that the customers did not retire some of the consignments and heavy damages and other expenses were also incurred. If the goods were not retired for a long time there were chances of them being spoiled ? The company tried to negotiate this aspect with the local agents but no suitable solution was coming forth. The company was keen to establish its business in foreign countries and was looking for suitable selling strategy. **14**

- 1) Analysis of the case.
- 2) Identification of the problem.
- 3) Suggest alternative solution.
- 4) Select best solution.

2. Short notes on **(any two)** : **14**
    - a) Does the role of promotion in the marketing mix vary from one country to the next for the same product ?
    - b) In what ways can global brands and global advertising campaigns benefit a company ?
    - c) What criteria should global marketers consider when making product design decisions ?
  3. Short notes on **(any two)** : **14**
    - a) Methods of determining transfer pricing.
    - b) What are the bases of global market segment ?
    - c) How does international marketing differ from domestic marketing ?
  4. Short notes on **(any two)** : **14**
    - a) What are the three basic factors affecting price in any market ?
    - b) What strategies it take to be a successful exporter ?
    - c) What are the ways of global product positioning ?
  5. Explain in detail the role and importance of different environmental factors in international marketing. **14**
  6. Describe some of the analytical techniques used by global marketers. When is it appropriate to use each technique ? **14**
  7. What are the alternative strategies for expanding internationally ? What are the advantages and disadvantages of each strategy ? **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2016**  
**Group A : Marketing Management (Paper – IV)**  
**RETAIL AND RURAL MARKETING**

Day and Date : Tuesday, 6-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

- Instructions :** 1) Q. No. 1 is **compulsory**.  
2) Attempt **any two** questions from Q. No. 2, 3, 4.  
3) Attempt **any two** questions from Q. No. 5, 6, 7.  
4) **All** questions carry **equal** marks.

**1. Case Study :**

Banerjee and Gupta were discussing their problems in rural markets for marketing their rice produce. The discussions turned to costs and profits. "It is tough to make any profit in farming today," said Banerjee. "I can match any good farmer in farm yields and farm management but marketing is where I do not understand." Gupta joined and said, "It appears that the price and profit for rice today are determined more and more by things beyond my understanding and even outside my village community."

Banerjee agreed and said, "The Government budget, government subsidies interest rates, inflation, government spending in different areas and lot more things are affecting the rural markets. Gupta added, "We need to learn more about the general economy is affecting us and what we can do to make a decent profit and live with the emerging trends in the new world."

Banerjee had a last point to make in the discussions. "Farmers are step children (child from another mother) of our governments. So much attention is given to other celebrities, who provide only time pass cricket or entertainments like musicians or actors. Farmers who give the country such important things as food and raw material are not given the recognition and encouragement they deserve. This must change.

- |  |   |
|--|---|
| 1) Analyse the case.   | 3 |
| 2) How do the economy factors like inflation, employment, growth areas affect the rural market today ? | 4 |
| 3) What can Indian farmers do to survive in todays rural market place ?                                | 3 |
| 4) Discuss "Are farmers ignored and not recognized for their important contribution to the economy".   | 4 |



2. Write short notes on **(any two)**. **14**  
a) e-Rural marketing.  
b) New product development for rural market.  
c) Store planning.
3. Write short notes on **(any two)**. **14**  
a) Supermarket and Hypermarket.  
b) Ps of Rural Marketing.  
c) Franchising.
4. Write short notes on **(any two)**. **14**  
a) Store layout.  
b) Rural Marketing of FMCG.  
c) Strategies on social-group influence.
5. Define retail merchandising. Explain the nature and process of merchandising. **14**
6. What is rural marketing ? Explain the characteristics of rural marketing. What are the challenges and opportunities in rural marketing ? **14**
7. Define retailing. Explain its scope. What are the functions of retailing ? **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2016**  
**Group – B : Financial Management (Paper – IV)**  
**INVESTMENT MANAGEMENT**

Day and Date : Wednesday, 7-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

**Instructions :** 1) Q. No.1 is **compulsory**.

2) Attempt **any two** questions from Q. No. 2 to Q. No. 4.

3) Attempt **any two** questions from Q. No. 5 to Q. No. 7.

4) Figures to **right** indicate marks.

1. A. K. Kapoor is evaluating a security. One year Treasury bills are currently paying 9.1 percent. Calculate the below investment's expected return and its standard deviation. **14**

<b>Probability</b>	.15%	.30%	.40%	.15%
<b>Returns</b>	15%	7%	10%	5%

2. Write short notes (**any two**) : **14**
- a) Measurement of risk.
- b) Meaning and benefits of portfolio.
- c) Markowitz Model.
3. Write short notes (**any two**) : **14**
- a) Tax saving avenues.
- b) Investment Avenues.
- c) Difference between fundamental and technical analysis.



4. Write short notes (**any two**) : **14**
- a) Types and features of Bonds.
  - b) Determinants of personal income.
  - c) Capital Market Line.
5. Explain the importance of investment management in personal finance. What are the various characteristics of investment ? **14**
6. Investment Management is done with fundamental, Economic, Industry, Company and Technical analysis. Discuss. **14**
7. What is Portfolio Management ? Explain Portfolio Management in detail with specification of investment to performance evaluation. **14**
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**M.B.A. – II (Semester – IV) Examination, 2016**  
**Group E : PRODUCTION AND MATERIAL MANAGEMENT (Paper – IV)**  
**Quality Management**

Day and Date : Wednesday, 7-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

**Instructions :** a) Question No. 1 is **compulsory**.

b) Attempt **any two** questions from Q. 2, Q. 3 and Q. 4.

c) Attempt **any two** questions from Q. 5, Q. 6 and Q. 7.

1. Study the following case carefully and answer the question given at the end.

Jolly Board Company recently discovered that the cost due to shipment of defective items had risen to an alarming level. To correct the situation, they decided to implement a quality assurance program. Previously, all inspection was done by workers on their own work. Because of the lack of formal education in quality assurance for the present employees and managers, it was decided to form a team of recent college graduates for Quality Assurance Programs (QAP).

The team which was formed was given the responsibility of reducing the percentage of defective items being produced to half of the present level in one month.

Problems, however, began to crop up immediately. Conflicts arose between the inspectors of the QAP and the workers. Some of the older employees felt they were being insulted whenever a quality problem was traced to their work. This resentment often resulted in their work deteriorating further instead of improving. Other workers believed they were being wrongly accused of shoddy workmanship. Some even accused the inspectors of actually making defects in their work so that they could claim they had found a problem spot (defect) and hence, look good in the eyes of the QAP Manager.

P.T.O.





Monitoring after the first month showed that the quality level had actually worsened. Management felt that perhaps they had introduced the quality assurance program improperly.

**Questions :**

- a) Analyze the case. 5
  - b) Identify the problem. 2
  - c) Find out alternative solution. 5
  - d) Give the best solution. 2
2. Short Notes (**any 2**) : 14
- a) Statistical Process Control.
  - b) Crosby's Philosophy.
  - c) Importance of Quality Policy.
3. Short Notes (**any 2**) : 14
- a) Importance of Reliability in TQM.
  - b) Quality Audit.
  - c) Cost of Quality.
4. Short Notes (**any 2**) : 14
- a) Benefits of Control Chart.
  - b) Objectives of ISO 9000.
  - c) Quality circle.
5. Discuss the significance of managing human resource in Total Quality Management. 14
6. Explain 12 implementation steps in Six Sigma Management. 14
7. Discuss the Baldrige Award Criteria framework with neat diagram. 14
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**M.B.A. II (Semester – IV) Examination, 2016**  
**Group – C : Human Resource Management**  
**PAPER – IV : PERFORMANCE MANAGEMENT AND COMPENSATION**

Day and Date : Thursday, 8-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

- Instructions:** 1) Question No. **1** is **compulsory**.  
2) Attempt **any two** from Question No. **two** to **four**.  
3) Attempt **any two** from Question No. **five** to **seven**.  
4) Figures to the **right** indicate **full** marks.

1. Solve Case Study :

14

WNS is a reputed Finance Company having 10 branches in different parts of the country. Its staff includes 290 operative and 70 executives. The company has a performance appraisal system under which the staff members are rated at the end of each financial year by a committee of two executives by means of graphic scale. The qualities which are considered for appraisal are : Responsibilities, initiatives, dependability, leadership potential, cooperative attitude and community service. After the performance is evaluated, the ratings are discussed with the concerns employees by their immediate boss and are used to counsel them and arrange further training for them. The ratings are also used for granting or with holding of increments and promoting or meritorious staff.

Recently, two employees working at the Head Office have been denied annual increments due to comparatively low ratings. They have made a representation to the Chief Executives of the company expressing their dissatisfaction with the appraisal system and insisting that community services is not a part of their duties and for that annual increment should not be denied.

The Chief Executive feels that performance appraisal is a dangerous source of friction and so it should be discontinued altogether and increments and promotions be given on the basis seniority.

**Question :**

- 1) If you were the Human Resource Manager, how would you defuse the problem ?
  - 2) How far do you agree with the Chief Executive's view that performance appraisal should be discontinued ?
  - 3) On what lines would you recommend modifications in the performance appraisal system of the company ?
2. Write short notes (**any two**) : **14**
- i) Components of remuneration
  - ii) Fringe benefits
  - iii) Health and safety
3. Write short notes (**any two**) : **14**
- i) Essential characteristics of effective appraisal system.
  - ii) Incentives for salespeople
  - iii) Wage and salary differentials.
4. Write short notes (**any two**) : **14**
- i) Assessment centre
  - ii) Potential appraisal
  - iii) Objectives and Benefits of Human Resource Accounting (HRA).
5. What is job evaluation ? Explain various methods of job evaluation. **14**
6. What is performance appraisal ? Explain various methods of performance appraisal. **14**
7. Explain meaning, nature and prerequisites of an effective incentive system. **14**
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**M.B.A. – II (Semester – IV) Examination, 2016**  
**Group – F : Agriculture Business Management (Paper – IV)**  
**AGRO-PROCESSING INDUSTRIES AND RURAL INDUSTRIALIZATION**

Day and Date : Thursday, 8-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

- Instructions :** 1) Question No. **one** is **compulsory**.  
2) Attempt **any two** from Question. No. **two** to **four**.  
3) Attempt **any two** from Question No. **five** to **seven**.  
4) Figures to the **right** indicate **full** marks.

**1. Case Study.**

**14**

Mr. Sanjay Patil, the Chairman of Chand Food Products Ltd. [CFPL), calls a special meeting of the Board of Directors of his company. He reels out a lot of data and estimates for building a case for his company entering into a new venture, the production of soft drink of fruit pulp variety a product closely related to the company's present business of food. Moreover, given the growth figures of soft figures of soft drink business in the past 20 years, the prospects of its growth in future seem to be quite strong. Mr. Patil hits upon the members the urgency of taking the decision because it will help to maintain the profitability level that the company has achieved now without any delay, he believes, will mean the loss of a very fruitful opportunity which may not be available again for a long time.

To convince the members he stresses the following aspects.

- 1) There is still room for entry, as has been revealed by the successful entry of new players in the field in the past few years.
- 2) There is likely to be stiff competition from the two existing dominant companies – the highlands and the Lowlands – their main product being cola drinks.
- 3) CFPL, being late entrant, can introduce the latest technology and would, therefore have cost advantage.



- 4) CFPL has experience in the manufacturing of food products [which are allied items] and in the bottling activity. No new bottling plant would be needed. The company has a well-developed transportation and distribution network existing at present. However, no cost details have been worked out regarding these factors.
- 5) Developing brand loyalty is likely to be costly and extremely difficult, though the promotional efforts should be greatly aided by the fact that the company has a high degree of consumer recognition.
- 6) The soft drink market has reasonably good returns but it is a highly risky market. Mr. Patil feels that the above information is good enough for the members to give a 'go-ahead' signal for the new project. He wants the Board to take decision immediately as this opportunity should not be missed.
  - 1) Analyze the Case.
  - 2) Identify the major issues.
  - 3) Recommend alternative solution.
  - 4) Suggest the best solution.

2. Write short note (**any two**) :

14

- 1) Flowery culture
- 2) Marketing of yarn
- 3) Problems of cottage and small scale industries.

3. Write short note (**any two**) :

14

- 1) Agro based industries.
- 2) Agreement on agriculture.
- 3) Excess stock with sugar factories.



4. Write short note (**any two**) : **14**
- 1) Causes of rural unemployment.
  - 2) Global challenges before cooperative spinning mills.
  - 3) Structure of Co-operative banks in India.
5. Describe in detail Promotional measures of KVIC like Subsidies, incentives and financial inputs. **14**
6. Describe in detail Dairy cooperative in Maharashtra. **14**
7. Describe in detail Cooperative Sugar Industry in Maharashtra. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2016**  
**Group D : SYSTEM MANAGEMENT**  
**Paper – IV : Security and Control Information System**

Day and Date : Friday, 9-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

**Instructions :** 1) *Question Number 1 is compulsory.*

2) *Attempt **any two** questions from question number 2, 3 and 4.*

3) *Attempt **any two** questions from question number 5, 6 and 7.*

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

1. Analyse the following case and answer the given questions.

14

At a large manufacturing site, an extensive field study was performed to try out a computerized system to support face-to-face meetings. In this system, each participant used a computer terminal to enter and rank ideas. In one example from the study, a shop floor Manager convened a meeting to isolate causes of quality problems. A previous two hour meeting with six key participants had degenerated into personal arguments and no solutions. In the computer-assisted meeting, the computers supported brainstorming around the question, What are the key issues in improving shop floor control ? Each participant used a personal terminal to type in ideas anonymously and circulate them to each other randomly for anonymous follow-up comments. In 35 minutes, they generated 645 lines of comments, including issues, ideas, and clarification. Next, the leader of the meeting displayed the comments on a screen in front of the room. Participants consolidated and reorganized these comments to produce a list of requirements for effective shop floor control. The meeting ended with the distribution of a list of conclusions to the participants.

**Questions :**

a) Organize your understanding of this case and identify important topics that are not mentioned.



- b) Which, if any, of the six types of information systems is or are represented here ?
- c) Explain the advantages and disadvantages of this type of system from the viewpoint of a Department Manager.

- 2. Write short notes (**any two**) : **14**
    - a) Message Digests.
    - b) Need for Security.
    - c) Operator Precedence.
  
  - 3. Answer in brief (**any two**) : **14**
    - a) Explain Password Authentication in detail.
    - b) What do you mean by Access Control ? Explain Mandatory Access Control.
    - c) Write a detailed note on Tele Communication Security.
  
  - 4. Write notes (**any two**) : **14**
    - a) Firewalls
    - b) Security Policies.
    - c) The Birthday Paradox.
  
  - 5. What do you mean by security of Information System ? Discuss and explain various risks to Information System data and resources. **14**
  
  - 6. Write a detailed note on Cryptography. **14**
  
  - 7. Explain operators in detail. **14**
-





<b>Seat No.</b>	
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**M.B.A. (Part – II) (Semester – IV) Examination, 2016**  
**INTERNATIONAL FINANCIAL SYSTEMS AND MARKETS**  
**Group – G : International Business (Paper – IV)**

Day and Date : Friday, 9-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

- Instructions:** 1) *Q. No. 1 is compulsory.*  
2) *Attempt any two questions from Q. No. 2 to Q. No. 4.*  
3) *Attempt any two questions from Q. No. 5 to Q. No. 7.*  
4) *Figures to the right indicate marks.*

1. Analyze the following Case, Identify the problem, Generate possible alternatives and choose the best alternative :

The public sector Indian Oil Corporation (IOC), the major oil refining and marketing company which was also the canalizing agency for oil imports and the only Indian company in the Fortune 500, in terms of sales, planned to make a foray into the foreign market by acquiring a substantial stake in the Bala! Oil field in Iran of the Premier Oil. The project was estimated to have recoverable oil a reserve of about 11 million tones and lack was supposed to get nearly four million tonnes.

When lac started talking to the Iranian company for the acquisition in October 1998, oil prices were at rock bottom (\$11 per barrel) and most refining companies were closing shop due to falling margins. Indeed, a number of good oil properties in the Middle East were up for sale. Using this opportunity, several developing countries “made a killing by acquiring oil equities abroad”. IOC needed Government’s permission to invest abroad. Application by Indian company for investing abroad is to be scrutinised by a special committee represented by the Reserve Bank of India and the finance and commerce ministries. By the time the government gave the clearance for the acquisition in December 1999 (i.e. more than a year after the application was made), the prices had bounced back to \$24 per barrel. And the Elf of France had virtually took away the deal from under I IOC’s nose by acquiring the Premier Oil. The RBI , which gave IOC the approval for \$15 million investment, took more than a year for clearing the deal because the structure for such investments were not in place, it was reported.

- 1) Discuss internal, domestic and global environments of business revealed by this case.
- 2) Discuss whether it is the domestic or global environment that hinders the globalization of Indian business.
- 3) Even if Elf had not acquired Premier Oil, what would have been the impact of the delay in the clearance on IOC ?
- 4) What would have been the significance of the foreign acquisition to IOC ?
- 5) What are the lessons of this case ?



2. Write short notes (**any two**) : **14**
    - a) Commercial Borrowings.
    - b) Balance of Payment Theory.
    - c) Role of financial intermediaries.
  
  3. Write short notes (**any two**) : **14**
    - a) Purchase Power Parity.
    - b) India's Forex Scenario.
    - c) Recent changes in global finance.
  
  4. What is international financial management ? Briefly explain various phases of international monetary system. **14**
  
  5. Write short notes (**any two**) : **14**
    - a) Foreign Exchange Market.
    - b) Factoring.
    - c) Issues in financial decision of a multinational firm.
  
  6. What is international securities market ? Discuss various instruments of international market. **14**
  
  7. What is debt servicing ? Discuss the problem of debt servicing related to developing countries with special reference to India. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2016**  
**International Marketing**  
**Group A : MARKETING MANAGEMENT (Paper – V)**

Day and Date : Saturday, 10-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

**Instructions :** 1) Q. No. 1 is **compulsory**.

2) Attempt **any two** questions from Q. No. 2 to Q. No. 4.

3) Attempt **any two** questions from Q. No. 5 to Q. No. 7.

4) Figures at **right** indicate marks.

1. Analyze following case study, state the problem, finds various alternatives and state suitable alternative. 14

The Brindavan Incenses is a tiny unit located in Mysore, manufacturing and selling agarbathies. It is owned and managed by Mr. Devappa, who has had only high school education. Through lot of experiments Devappa had developed a blend of incense that has been widely liked.

During the last four years of existence of the Brindavan Incenses, the two brands of agarbathi, Bhagya and Sowbhagya, have earned a very good reputation. Initially it introduced just one brand, Bhagya. Bhagya clicked well in the market. Though the product was regarded as very good, the price of 'Bhagya' was a bit lower than that of the popular branch of established manufacturers. By selling at lower price, Devappa hoped to generate more sales. Use of cheaper packaging and lower overheads enabled him to sell at lower but sufficiently remunerative price. Labeling was done in Kannada and English. The Brindavan Incenses have not had any aggressive marketing programme. At the beginning free samples were supplied to some house-holds in residential localities. Slides were also exhibited in certain cinema theaters. The dealers were offered attractive terms. Initially, the product was sold only in and around Mysore city. Encouraged by its success in Mysore, sale of Bhagya was extended to all over Karnataka and the consumer response was favorable.

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On the advice of Mr. Shyam, a close friend of Mr. Devappa and who was doing his M.B.A. course, the Brindavan Incenses introduced a premium brand, Sowbhagya. The ingredients and quality of the new brand were not significantly different from that of Bhagya. Instead of the rectangular package of Bhagya, a tubular package was used for Sowbhagya. The new brand also got good market acceptance.

Devappa was thinking of expanding his market to outside Karnataka also. There was no problem to get additional workers to roll agarbathies ; nor was there any problem of input availability. The problem was organizational. The Brindavan Incenses was managed all alone by Mr. Devappa. The distribution to dealers was done by agents who worked on commission basis.

As a birthday presentation, Devappa sent hundred packets each of Bhagya and Sowbhagya to his good friend Nazeer working in Saudi Arabia. Two months later, Devappa received a letter from Nazeer. The letter contained the following information of particular importance to Devappa's business. Nazeer distributed most of the agarbathies among his friends. His friends liked the products very well. Some of them ranked Bhagya and Sowbhagya as good as the best brands available. Some even considered them as better than leading brands. Some of the foreigners found it difficult to pronounce and remember the words Bhagya and Sowbhagya. Nazeer suggested that Devappa could think of entering the foreign markets. Devappa knew that a few agarbathi manufacturers who had started in a small way grew well in the domestic and foreign markets. Devappa became enthusiastic about selling his products in the foreign markets. He was wondering how he could carry out this idea. He decided to consult Mr. Shyam who has completed his M.I.B. programme. From Devappa's discussion with him, Shyam conceived that Devappa would like to have his advice on the International Marketing channel suitable for the Brindavan Incenses and Product modifications, including brand, packaging and labeling, for the overseas markets.

2. Write a short note on following **(any two)**.

14

- a) Challenges and opportunities in International Marketing.
- b) Global Positioning and Targeting.
- c) Channel management decisions.



3. Write a short note on following **(any two)**. **14**
- a) Global message in advertisement.
  - b) International trading Environment.
  - c) Documents related to excisable goods.
4. Write a short note on following **(any two)**. **14**
- a) Licensing and franchising.
  - b) Strategic alliances, Counter trade.
  - c) Direct and Indirect Export.
5. State the concept International Marketing. Explain the Indian foreign trade policy in today's era with regulation. **14**
6. Describe in brief Export and Import concept. Explain in detail the export procedure. **14**
7. Explain the concept International Pricing. What are the problems and factors influencing international pricing ? **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2016**  
**Group B : FINANCE MANAGEMENT (Paper – V)**  
**International Finance**

Day and Date : Tuesday, 13-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

**Instructions :** 1) Q. No. 1 is **compulsory**.

2) Attempt **any two** questions from Q.No. 2 to Q.No. 4.

3) Attempt **any two** questions from Q.No. 5 to Q.No. 7.

4) Figures at **right** indicate marks.

1. X Company, operating at multinational level is facing a problem to choose between the following two options :

- i) Continue to export every year 200000 units of a product at a unit price of \$ 80 ; its variable cost is \$ 45.
- ii) Install a manufacturing unit to produce 500000 units in China, the destination for exports.

Setting up of the manufacturing plant will involve an investment outlay of \$ 50 million. The plant is expected to have useful life of 5 years with \$ 10 million salvage value. Company follows the straight line method of depreciation. To support additional level of activity, investment will require additional working capital of \$5 million.

Since the cost of production are lower in China, the variable cost of production and sales would be lower, i.e. \$ 20 per unit. Additional fixed cost per annum is estimated at \$ 2 million. Further the forecasted selling price is lower i.e. \$ 70 per unit to sell 500000 units. The company is subjected to 40% tax rate and its cost is 15%.

Assuming that there will be no variation in the exchange rate between two countries and all profits can be repatriated, advise the company regarding financial viability of the proposal.

Discounting factor @ 15% for year 1-5 is 3.352 and for 5<sup>th</sup> year is 0.497.

**14**



2. Write short notes (**any two**) : **14**
- a) ECGC
  - b) International Equity Market.
  - c) FDI.
3. Attempt **any two** : **14**
- a) Spot rate 1\$ = 60.80 Rs.  
3 months forward 1\$ = 60.95 Rs.  
Interest rate in India is 12% p.a.  
Interest rate in USA is 7% p.a.  
Find out arbitrage possibility.
  - b) NASDAQ.
  - c) Factors Influencing Exchange Rates.
4. Write short notes (**any two**) : **14**
- a) Characteristics of International Business.
  - b) PPP Theory.
  - c) Arbitrage.
5. Discuss briefly about the nature, scope and importance of international financial management. **14**
6. Suppose for the period of two years U.S. price index moves from 110 to 125 and Japanese price index moves from 105 to 110. The spot exchange rate is \$ 1 = Y 112.  
What will be the spot exchange rate after two years ? **14**
7. Discuss about structure of forex market. State various types of transactions takes place under forex market. **14**
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**M.B.A. – II (Semester – IV) Examination, 2016**  
**Group E : Production and Material Management (Paper – V)**  
**WORLD CLASS MANUFACTURING**

Day and Date : Tuesday, 13-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

**Instructions :** a) Question No. 1 is **compulsory**.

b) Attempt **any two** questions from Q. 2, Q. 3 and Q. 4.

c) Attempt **any two** questions from Q. 5, Q. 6 and Q. 7.

1. Study the following case carefully and answer the question given at the end.

In 1947, a division of Generic Electric was acquired by Larsen Electric Industrial Company. It employed 1200 people in Franklin Park to produced color television receiver and microwave oven. Five year after the change over, in process defects had dropped from 1.4 to .07 defects per set and productivity had jumped almost 30 percent. The labor required to produce a color television receiver was cut in half. These gains were achieved by blending new equipment, technology, training and managerial practices to revitalize an already skilled labor force.

**Equipment :** Automatic equipment developed in Japan for Chassis assembly was used. Design changes reduced the number of required workers by 26 percent. Equipment and design engineers worked together to improve producibility making quality products easier to manufacture.

**Technology :** New assembly lines allowed controlling their work flow individually. In place of continuous, conveyor paced line; operators were given foot levers to detour work to their station and to forward piece to the next work stations. Closed circuit television systems were installed to broadcast quality information to workers on the production line.





**Training** : The importance of quality was continually emphasized, placing responsibility on production workers, not inspectors. End product inspection teams were replaced by a few in process inspector who moved from one assembly line to another carrying out sampling inspection. New employee are trained both in the class room and on the job, up to 5 days of each, during which they learn about quality expectations, are judged on whether they can do the work adequately and see whether they like the work conditions.

**Managerial practice** : Once a week all work stops for 10 to 15 minutes while supervisors communicate with their subordinates. A supervisor typically communicates with 45 workers about quality, productivity, absenteeism, scrap and other subject that might come up. If the supervisors can not answer a question, they make a note of it and come prepared with an answer in the next meeting.

Every six month, manufacturing and quality control people meet to set quality goals for different areas. Bar charts are kept to signal which area are above, near or below their targets. Special effort is concentrated on a particular line, called the model line, to improve its performance. Workers on that line and support groups meet once a week to explore progress. Reason for successes in the model line are identified and adapted to fit other lines.

A quality emphasis month is declared twice a year. Awareness is aroused by slogan and poster competition, cross word puzzles with quality terms and suggestion contests. Winners are entertained at a felicitation party and given a modest reward.

The underlying purpose of all activities is to create an environment that will be conducive to cooperation and encouraging people to work together to identify problems and offer suggestions to solve them.

**Questions :**

- |                                   |   |
|-----------------------------------|---|
| a) Analyze the case.              | 5 |
| b) Identify the problem.          | 2 |
| c) Find out alternative solution. | 5 |
| d) Give the best solution.        | 2 |



2. Short Notes (**any 2**) : **14**
- a) Strategic decision in manufacturing management.
  - b) Globalization of business and its challenges.
  - c) World class performance.
3. Short Notes (**any 2**) : **14**
- a) Just-In-Time system.
  - b) Role of IT in world class manufacturing.
  - c) Air pollution.
4. Short Notes (**any 2**) : **14**
- a) Group Technology.
  - b) Concept of Total Productive Maintenance.
  - c) Kanban System.
5. What are the characteristics of World Class Manufacturing ? What is the contribution of technology and automation towards manufacturing excellence ? **14**
6. Explain the impact of WCM as environment. Describe the factors causing pollution and its effect on human health. **14**
7. Explain the concept of Reliability. Explain the various methods of Reliability improvement along with a suitable example. **14**
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**M.B.A. II (Semester – IV) Examination, 2016**  
**Group – C : HUMAN RESOURCE MANAGEMENT**  
**Global Human Resource Management (Paper – V)**

Day and Date : Wednesday, 14-12-2016

Max. Marks : 70

Time : 10.30 a.m. to 1.30 p.m.

- Instructions :** 1) *Q.No. 1 is compulsory.*  
2) *Attempt any two questions from Q.No. 2 to Q.No. 4.*  
3) *Attempt any two questions from Q.No. 5 to Q.No. 7.*

**1. Case Study :**

**14**

Hi-tech Electronics Limited was established in 2006 in Malaysia. It produces and markets all types of electronic goods in most of the Asian and Pacific countries. It has been one among the top five companies as for the level of technology and one among the top three companies regarding marketing of the products in Malaysia. The company's policies and practices concerning human resources management are top in the country. The company's salary administration policies and practices were taken as guidelines not only by the other companies but also by various wage boards and pay commissions in the country. But this company has been struggling a lot because of a minor problem relating to administration of salary and benefits. The problem is stated hereunder.

The company employed nearly 400 national young graduate and post-graduate engineers and 20 expatriate engineers. These employees form the cream of the company's present human resource. The expatriate employees occupied higher positions in all the departments including Human Resources Department. The company's salary policy and benefits policy were formulated mainly on the basis of the expatriate employees' desires. The base salary of the company is the same for both the expatriate and national employees. But expatriates receive additional allowances like international market allowance, educational allowance, risk allowance, settling-in allowance, car allowance, housing allowance and entertainment allowance. Thus, expatriates receive nearly 250% more salary than the nationals doing the same job.

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The national employees demanded the management to pay equally with that of expatriates immediately. According to them, the pay pocket frustrates them severely.

Analyze the above Case. If you were the HR manager of the company, whom do you satisfy ?

2. Write short notes on **(any two)** : **14**
    - 1) Travelling with Google Maps
    - 2) HRM and Corporate Social Responsibility
    - 3) Ethnocentric Approach of International Staffing Policy.
  
  3. Write short notes on **(any two)** : **14**
    - 1) HR Managers Global Challenge
    - 2) Strategies in International Rewards
    - 3) Diffusion of HR Practices in MNCs.
  
  4. Write short notes on **(any two)** : **14**
    - 1) Terrorism-safety and Global HR
    - 2) Codes of conduct Mandatory and Voluntary
    - 3) Selecting Expatriate Managers.
  
  5. Define Global Human Resource Management. Explain in detail the Impact of Inter country differences on HRM. **14**
  
  6. What are the criteria for Recruitment and selection in case of International Managers ? Explain in detail the gender and ethnicity in recruitment and selection. **14**
  
  7. Define knowledge Management. What is the role of IHRM in knowledge Management in MNC ? **14**
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**M.B.A. – II (Semester – IV) Examination, 2016**  
**Group – F : Agriculture Business Management (Paper – V)**  
**INTERNATIONAL TRADE AND AGRICULTURE**

Day and Date : Wednesday, 14-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

- Instructions :** 1) Question No. **one** is **compulsory**.  
2) Attempt **any two** from Question No. **two to four**.  
3) Attempt **any two** from Question No. **five to seven**.  
4) Figures to the **right** indicate **full** marks.

1. **Case Study.**

14

The San Juan Federation of Agricultural Cooperatives (SJFAGRO) produces annual seeds of horticultural, floral and forage crops. Each member cooperative allots the areas to be cultivated on the 430 ha held by members. Farmers deliver their produce to the cooperative, which, in turn, consigns it to SJFAGRO, which issues a provisional receipt. The harvested seed is transported to a SJFAGRO plant, where it is processed.

Seeds are planned to sale on the domestic and international markets, including Japan, the Rep. of Korea and emerging markets of Southeast Asia.

Samples of processed seeds of each lot are sent to a laboratory authorized by the National Seed Institute for testing. If the sample seeds are within the legal limits, a definitive receipt is issued for the lot, which is used to collect payment. The lot is then labelled and the seed is marketed. SJFAGRO participates in activities organized by the Argentine Agrarian Federation (FAA), such as national meetings of representatives of small-and medium-scale producers' organizations,



and maintains close linkages with the National Institute of Agricultural Technology (INTA) and the Credicoop Bank. Linkages with both the Rural Agricultural Network (REDAR) and the Cooperative Program for the Development of Rural Agroindustry (PRODAR) in Latin America and the Caribbean facilitate participation in international trade fairs. The federation's administrative council needs to develop a cultivation plan for each crop.

- 1) Analyze the Case.
- 2) Identify the major issues.
- 3) Recommend alternative solution.
- 4) Suggest the best solution.

2. Write short note (**any two**) : **14**
    - 1) Factor Mobility
    - 2) WTO
    - 3) IBRD.
  3. Write short note (**any two**) : **14**
    - 1) International capital flows.
    - 2) SDR.
    - 3) Tariffs and Quota.
  4. Write short note (**any two**) : **14**
    - 1) IDA.
    - 2) Use of Internet in agri-market development.
    - 3) SWOT analysis of pulses.
  5. What do you mean by international trade ? Explain in detail the scope of International Finance. **14**
  6. Discuss in detail procedure of AGMARK from the point of the view of exports. **14**
  7. Discuss in detail export procedure for agro based industries. **14**
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**M.B.A. (Semester – IV) Examination, 2016**  
**PROGRAMMING CONCEPTS AND ADVANCED EXCEL**  
**Group D : System Management (Paper – V)**

Day and Date : Thursday, 15-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

**Note :** 1) Question No. 1 is **compulsory**.

2) Solve **any two** questions from 2, 3, 4 and **any two** from 5, 6, 7.

3) **All** questions carry **equal** marks (14 marks).

1. Write an algorithm and draw flowchart for declaring exam result of student as distinction (> 70%), first class (between 60 and 70%), Second Class (Between 50 & 60%), pass class (between 40 & 50%) and fail (< 40%). Accept cumulative marks scored and maximum marks to compute percent and proceed with result declaration. **14**
  
2. Answer **any two** of the following : **14**
  - a) Discuss basic data types in programming.
  - b) Differentiate between IF-ELSE and SWITCH-CASE constructs.
  - c) Discuss LOOKUP functions in Excel.
  
3. Write short notes on **any two** of the following : **14**
  - a) LOOP constructs in programming.
  - b) Arrays.
  - c) Data filter feature of Excel.

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4. Answer in brief on **any two** of the following : **14**
- a) Explain operator precedence with example.
  - b) Explain various levels of security in Excel.
  - c) Define function, discuss the purpose of function and use of RETURN statement in a function.
5. Describe various types of functions viz. inbuilt, user defined, recursive, with parameters, without parameters. Explain the difference between with parameter and without parameter functions. **14**
6. Discuss different operators and their precedence in programming. **14**
7. Write a program to display multiplication table using parameterized function for a number passed as parameter. **14**
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**M.B.A. – II (Semester – IV) Examination, 2016**  
**Group – G : International Business**  
**Paper – V : INTERNATIONAL LOGISTICS**

Day and Date : Thursday, 15-12-2016  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

- Instructions :** 1) Question number 1 is **compulsory**.  
2) Attempt **any two** questions from Q. No. 2, 3 and 4.  
3) Attempt **any two** questions from Q. No. 5, 6 and 7.

**1. Case Study.**

TIT freight services Pvt. Ltd. is an Indian arm of Allcargo Global Logistics and has designed on 40 foot equivalent unit high-cube containers for transportation of cars. These containers will be moved primarily on rails. Currently around 98 per cent of cars' transport operations are carried on by roadways and the remaining is by railways. The road sector for car transport is highly fragmented. When carrying automobiles on road the speed of the carrier is 20-40 km/hr and they do not travel at night. For example Delhi to Mumbai takes six to nine days, which results in holding up of an inventory. The high multiple hanging results into 10 per cent of cars getting damaged during transportation. With the new logistical packaging for car transportation on rail there will be significant reduction in transit times and in-transit damages to the cars. In the beginning the cost of transportation will be comparable to road transportation. However, with full-fledged operation, the cost will go down by 5 per cent and with double staking the cost reduction will be 20 per cent. In the new packaging system, the cars are placed on to 'trans-rak', which is a simple, fixed frame system. It is fitted into 20 ft, 40 ft, 45 ft, 53 ft and the pallet wide ISO containers ensuring safe, simple and secure transportation of vehicles in containers. It ensures total security in shipping cars directly from the factory to arrive in perfect condition inside and out at destination. The trans-rak are free from theft, dirt and weathering; no knocks,

P.T.O.



dents or scratches; no road, rail, ro-ro or quayside handling, simple to operate for containerizing the cars with no special skills. Trans-rak adjusts for all car shapes and are lifted and lowered with a hand-held drill. This was not the first attempt to carry automobiles by rail. Indian railways has tried it earlier. A few passenger trains were converted into car carriers. However, the venture was financially unviable because carries did not get returned load. The success of this packaged transportation depends on the rail infrastructure with dedicated freight corridors.

**Questions :**

- 1) Explain the term 'logistical packaging' with regard to automobile industry. **4**
  - 2) What is the novel packaging solution offered by TIT freight services and why? **5**
  - 3) How is 'trans-rak' enhancing the performance of auto logistical system? **5**
  2. Write short notes on (**any two**) : **14**
    - 1) International Air Transportation.
    - 2) Characteristics of Global Supply Chain.
    - 3) Bullship Effect.
  3. Answer in brief (**any two**) : **14**
    - 1) What is Supply Chain Management? State supply chain as a competitive advantage.
    - 2) State the interface appearing between Marketing and Logistics.
    - 3) What is the role and importance of IT in Supply Chain Management?
  4. Write short notes on (**any two**) : **14**
    - 1) 3PL and 4PL service providers.
    - 2) Symptoms of Poor Inventory Management.
    - 3) Dimensions of Performance Metrics.
  5. Define Warehousing. Brief out the objectives and functions of warehousing in detail. **14**
  6. What is Intermodal transportation? What are the factors influencing mode and carrier selection decision? **14**
  7. What are the Tool/Approaches for Performance Measurement and Evaluation in Global Supply Chains. **14**
-