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**M.B.A. (Part – I) (Semester – I) Examination, 2015**  
**PERSPECTIVES OF MANAGEMENT (Paper – I)**

Day and Date : Tuesday, 5-5-2015  
Time : 3.00 p.m. to 6.00 p.m.

Max. Marks : 70

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

1. Case study :

Rajesh was very fortunate to get admiration by teachers for being bagged several prizes in extra-curricular activities. He was also been pleased by his parents for showing autonomy. Only his mother was worried about him because he never got along well with other children of his own age. In college he used to be away from joining a hostel and lived in an apartment by himself. All the time, he had maintained the strong desire for achievement and believed firmly in the concept of continuous self development. He was very ambitious and was always looking for opportunities to develop his innovative ability and skills.

On his job, he worked independently and was known to be a highly reliable individual. However, even now, he was a very shy person and not very assertive when dealing with people outside his department. This factor held back his performance to some extent and he was aware of this fact.

His performance on the job was observed by his manager-Mrs. Patil for two years and she invited Rajesh to work on a new project that had come into their department. She knew very well that she cannot force him to take it on, as he already had a heavy work-load. However, having observed him working in the department, she believed he was motivated strongly by ambition. The project was extremely crucial and Mrs. Patil believed that Rajesh was the right person for the task. Although, it would have involved him in some 'social contracts', she was certain about his high effectiveness in carrying out the task-once he commits himself to it.

Mrs. Patil tried to enlist his commitment by telling him that if he does it, and does it well, it will very significantly advance his prospects of promotion. Besides, it



would be a very good opportunity to use his innovative talents. According to her, this was an exciting project for him through which his creative genius would get recognition and he could achieve self-fulfillment.

However, Rajesh had a feeling that Mrs. Patil always promises something to employees that she can't deliver. For a moment, he thought over her proposal. And much to her surprise, Rajesh turned the opportunity down by refusing to expand his efforts and energy for the said project.

- a) Analyse the case. 5
  - b) Identify the problem. 2
  - c) Explain various factors influencing behaviour of Rajesh in the above situation. 5
  - d) How will you explain the motivation of Rajesh ? 2
2. Write short notes on **(any two)** : **(2×7=14)**
- a) Concept of power.
  - b) The Managerial grid.
  - c) Steps in controlling.
3. Write short notes on **(any two)** : **(2×7=14)**
- a) Maslow's theory of human needs.
  - b) Delegation of authority.
  - c) Steps in planning process.
4. Write short notes on **(any two)** : **(2×7=14)**
- a) Leadership styles.
  - b) Directing as a function of management.
  - c) Process of management.
5. Define the term organizing. Explain various forms of organization structure. 14
6. Explain dynamic engagement approach with different themes in management theory. 14
7. Define management. Explain Henry Fayol's 14 principles of management. 14
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**M.B.A. (Semester – II) Examination, 2015  
FINANCIAL MANAGEMENT (Paper – X)**

Day and Date : Thursday, 21-5-2015

Total Marks : 70

Time : 3.00 p.m. to 6.00 p.m.

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

1. You are presented the following figures which are taken from audited Balance Sheet of Amey Automobiles.

<b>Particulars</b>	<b>Year I</b>	<b>Year II</b>
<b>Assets</b>	<b>Rs.</b>	<b>Rs.</b>
Debtors	50,000	60,000
Stock	50,000	70,000
Equipments	15,000	20,000
Furniture	10,000	10,000
<b>Total</b>	<b>1,25,000</b>	<b>1,60,000</b>
<b>Liabilities</b>		
Capital	56,000	56,000
Profit and Loss Account	13,000	15,000
Bank Overdraft	26,000	39,000
Trade Creditors	30,000	50,000
<b>Total</b>	<b>1,25,000</b>	<b>1,60,000</b>
Sales	1,50,000	2,00,000
Gross profit	30,000	20,000
Net profit	7,500	10,000



The opening stock at the beginning of the Year I was Rs. 10,000 and opening debtors was Rs. 30,000. Credit purchases were Rs. 1,20,000 for Year I and Rs. 1,50,000 for Year II. You are required to calculate 7 ratios each for year. **14**

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

- a) Scope of Financial Management.
- b) Debenture/Bonds.
- c) Bonus Share.

**14**

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

- a) Foreign Exchange Dealing.
- b) CVP Analysis.
- c) Time Value of Money.

**14**

4. Attempt **any two** :

A) XYZ firm produces a single product. Following cost data is available :

- a) Selling price Rs. 20
- b) Variable cost Rs. 12
- c) Fixed cost Rs. 8,000

Calculate :

- a) Profit volume ratio
- b) BEP in units
- c) Sales to earn a profit of Rs. 2,000
- d) Profit at sales of Rs. 50,000
- e) New BEP if sales price is reduced by 10%.

B) Common size statement.

C) Operating cycle of Working Capital.

**14**

5. You are supplied with following information in respect of XYZ Co. for the ensuring year.

Production of the year	69000 units
Finished goods in store	3 months
Raw material in store	2 months
Production process	1 month



Credit allowed by creditors	2 months
Credit given to debtors	3 months
Selling price per unit	Rs. 50
Raw Material	50% of selling price
Direct wages	20% of selling price
Manufacturing overheads	10% of selling price
Selling overheads	5% of selling price
Cash Balance	Rs. 25,000

There is regular production and sales cycle. Wages and overheads occur evenly. Wages are paid in next month of accrual lag in payment of overheads ½ month. Material is introduced in the beginning of the production of cycle. You are required to ascertain its working capital requirement profit 5% for contingencies.

14

6. The company has to select one of the two alternative projects. The particulars in respect of which are given below :

Particulars	Project X	Project Y
Initial outlay	1,20,000	1,10,000
CFAT year wise		
1	70,000	20,000
2	50,000	40,000
3	30,000	50,000
4	20,000	40,000
5	10,000	20,000
6	Nil	10,000

The company can arrange the funds at 15%. Compute Pay Back Period, Net Present Value and Profitability Index.

Year	1	2	3	4	5	6
DF @ 15%	0.8696	0.7561	0.6575	0.5718	0.4972	0.4323

14

7. What are the determinants of Dividend Policy ?

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**M.B.A. – I (Semester – II) Examination, 2015**  
**Paper – XI : HUMAN RESOURCE MANAGEMENT**

Day and Date : Friday, 22-5-2015  
Time : 3.00 p.m. to 6.00 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

Sandesh was production manager for Singer Industries Limited, a Noida-based electrical appliances company near Delhi. Sandesh had to approve the hiring of new supervisors in the plant. The HR manager's performed the initial screening.

On Friday afternoon, Sandesh got a call from Anil Dhavan, Singer's HR Manager. 'Sandesh' Anil said, "I have just talked to a young engineering college who may be just who you're looking for to fill that supervisor job you asked me about. He has some good work experience in a multinational firm located in Pune, but a lower salary level. He wants to come over to Noida where his parents live." Sandesh replied. "Well, Anilji, I would take care of the boy" Anil continued, "He is here right now in my office, I am sending him to you. If you are free. "Sandesh hesitated a moment before replying, "Great Sir, I am certainly busy today, but I can't afford to displease you either. Sir, please send me immediately !"

A moment later, Ranga Rao, the new applicant arrived at Sandesh's office and introduced himself. "Come in, Rao," said Sandesh. "I'll be right with you after I make a few urgent phone calls." Fifteen minutes later, Sandesh finished the calls and began interviewing Rao. Sandesh was quite impressed. The merit certificates, the best suggestion award from previous multinational firm and Rao's quick responses revealed the candidate's potential. Meanwhile, Sandesh's door opened and a supervisor yelled. "We have a small problem on line number 5 and need your help."



“Sure”, Sandesh replied. “Excuse me a minute, Rao.” Fifteen minutes later, Sandesh returned and the dialogue continued for another few minutes before a series of phone calls again interrupted him. The same pattern of interruption continued for the next forty minutes. Rao looked at the watch embarrassedly and said, “I am sorry, I have to go now. I have to catch the train to Pune at 9 p.m.” “Sure thing, Rao,” Sandesh said as the phone rang again, “Call me after a week.”

**Questions :**

- 1) Analyse the case.
  - 2) Find the problem.
  - 3) Give alternative solution.
  - 4) Find the best solution.
2. Write short notes (**any two**) : **14**
- i) Career anchors
  - ii) Employees for lease
  - iii) Types of wages.
3. Write short notes (**any two**) : **14**
- i) Succession planning
  - ii) Fringe benefits
  - iii) Components of remuneration.
4. Write short notes (**any two**) : **14**
- i) Career stages
  - ii) Sources of recruitment
  - iii) Dual career groups.
5. “HRM is an essence of modern business” Explain. State the difference between Personnel Management and Human Resource Management. **14**
6. What is job analysis ? How job description and job specification is prepared ? **14**
7. Recruitment and selection is an important task in front of Human Resource Manager. Give factors affecting on recruitment and what are the sources of recruitment. **14**
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**M.B.A. – I (Semester – II) Examination, 2015**  
**PRODUCTION AND MATERIALS MANAGEMENT (Paper – XII)**

Day and Date : Saturday, 23-5-2015  
Time : 3.00 p.m. to 6.00 p.m.

Max. Marks : 70

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

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

Toy Zone Inc. is a 30 year old company engaged in the manufacture and sale of toys. The company had built a reputation on quality and innovation. Although the company was one of the leaders in its field, sales had leveled off in recent years. The Production Manager attributed the lack of sales growth to “the economy”. He undertook a number of measures like cuts in production costs and layoffs in the design and product development departments. Although profits were still flat he believed that results of his decision would be reflected in the next six months.

The Vice President of sales was concerned with customer complaints regarding functionality and quality of some of its toys. The sales department introduced an exchange program for such malfunctioning toys replacing the defective ones with new ones. They also came up with a proposal of rebuilding the malfunctioning toys and selling them at discounted prices.

The production manager worked on this proposal and found that no new staff would be needed. Regular workers would perform needed repairs during periods of seasonal slowdowns, thus keeping production levels.

When the Production Manager put forward the proposal to the production team, the Assistant Production Manager suggested increase inspection of finished models before they were shipped which would remove any defective model and avoid the problem entirely. He suggested 100% inspection of all finished models. The Production Manager thought over this suggestion.

Questions :

- |                                      |   |
|--------------------------------------|---|
| i) Analyze the case                  | 5 |
| ii) Identify the problem.            | 2 |
| iii) Find out alternative solutions. | 5 |
| iv) Give the best solution.          | 2 |

P.T.O.





2. Write short notes on **any 2** : **14**
- i) Objectives of scheduling.
  - ii) Flexible manufacturing system.
  - iii) Continuous production system.
3. Write short notes on **any 2** : **14**
- i) Material handling in stores and stores layout.
  - ii) Types of plant layout.
  - iii) Importance of proper materials management in production.
4. Write short notes on **any 2** : **14**
- i) Importance of Quality Control.
  - ii) Master schedule.
  - iii) Types of maintenance program.
5. What do you understand by production planning and control ? Explain in details the objectives of PPC. **14**
6. Explain the various inventory management systems. Why is inventory control important to companies ? **14**
7. Discuss the nature and scope of the production function. How is production function related with other functional areas of the organization ? **14**
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**M.B.A. (Part – I) (Semester – II) Examination, 2015  
ECONOMIC ENVIRONMENT FOR BUSINESS (Paper – XIII)**

Day and Date : Monday, 25-5-2015  
Time : 3.00 p.m. to 6.00 p.m.

Total Marks : 70

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

2) Attempt **any two** questions out of Question no. 2 to 4.

3) Attempt **any two** questions out of Question no. 5 to 7.

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

1. Read the following passage carefully and answer the following questions : **14**

Pricing system can be used as a steering mechanism to secure the desired allocation of consumption and production and thereby distribution of income. The pricing policies aims at avoiding wide fluctuation in the pricing behavior, mobilization and optimum utilization of resources by bringing about of their rational allocation, providing price incentives for increasing production and redistribution of income in favor of the poor. The nature price policy to be adopted depends upon nature of economy, objectives of development, the institute national framework, trade and commercial practices and overall market behavior. Pricing policies formulated during the first to five year plans in the country was not a matter of major concern but in the third five year plan it was added in the plan document.

The pricing policy should ensure that the movement of relative prices to accord priorities and target of the plan and prevent rises prices. Fiscal and monetary policies were the major constituents of price policy. These policy were taken to regulate the purchasing power and the credit creation in the economy.



The policies are, by themselves, not adequate to exercise total control on price fluctuations in the market. It would therefore become necessary to have control on physical allocation of commodities in certain sector. Allocation of Scarce commodities should be on competitive use on priorities. There is a wider scope to increase prices of such a commodities to considerable extent as the availability of such commodities is not of the demand in market. The prices of essential commodities, irrespective of their availability like food cloths and other essential needs has to be kept under control and hence effective formulation and implementation of pricing policy become concern of the government. Increasing of production may not be possible all the times but optimal allocation and strict controls on prices to be exercised at least on commodities of consumption of common men.

The pricing policy therefore should be comprehensive and should recognize the importance of fiscal and monetary policies, commercial policies, physical controls, enhancement of supplies, equitable distribution and so on for achieving the objectives of price stability.

**Question :**

- 1) What should be aims of an ideal pricing policy ?
- 2) What is role of fiscal policy in bringing about changes in purchasing power of people ?
- 3) How and why fiscal or monetary policy alone is not adequate to control price rise ?
- 4) What ways and means would you suggest for making pricing policy comprehensive and effective ?



2. Write short answers on **any two** : **14**
- 1) Problems of Indian Economy.
  - 2) Banking Sector Reforms.
  - 3) Rupee convertibility.
3. Write short answers on **any two** : **14**
- 1) Targets of tenth five year plan.
  - 2) LPG policy and its implementation.
  - 3) Need and forms of Foreign Capital.
4. Write short answers on **any two** : **14**
- 1) Problems of International Liquidity.
  - 2) SAARC
  - 3) MNCs and their role for India.
5. Explain in details the provisions of Industrial Policy, 1991. In what respect this policy is different from earlier policies. **14**
6. Explain the factors responsible for adverse balance of payment in India. What measures would you suggest to correct the adverse BOP ? **14**
7. Explain in details the role of IMF in bringing out the Indian Economy out of Financial crises and their effects on the economy. **14**
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**M.B.A. (Part – 1) (Semester – II) Examination, 2015  
MANAGERIAL COMMUNICATION – II (Paper – XIV)**

Day and Date : Tuesday, 26-5-2015  
Time : 3.00 p.m. to 6.00 p.m.

Max. Marks : 70

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

1. Case Study.

14

Ms. Preeti Patel, President of A and A Education in America, visited a management institute in Mumbai. After an informal meeting with the director, they moved to a large seminar hall equipped with a multimedia projection system. Mr. Preethi proposed to give presentation on her learning Management System Model. She spoke for about 45 minutes, covering the worldwide processes of education administration and e-management. Her presentation used Power Point and was visually supported by graphic data – charts, graphs and diagrams. At places she was difficult to follow because of the unusual accent in which English is spoken by American. However, the elaborate visual aids helped her put her point across successfully. The power point slides were in the form of bullet points outlining the structure of the presentation.

During the discussion at the end of Ms. Preeti’s presentation, the director opined that the international model discussed would need to be customized with specific local content and went on to share his own software model of learning management system. Ms. Preeti appreciated the new insight and they agreed to collaborate and integrate the models for marketing the software to educational institutions across India.

Questions :

- 1) Analyse the case. 4
- 2) Does the size of the venue affect the quality of the presentation ? 3
- 3) Discuss the benefits of using power point and visual aids when giving a presentation to a foreign audience. 5
- 4) What were Ms. Preeti’s presentation objectives ? Was she successful in achieving them ? 2

P.T.O.



2. Write short notes on : **(any two)** **14**
- a) Principles of effective writing.
  - b) E-mail Etiquettes.
  - c) Press Conference.
3. Attempt **any two** : **14**
- a) Why should you practice and rehearse a presentation ?
  - b) State at least fifteen common questions, which are asked in an interview.
  - c) As Salman Khan, the public relations officer of Orchid Formulation Pvt. Ltd. You have been asked to draft a memo to the office staff about the company's annual business conference. Include the following information.
    - i) Venue of the conference
    - ii) Date and Time of the conference
    - iii) Theme of the conference
    - iv) List of special invitees.
4. Write short notes on : **(any two)** **14**
- a) Do's and don'ts of Group Discussion
  - b) Video conferencing
  - c) Problems of Cultural differences.
5. What is an oral presentation ? What are the important steps in preparing an effective oral presentation ? Write the advantages and disadvantages of Oral Presentation ? **14**
6. Solapur University, Solapur-Post Graduate center has advertised for the position of "Assistant Lecturer" for their MBA programme. Draft an application and your resume. Assume you are Ms. Kavita. **14**
7. What is meant by the term 'interview' ? Explain interview process. What are the types of interviews ? **14**
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**M.B.A. (Semester – II) Examination, 2015  
RESEARCH METHODOLOGY (Paper – XV)**

Day and Date : Wednesday, 27-5-2015  
Time : 3.00 p.m. to 6.00 p.m.

Max. 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. a) Dincharya is a calendar. Each year the Mathura based Hindi Pustakalaya, brings out Dincharya. The company has been in this line for the past several years. The calendar has one page for each month. It shows various festivals of major religions. This apart, it contains overall astrological forecasts as well as a number of useful information including health tips. In view of so many useful features, the calendar has been quite popular in North India over the years.

During the past two years, its sales have somewhat declined. The company is surprised to see till unexpected and sad development. It is unable to ascertain as to what has gone wrong to bring about this situation. The managing director of the company is seriously thinking about seeking professional help in this regard. He thinks that a good marketing research agency should be approached.

**Questions :**

7

Assuming yourself as a consultant in the marketing research agency,

- 1) Define the problem for research.
  - 2) Define the objectives of the study.
- b) A research is decided to undertake to ascertain the attitude of Delhi shoppers towards mall shopping experience. The overall objective of the study is to check the tendency of Delhi shoppers towards mall shopping. Specific objectives of the study were –
- 1) To study the age group of shoppers who visits mall frequently.
  - 2) To study what is the preferred time to visit mall in a week.



- 3) Which mall they visit most and for which mall they are aware of most ?  
(Ansal Plaza, Sahara Mall, Waves Noida, Metropolitan Mall, Ansals Faridabad, DT's Gurgaon).
- 4) To study why they prefer mall.
- 5) To study how much they spend on eating, entertainment and shopping.

**Questions :****7**

Depending on objective :

- 1) Formulate 2 hypotheses.
- 2) Prepare the questionnaire which will collect the data required to complete the given objectives and test the specified hypotheses.

2. Write short notes on **any two** of the following : **14**
    - a) Null and Alternative hypothesis
    - b) Literature Survey
    - c) Likert Scale.
  3. Answer **any two** of the following : **14**
    - a) What do you mean by research design ? What are features of good research design ?
    - b) What do you mean by measurement ? What are the problems in measurement ?
    - c) What do you mean by Primary and Secondary data ? What is the difference between them ?
  4. Write short notes on **any two** of the following : **14**
    - a) Bivariate Data Analysis
    - b) Data Preparation
    - c) Principles for Experimental Design.
  5. What do you mean by research ? Elaborate applications of research in different business decisions. **14**
  6. What do you mean by Sampling ? Describe non-probability sampling techniques in detail. **14**
  7. Describe the research process in detail. **14**
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**M.B.A. (Semester – II) Examination, 2015  
OPERATIONS MANAGEMENT (Paper – XVI)**

Day and Date : Thursday, 28-5-2015  
Time : 3.00 p.m. to 6.00 p.m.

Total Marks : 70

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

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

3) Solve **any two** questions from Q.No. 5 and Q.No. 7.

4) **Use** graph paper where required.

1. Ashok Industries manufactures two sizes of pressure feed tanks PT-1 and PT-2. Both types of tanks require similar raw material and similar grade of labour. Raw material consumption per unit for PT-1 is 50 kg and for PT-2 is 25 kg. Labour hours required per unit of PT-1 are 20 and for PT-2 are 10 hours. Each unit of PT-1 and PT-2 give profit of Rs. 2,000 and Rs. 800 respectively. A company has maximum of 5000 labour hours and 20000 kgs of raw material available. Maximum production capacity for two models is 200 and 300 nos respectively. How much quantity of each pressure feed tank is to be manufactured to maximize profit ? Formulate LPP and solve graphically. **14**

2. Solve **any two** : **14**

- a) In a bank every 15 minutes one customer arrives for cashing the cheques. The staff in the only payment counter takes 10 minutes for serving a customer on an average. Find
- Average number of customers in the system
  - Average queue length
  - Average waiting time in the queue.



b) Solve the following assignment problems.

Men	Jobs				
	1	2	3	4	5
1	5	11	10	12	4
2	2	4	6	3	5
3	3	12	5	14	6
4	6	14	4	11	7
5	7	9	8	12	5

c) Explain simulation and steps involved in the process.

3. Solve **any two** :

14

a) Reduce the following game using dominance property and solve the game.

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

b) Solve graphically

$$\text{Minimize } Z = 1000X + 800Y$$

$$\text{Subject to } 6X + Y \geq 12$$

$$2X + 2Y \geq 8$$

$$4X + 12Y \geq 24$$

$$X, Y \geq 0$$

c) Write a note on Markov Chain Theory.



4. Solve **any two** :

14

a) A manufacturer of biscuits is facing a problem of selecting one of the two types of biscuits for manufacturing. The profit depends on the market acceptability of the biscuit which is broadly classified into four categories : Best, Good, Fair and Poor. The profit or loss expected is as follows :

Market Acceptability	Profit /Loss for Biscuit in Rs.	
	Almond	Cashew
Best	60000	78000
Good	28000	30000
Fair	18000	8000
Poor	8000	-12000

Which biscuit should company select from maximin (gain) criterion and also by Hurwicz criterion ? (Coefficient of optimism  $\alpha = 0.7$ )

b) The dairy firm has dairy at 3 locations and distribution centers at 4 locations cost of shipping is given in table in hundreds of Rs. Find initial feasible solution for a transportation model by least cost method.

Dairy	Distribution Center				Supply
	1	2	3	4	
1	2	3	11	7	6
2	1	0	6	1	1
3	5	8	15	9	10
<b>Demand</b>	7	5	3	2	

c) Write a note on Game Theory.

5. What is operations research and its phases. Explain applications to diverse problems in business and industry ?

14



6. Solve the following transportation problem for minimization. Use VAM and findout optimal cost.

14

	D1	D2	D3	Availability
S1	5	3	4	45
S2	8	7	2	37
S3	1	6	9	42
S4	7	4	8	27
Demand	50	40	47	

7. The owner of a small machine shop has four machinists available to assign jobs for the day. Five jobs have been offered with the expected profit in Rs. for each machinist – job combination as follows :

Machinist	Jobs				
	A	B	C	D	E
I	62	78	50	101	82
II	71	84	61	73	59
III	87	92	111	71	81
IV	48	64	87	77	80

Find the assignment of machines to jobs that will result in maximum profit. Which job should be declined ?

14

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**M.B.A. (Part – II) (Semester – III) Examination, 2015**  
**CORPORATE PLANNING AND STRATEGIC MANAGEMENT (Paper – XVII)**

Day and Date : Tuesday, 5-5-2015  
Time : 11.00 a.m. to 2.00 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) Solve **any two** questions from Q. 5, Q. 6 and Q. 7.

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

1. Read following case, analyse, state the problem and suggest alternatives and best alternative.

Alpha Heavy Electricals Limited (AHEL) is India's largest engineering and manufacturing enterprise, operating in the energy sector, it has established its presence in the heavy electrical equipments industry nationally as well as globally. Its vision is to be 'a world class enterprise committed to enhancing stakeholder value'. Its mission statement is : 'to be an Indian multinational engineering enterprise providing total business solutions through quality products, systems, and services in the fields of energy, industry, transportation, infrastructure, and other potential areas'.

AHEL is a huge organisation, manufacturing over 180 products categorised into 30 major product groups, catering to the core sectors of power generation and transmission, industry, transportation, telecommunications and renewable energy. It has 14 manufacturing divisions, four power sector regional centres, over 100 project sites, eight service centres and 18 regional offices. It acquires technology from abroad and develops its own technology at its research and development centres. The operations of AHEL are organised into three business sectors of power, industry and overseas business.

AHEL has formulated a five-year strategic plan with the aim of achieving a sustainable profitable growth, targeting at a turnover of Rs. 45,000 crore. The strategy is driven by a combination of organic and inorganic growth. Organic growth is planned through capacity and capability enhancement, designed to leverage the company's core areas of power, supported by the industry, transmission, exports and spares and services businesses. For the purpose of inorganic growth. AHEL plans to pursue mergers and acquisition and joint ventures and grow operations both in domestic and export markets. AHEL is involved in several strategic business initiatives at present for internationalisation. These include targeting the export markets, positioning itself as a reputed Engineering, Procurement and Construction (EPC) contractor globally, and looking for opportunities for overseas joint ventures.

An example of a concentration strategy of AHEL in the power sector is the joint venture with another public enterprise, National Thermal Power Corporation, to perform EPC activities in the power sector. It is to be noted that NTPC as a power generation utility and AHEL as an EPC contractor have worked together on several domestic projects earlier, but without a formal partnership. AHEL also has joint ventures with GE of the US and Siemens AG of Germany. Other strategic initiatives include management contract for India Pumps and



Compressors Ltd. and a proposed takeover of India Heavy plates and Vessels, both being sister public sector enterprises.

Despite its impressive performance, AHEL is unable to fulfill the requirements for power equipment in the country. The demand for power has been exceeding the growth and availability. There are serious concerns about energy shortages owing to inadequate generation and transmission, as well as inefficiencies in the power sector. Since this sector is a major part of the national infrastructure, problems in the power sector affect the overall economic growth of the country as well as its attractiveness as a destination for foreign investments. AHEL also faces stiff competition from international players in the power equipment sector, mainly of Korean and Chinese origin. There has been talk of establishing another power equipment company as a part of the NTPC for some time, with the purpose of lessening the burden on AHEL. AHEL is mainly formulating and implementing concentration strategies nationally as well as globally, in the power equipment sector. Do you think it should broaden the scope of its strategies to include integration or diversification ? What areas should it diversify into ?

2. Write short notes on :
    - a) SWOT Analysis
    - b) Value Chain Analysis
  3. Answer the following.
    - a) How can the leaders match their leadership style to the strategy ?
    - b) Explain Mckinsey's 7-S framework.
  4. Write short notes on :
    - a) Operational Control
    - b) Organizational design and change
  5. Discuss the major types of structures, their advantages and disadvantages from viewpoint of strategic implementation.
  6. Explain various components of environment and process of environmental scanning and its significance in strategic management.
  7. What does corporate culture consists of ? Why social responsibility and ethics are strategic considerations while building capable organizations ?
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**M.B.A. (Part – II) (Semester – III) Examination, 2015  
MANAGEMENT ACCOUNTING (Paper – XVIII)**

Day and Date : Wednesday, 6-5-2015  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

- 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. A company produces a standard product. The estimated cost per unit are as follows : 14  
Raw materials Rs. 4.00; Wages Rs. 2.00; Variable overhead Rs. 5.00  
The Semi-variable costs are :  
Indirect materials Rs. 235; Indirect Labour Rs. 156; Repairs Rs. 570.  
The variable costs per unit included in semi-variable costs are :  
Indirect materials Re. 0.05; Labour Re. 0.08; and Repairs Re. 0.10  
The fixed costs are : Factory Rs. 2,000; Administration Rs. 3,000; Selling and distribution Rs. 2,500.  
The above costs are for 70% of normal capacity producing 700 units.  
The selling price is Rs. 10 per unit.  
Prepare Flexible Budget for 80% and 100% of normal capacity from the above information.
2. A toy manufacturer earns an average net profit of Rs. 3 per piece in a selling price of Rs. 15 by producing and selling 60,000 pieces at 60% of the potential capacity. 14  
Composition of his cost of sales is :  
Direct material Rs. 4  
Direct Wages Re. 1  
Works Overhead Rs. 6 (50% fixed)  
Sales Overhead Re. 1 (25% variable)



During the current year, he intends to produce the same number but anticipates that :

- a) The fixed charge will go up by 10%.
- b) Rates of direct labour will increase by 20%.
- c) Rates of direct material will increase by 5%.
- d) Selling price cannot be increased.

Under these circumstances, he obtains an order for a further 20% of his capacity. What minimum price will you recommend for accepting the order to ensure the manufacture an overall profit of Rs. 1,80,500 ?

3. Write short notes on **(any two)** : **14**
  - a) Characteristics of good report.
  - b) Differentiate between financial and cost accounting.
  - c) Objectives of Management accounting.
4. Auditor is a “watch dog”. Discuss and explain the types of audit. **14**
5. A company manufacturing ‘distempers’ operates a costing system. **14**

The standard cost of one of the products of the company shows the following standards :

<b>Materials</b>	<b>Quantity</b>	<b>Standard price` per kg (Rs.)</b>	<b>Total Rs.</b>
A	40 kg	75	3,000
B	10 kg	50	500
C	50 kg	20	1,000
<b>Material cost per unit (Total)</b>			<b>4,500</b>

The standard input mix is 100 kg and the standard output of the finished product is 90 kg. The actual results for period are :

Materials used

A = 240000 kg	@ Rs. 80/kg
B = 40000 kg	@ Rs. 52/kg
C = 220000 kg	@ Rs. 21/kg

Actual output of finished product = 420000 kg

You are required to calculate the materials cost, price, usage, mix and yield variances.





6. Sunlight company manufacturing two products A and B. 14

Using the same equipments and similar processes. An extract of the production data for these products in one period is shown below :

<b>Particulars</b>	<b>A</b>	<b>B</b>
Quantity produced (units)	5,000	7,000
Direct labour hours per unit	1	2
Machine hours per unit	3	1
Set ups in the period	10	40
Orders handled in the period	15	60
Overhead costs	Rs.	
Relating to machine activity	2,20,000	
Relating to Production run set-ups	20,000	
Relating to handling of orders	45,000	
<b>Total</b>	<b>2,85,000</b>	

You are required to calculate production overheads to be absorbed by one unit of each of the products using the following costing methods :

- 1) Traditional costing approach using a direct labour hour rate to absorb overheads.
- 2) An activity based costing approach using suitable cost drivers to trace overheads to product.

7. Explain Management control system. Describe management control system in non-profit organisation. 14

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**M.B.A – I (Semester – I) Examination, 2015**  
**Paper – II : ACCOUNTING FOR MANAGEMENT**

Day and Date : Wednesday, 6-5-2015  
Time : 3.00 p.m. to 6.00 p.m.

Max. 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. From the following particulars prepare Trading and Profit and Loss A/c for the year ended 31<sup>st</sup> March, 2013 and a Balance Sheet as on that date of Mr. Aloknath.

14

**Trial Balance as on 31<sup>st</sup> March 2013**

<b>Debit Balances</b>	<b>Rs.</b>	<b>Credit Balances</b>	<b>Rs.</b>
Bills Receivables	3,000	Capital	45,000
Sundry Debtors	15,000	Sales	1,40,000
Drawings	6,000	Creditors	15,000
Salaries	7,500	Bills payable	2,000
Wages	4,600	Reserve for doubtful Debts	400
Purchases	92,700	Dividend received	2,400
Opening stock	11,500	Purchase return	200
Postage and telegram	2,200		
Insurance	2,400		
Printing and stationery	3,600		
Carriage inward	900		
Furniture and fixture	9,500		
Loose tools	7,000		
Plant and Machinery	15,000		
Investment	10,000		
Office rent (10 months)	6,000		
Cash in hand	8,100		
<b>Total</b>	<b>2,05,000</b>		<b>2,05,000</b>

**Adjustments :**

- 1) Closing stock was valued of Rs. 24,500 while its market price is Rs. 25,400.
- 2) Depreciate plant and machinery by 10 % p.a. and loose tools were revalued at Rs. 6,650.
- 3) Insurance paid for the year ended 30<sup>th</sup> September, 2013.
- 4) Create reserve for doubtful debts at 5 % on sundry debtors.

P.T.O.

2. Solve **any two** :

14

- A) Importance of Bank Reconciliation Statement.
- B) ABC trading company Mumbai purchased machinery for Rs. 90,000 on 1<sup>st</sup> April 2012. On 1<sup>st</sup> October, 2012 additional Machinery was purchased. On 1<sup>st</sup> October 2014 the company sold the machinery purchased on 1<sup>st</sup> October, 2012 for Rs. 40,000.

Depreciation is to be charged at 10 % p.a. under Straight Line Method on 31<sup>st</sup> March every year.

Prepare Machinery Account and Depreciation Account for three years.

- C) From the following particulars prepare a cost sheet showing :

- 1) Cost of materials consumed
- 2) Prime cost
- 3) Factory cost
- 4) Cost of production and
- 5) Profit

Opening stock of Raw Material	20,000
Opening stock of work in progress	10,000
Opening stock of finished goods	50,000
Raw material purchased	5,00,000
Direct wages	3,80,000
Sales for the year	12,00,000
Closing stock of raw material	75,000
Closing stock of work in progress	15,000
Factory overhead	80,000
Direct expenses	50,000
Office and administrative overheads	60,000
Selling and distribution overheads	30,000

3. Solve **any two** :

14

- A) Record the following transactions of Shri Purushottamdas for the month of October 2010 in a Cash Book with Cash, Bank and Discount columns and balance the Cash and Bank.

October 2010

- 1 Cash balance Rs. 25,000 and Bank Balance Rs. 18,000
- 5 Received a cheque of Rs. 740 from Dastoor in settlement of Rs. 750 and paid the same into bank.
- 8 Paid to Rao and Sons by cheque Rs. 1,230 and received discount Rs. 20
- 11 Cheque received from Dastoor is returned dishonoured.
- 17 Paid for Purchase of goods cash Rs. 750 and cheque of Rs. 1,250.
- 20 Drew for personal use of Rs. 200 in cash Rs. 2,000 by cheque.
- 30 Withdrew from Bank for office use of Rs. 2,000.

- B) Elements of cost.
- C) Financial Accounting Vs Cost Accounting.



4. Solve **any two** :

14

A) The bank column of the cash book showed a debit balance of Rs. 49,000 on 31<sup>st</sup> October, 2013 while comparing the cash book balance with passbook balance following differences were noticed.

- I. Cheques of Rs. 9,000 and 15,000 were deposited but were not collected and credited by bank till 31<sup>st</sup> October, 2013.
- II. Debtor directly deposited Rs. 8,000 into the bank account not recorded in the cash book.
- III. Bank credited interest on investment Rs. 500.
- IV. Cheque of Rs. 10,000 issued but not presented for the payment to the Bank.
- V. Bank paid insurance premium Rs. 6,000 but not entered in the cash book.
- VI. Bank debited bank charges Rs. 100

B) Importance of Cost Accounting.

C) Written Down Value Method.

5. Journalise the following transactions in the books of Mr. Venkatraman for the Month of March, 2013.

14

March 2013

- 1 Commenced business with Cash Rs. 50,000 and Furniture 20,000.
- 12 Purchased goods from Mohan worth Rs. 20,000 at 10 % trade discount and 5 % cash discount, paid  $\frac{1}{4}$  amount by cheque.
- 18 Purchased shares of ICICI Ltd. Rs. 10,000 and paid brokerage.
- 19 Sold goods to Sunita worth Rs. 30,000 at 10 % trade discount and 5 % cash discount, received  $\frac{1}{3}$  amount in cash and  $\frac{1}{3}$  amount by cheque.
- 20 Paid house rent Rs. 1,000 and telephone bill of proprietors house Rs. 500.
- 21 Goods worth Rs. 4,000 were destroyed by fire and insurance company admitted a claim of Rs. 3,000 only.
- 31 Salary paid Rs. 4,000 in cash and Rs. 6,000 by cheque.



6. The following details of XYZ Co.

14

01-12-2010 Opening Stock 1000 units of Rs. 26 per unit

05-12-2010 Purchased 500 units @ Rs. 24.50 per unit

07-12-2010 Issued 750 units

10-12-2010 Purchased 1500 units @ Rs. 24 per unit

12-12-2010 Issued 1100 units

15-12-2010 Purchased 1000 units @ Rs. 25 per unit

17-12-2010 Issued 500 units

18-12-2010 Issued 300 units

25-12-2010 Purchased 1500 units @ Rs. 26 per unit

29-12-2010 Issued 1500 units

Find out the value of stock as on 31-12-2010 if the company follows :

1) First in First Out

2) Last in First Out.

7. What do you mean by financial accounting ? Explain accounting concepts and conventions in detail.

14

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**M.B.A. (Part – II) (Semester – III) Examination, 2015**  
**BUSINESS ETHICS (Paper – XVIII)**

Day and Date : Thursday, 7-5-2015

Total Marks : 70

Time : 11.00 a.m. to 2.00 p.m.

**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 :

A mobile cellphone is to be launched by a leading company, simultaneously at different locations for the first time in the country on a certain date which has been widely announced and advertised and there is fantastic customer response and heavy bookings for the product.

A big event is planned in Pune for the launch for which a large number of dignitaries, customers and media have been invited, for extensive TV, media and press coverage. The manager's career's turning point is on the success of the event and the launch. Three days before the scheduled launch date the newly appointed regional manager's deputy tells him that the trucks transporting the product have been detained at the octroi post outside Pune. The trucks carrying goods (mobiles) have been detained for want of some documents and the octroi inspector is demanding a bribe for immediate clearance of the goods.

- |                          |   |
|--------------------------|---|
| 1) Analyse the case      | 5 |
| 2) Identify the problem  | 2 |
| 3) Alternative solutions | 5 |
| 4) Best solution.        | 2 |

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

- Values, norms and beliefs
- Ethics of multinational business
- Ethics and media.



3. Write short notes on (**any two**) :
    - a) Morality and rationality in organization
    - b) Ethics and marketing
    - c) Conflicts between personal values and organizational goals.
  
  4. Write short notes on (**any two**) :
    - a) Environmental regulations
    - b) Nature and need for business ethics
    - c) Waste management.
  
  5. What is the meaning of Corporate Governance ? Explain its importance. What are the regulatory and voluntary actions ?
  
  6. What is an ethical decision ? Explain models of ethical decision. What are individual and situational influences on decision making ?
  
  7. What are the changing concepts and objectives of business. What are the forces inducing social responsibility ? Explain social responsibilities of business organization.
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**M.B.A. – II (Semester – III) Examination, 2015**  
**MARKETING MANAGEMENT (Paper – I) (Group – A)**  
**Paper – XIX : Product and Brand Management**

Day and Date : Friday, 8-5-2015  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

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

1. Mr. Agarwal is into media business (print) throughout India. With government's rules related to privatization of media business and the huge potential of electronic media in Maharashtra he decided to launch his TV channel. You are his consultant and advise him on following parameters.
    - a) Analyse the business of TV channels in Maharashtra. **5**
    - b) State the opportunities and challenges in this business. **5**
    - c) Suggest strategies to launch the channel. **2**
    - d) Suggest strategies to build the brand. **2**
  2. Write short notes (**any two**) : **14**
    - a) Levels of product
    - b) Brand resilience
    - c) Brand personality types.
  3. Write short notes (**any two**) : **14**
    - a) Management of Product Strategy over product life cycle
    - b) Brand evaluation
    - c) Internal branding.
  4. Write short notes (**any two**) : **14**
    - a) Sources of brand equity
    - b) Global brands
    - c) Brand-product matrix.
  5. "People believe in brands more than products". Analyse the statement with role and importance of branding with examples. **14**
  6. Explain the role of packaging. Elaborate the factors affecting packaging decisions. **14**
  7. What is brand visioning ? Explain the importance of organization culture on brands. **14**
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**M.B.A. (Part – II) (Semester – III) Examination, 2015**  
**Group – B : FINANCIAL MANAGEMENT (Paper – I)**  
**Paper – XIX : Indian Financial System**

Day and Date : Saturday, 9-5-2015  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

- 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. A Case Study on Inadequate Insurance Policy :

14

Mr. and Mrs. Shah 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. Shah 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. Shah entered into a new loan contract.

When the new loan was drawn down Mr. and Mrs. Shah 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. Shah 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 thirty 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) Depository
    - b) Underwriters
    - c) Clearing House.
  
  3. Write short notes on (**any two**) : **14**
    - a) NASDAQ
    - b) Schemes of Mutual Funds
    - c) NSE.
  
  4. Write short notes on (**any two**) : **14**
    - a) Endowment policy
    - b) Non performing assets
    - c) Private placement.
  
  5. Explain the role of SEBI 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) Examination, 2015  
(Paper – XIX) (Group – E) : PRODUCTION AND MATERIALS  
MANAGEMENT**

**Paper – I : Purchasing and Inventory Management**

Day and Date : Saturday, 9-5-2015

Max. Marks : 70

Time : 11.00 a.m. to 2.00 p.m.

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

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

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

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

Toys Inc. is a 20 year old company engaged in manufacturing and sale of toys. The company has a good reputation on quality and innovation. Although the company is a leader in its field, the sales have leveled off in recent years. For the most recent six month period sales actually declined compared with the same period last year. The production manager attributed the lack of sales growth to “the economy”. He was prompted to undertake some major decisions like cut in production costs and layoffs in the design and development departments. Although profits are still flat, he believes that within the next six months the results of his decisions will be reflected in increased profits.

The Marketing Manager is concerned with customer complaints about the product and the sales stations. The parts on some models failed to operate or worked erratically. His assistant suggested replacing the malfunctioning models with new ones so as to demonstrate goodwill and appease dissatisfied customers. He also suggested that the malfunctioning models could be repaired and later sold at a lower price utilizing regular workers during periods of seasonal slowdowns.

The head of the quality control department suggested increased inspection of finished models before they were shipped. According to him a 100% inspection could remove any defective model leaving the factory thus avoiding the problem entirely.

The Production Manager thought over all the suggestions and decided to appoint a consultant.

- |                                   |   |
|-----------------------------------|---|
| a) Analyze the case               | 5 |
| b) Identify the problem           | 2 |
| c) Find out alternative solutions | 5 |
| d) Give the best solution.        | 2 |

P.T.O.



2. Write short notes on **any 2** : **14**
- i) Centralized and decentralized purchasing strategy
  - ii) Material requirement planning
  - iii) Cost reduction techniques.
3. Write short notes on **any 2** : **14**
- i) Design specification and engineering drawing
  - ii) Disposal of scrap and surplus
  - iii) Vendor rating.
4. Write short notes on **any 2** : **14**
- i) Speculative buying
  - ii) Standardization
  - iii) Material handling equipments used in stores.
5. What is demand forecasting ? Discuss the various quantitative and qualitative methods of forecasting. **14**
6. Discuss the reason why a company might want to purchase a used machine rather than a new machine. What are the risks involved in purchasing used equipments ? **14**
7. Explain the objectives and functions of purchasing and inventory management. Discuss the responsibilities of the Purchase Department. **14**
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**M.B.A. – II (Semester – III) Examination, 2015**  
**Group – G : INTERNATIONAL BUSINESS (Paper – I)**  
**International Business Environment (Paper – XIX)**

Day and Date : Tuesday, 12-5-2015  
Time : 11.00 a.m. to 2.00 p.m.

Max. 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. Analyse the following case :

14

One of the best known companies worldwide is McDonald's Corporation. The fast food chain, with its symbol of the golden arches has spread from the United States into 91 countries. With over 18,000 restaurants worldwide, McDonald's serves 33 million people each day. International sales are an important part of McDonald's business, and over 50 per cent of the company's operating income results from sales outside the United States. To generate these sales, McDonald's employs over one million people, and by 2000, McDonald's had grown to over two million employees.

Operating in so many different countries means that McDonald's has had to adapt its products, services and HR practices to legal, political, economic and cultural factors in each one of those countries. A few examples illustrate how adaptations have been made. In some countries, such as India, beef is not acceptable as a food to a major part of the population, so McDonald's uses lamb or mutton. To appeal to Japanese customers, McDonald's has developed teriyaki burgers. Separate dining rooms for men and women have been constructed in McDonald's restaurants in some Middle East countries.

HR practices also have had to be adapted. Before beginning operations in a different country, HR professionals at McDonald's research centre determine how HR activities must be adjusted. One method of obtaining information is to contact HR professionals from other US firms operating in the country and ask



those questions about laws, political factors and cultural issues. In addition, the firm conducts an analysis using a detailed outline to ensure that all relevant information has been gathered. Data gathered might include what employment restrictions exist on ages of employees and hours of work, what benefits must be offered to full-time and part-time employees (if part-time work is allowed) and other operational requirements. For instance, in some of the former communist countries in Eastern Europe, employers provide locker rooms and showers for their employees. These facilities are necessary because shower facilities, and even consistent water supplies are unavailable in many homes, particularly in rural areas around major cities. Also, public transportation must be evaluated to ensure that employees have adequate means to travel to work.

Once a decision has been made to begin operations in a new country, the employment process must begin. Often McDonald's is seen as a desirable employer, particularly, when its first restaurant is being opened in a country. For instance, in Russia, 27,000 people initially applied to work at the first Moscow McDonald's, which currently has 1,500 employees.

For store managers, the company uses a selection profile emphasizing leadership skills, high work expectations and management abilities appropriate to fast-paced restaurant environment. Once applicant screening and interview have been completed, individuals are asked to work for up to a week in a restaurant. During that time both the applicants and the company representatives evaluate one another to see if the job "fit" is appropriate. After the first group of store managers and assistant managers are selected, future managers and assistant managers are chosen using international promotions based on job performance. Once the restaurants are staffed, training becomes crucial to acquaint new employees with their jobs and McDonald's philosophy of customer service and quality. McDonald's has taken its Hamburgers University curriculum from United States and translated it into 22 different languages to use in training centers throughout the world. Once training has been done for trainers and managers, they then conduct training for all employees selected to work at McDonald's locations in the foreign countries.

- 1) Analyze the case study.
- 2) Identify the problem.
- 3) Generate possible alternatives.
- 4) Choose the best alternative.



2. Write short note (**any two**) : **14**
- 1) Define business ethics. Explain sources of ethics.
  - 2) Write a note on internationalization stages.
  - 3) Give a brief account of the merits and demerits of protection.
3. Write short note (**any two**) : **14**
- 1) Differentiate between ethnocentric and polycentric orientations.
  - 2) UNCTAD.
  - 3) What is turnkey contract ?
4. Write short note (**any two**) : **14**
- 1) Examine the role of technology in fostering globalization.
  - 2) Write a note on growing economic importance of developing countries.
  - 3) Discuss the functions and role of WTO.
5. What is business environment ? How does its study help an international manager ? **14**
6. Define international human resource management. How does it differ from domestic human resource management ? **14**
7. Bring out the routes of globalization. Which route, according to you, is most appropriate for India ? **14**
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**M.B.A. (Semester – III) Examination, 2015**  
**MANAGEMENT INFORMATION SYSTEM (MIS)**  
**Paper-Group – D – Paper – I : Systems Management (Paper – XIX)**

Day and Date : Wednesday, 13-5-2015  
Time : 11.00 a.m. to 2.00 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. Analyse the following case, identify the problem, provide alternate and best solution for the same.

14

In 1994, with a handful of programmers and a few thousand dollars in workstations and servers, Jeff set out to change the retail world when he created ABC.com. In July 1995, ABC opened its Web site for sales. Using heavily discounted book prices (20 to 30 percent below common retail prices); ABC advertised heavily and became the leading celebrity of the internet and e-commerce.

ABC made its initial mark selling books and many people still think of the company in terms of books. However, almost from the start, the company has worked to expand into additional areas striving to become a global retailer of almost anything. Some of the main events include : 1995 books, 1998 music and DVD/video, 1999 auctions, electronics, toys, zShops/Market Place, home improvement, software and video games [1999 annual report].

By the end of 1999, the company had forged partnerships with several other online stores, including Ashford.com, Audible, Della.com, drugstore.com, Gear.com, Green-light.com, HomeGrocer.com, Kozmo.com, living.com, NextCard.com, Pets.com and Sothebys. Of course, most of those firms and Web sites later died in the dot-com crash of 2000/2001.

P.T.O.



ABC also established partnerships with several large retailers, including Target, Toys 'R' Us, Babies 'R' Us, and Circuit City. Effectively, ABC became a service organization to manage the online presence of these large retailers. However, it also uses its distribution system to deliver the products. The Circuit City arrangement was slightly different from the others-customers could pick up their items directly from their local stores. After Circuit City went under, the relationship ended.

By mid-2003, the Web sales and fulfillment services amounted to 20 percent of ABC's sales. Bezos points out that most companies realize that only a small fraction of their total sales (5 to 10 percent) will come from online systems, so it makes sense to have ABC's run those portions.

In 2001, ABC took over the Web site run by its bricks-and-mortar rival Borders. In 2000, Borders lost \$18.4 million on total online sales of \$27.4 million. Also in 2001, ABC partnered with Expedia to offer travel services directly from the ABC site. However, in this case, the ABC portion consists of little more than an advertising link to the Expedia services. The deals in 2001 continued with a twist when ABC licensed its search technology to AOL. AOL invested \$100 million in ABC and paid an undisclosed license fee to use the search-and-personalization service on Shop@AOL. In 2003, ABC launched a subsidiary just to sell its Web-sales and fulfillment technology to other firms. Bezos noted that ABC spends about \$200 million a year on information technology (a total of \$900 million to mid-2003). The purpose of the subsidiary is to help recover some of those costs-although Bezos believes they were critically necessary expenditures.

With so many diverse products and relationships, it might be tempting to keep everything separate. However, ABC perceives advantages from showing the entire site to customers as a single, broad entity.

2. Write short notes on **any two** of the following :
  - a) Financial Information System
  - b) Decision Support System
  - c) Knowledge Management.



3. Answer **any two** of the following : **14**
- a) Explain the causes of Information System Success and Failure.
  - b) Describe the major types of information system and relationship between them.
  - c) Explain the Strategic Role of information system.
4. Answer **any two** of the following : **14**
- a) Explain logical and physical view of data.
  - b) Define GDSS. Explain how GDSS can enhance group decision making.
  - c) Explain the impact of IT on knowledge management.
5. Explain in detail the Human Resource Information System and the flow of data in the Human Resource Information System along with input elements and output reports expected. **14**
6. What is MIS ? Explain the importance of Information System in an organization. **14**
7. Explain organization of data in traditional and modern database environments. Compare in terms of advantages of each of the environments. **14**
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**M.B.A. (Part – II) (Semester – III) Examination, 2015  
SALES AND STRATEGIC MARKETING (Paper – XX)**

Day and Date : Thursday, 14-5-2015

Total Marks : 70

Time : 11.00 a.m. to 2.00 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 Marks**

Godrej adopted a new marketing and sales structure. The begin with, they had a sales force for refrigerators. But when washing machines were introduced, it was observed that this sales force was not too keen to promote these. Later, ACs were also introduced. The company created two separate sales divisions, one for refrigerators and one for washing machines and ACs.

Refrigerators were just for cooling initially. Later, they came to be used to preserve food, processed food, branded items, meat, poultry and vegetables. The life-style changed. Eating habits changed. The sales pitch needed modification. Dealer sales persons also needed sales training. Consumer shifted from 165-liter basic models to model more in capacity and better suited for their needs. Similarly, the same consumer now started replacing the maid with a washing machine. Appliance dealers came up on the scene in the metros. Thus, a need was felt to have a unified single force to sell appliances to the appliance dealers.

Making supervised sales previously. The two have now been separated. Marketing will be concerned with research, innovation and planning. Sales will be after improving volumes, and do sales promotion in collaboration with the dealers. By combining fridge and washing machine salesmen, there will be one point of contact between the dealer and the company. The ratio of sales of different appliances can be decided by the sales force.

This sales force will also be useful to market other than diversified products which this company proposes to introduce.



Discuss the rationale of separating the marketing and sales organisation.

- 1) Analyse the above case.
  - 2) Identify problem in the case.
  - 3) Suggest alternative solutions.
  - 4) Identify best alternative.
2. Write short notes (**any two**). **14**
- a) Market niche strategies.
  - b) Hold strategy.
  - c) Divestment strategy.
3. Write short notes (**any two**). **14**
- a) Sales forecasting methods.
  - b) Specific characteristics of successful salesman.
  - c) Types of calls.
4. Write short notes (**any two**). **14**
- a) Ambush marketing.
  - b) Green marketing.
  - c) Contextual marketing.
5. Define the role of personal selling in sales management. Explain personal selling process in detail. **14**
6. Success or failure of business is solely based upon how accurate your business forecasting. Comment upon the statement. **14**
7. What is market-led strategic management ? Explain Porter's three generic competitive strategies. **14**
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**M.B.A. – II (Semester – III) Examination, 2015**  
**Group – B : FINANCIAL MANAGEMENT (Paper – II)**  
**Paper – XX : Strategic Financial Management**

Day and Date : Friday, 15-5-2015  
Time : 11.00 a.m. to 2.00 p.m.

Max. 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. From the following Balance Sheet of Ram and Co. Ltd. as on 31<sup>st</sup> Dec. 2002 and 2003, you are required to prepare :
- a) Funds from operation
  - b) A schedule of changes in working capital
  - c) Fund Flow Statement.

14

<b>Balance Sheet</b>					
<b>Liabilities</b>	<b>2002</b>	<b>2003</b>	<b>Assets</b>	<b>2002</b>	<b>2003</b>
	<b>Rs.</b>	<b>Rs.</b>		<b>Rs.</b>	<b>Rs.</b>
Preference Share Capital	80,000	80,000	Plant and		
Equity Share Capital	1,00,000	1,00,000	Machinery	72,000	80,000
Profit and Loss A/c	16,000	23,000	Furniture	50,000	50,000
General Reserve	60,000	50,000	Land and		
Depreciation Fund	40,000	44,000	Building	50,000	50,000
15% Debentures	90,000	70,000	Inventories	92,000	1,06,000
Sundry Creditors	50,000	48,000	Prepaid		
Bills Payable	40,000	39,000	Expenses	1,000	2,000



Bank Overdraft	13,000	9,000	Short Term		
Outstanding Expenses	13,000	22,000	investment	1,10,000	84,000
			Cash in hand	25,000	22,000
			Cash at Bank	25,000	18,000
			Sundry Debtors	30,000	28,000
			Bills		
			Receivable	47,000	45,000
<b>Total</b>	<b>5,02,000</b>	<b>4,85,000</b>	<b>Total</b>	<b>5,02,000</b>	<b>4,85,000</b>

**Additional Information :**

- 1) Dividend was paid in cash was Rs. 18,000.
- 2) New Machinery for Rs. 20,000 was purchased but old machinery costing Rs. 12,000 was sold for Rs. 4,000, accumulated depreciation was Rs. 6,000.
- 3) Rs. 20,000 ,15% debentures were redeemed by purchase from open market @ Rs. 96.
- 4) Rs. 10,000 was debited to General Reserve for settlement of previous tax liability.
- 5) Rs. 26,000 investment were sold at book value.

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

**14**

- a) Cost-Benefit Analysis.
- b) Market Value Added Approach (MVA).
- c) The well established company has furnished the following data :

Equity Capital (Rs. 10 per share)	Rs. 60,000
10% long term Debt.	Rs. 80,000
Fixed Operating cost	Rs. 1,00,000
Variable operating cost ratio	40% on sales
Income tax rate	35%

Calculate : i) DOL ii) DFL iii) DCL

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

**14**

- a) EBIT-EPS Analysis.
- b) Vendor Management.
- c) Lease Financing V/s Hire Purchase Financing.



4. Write short note (**any two**) : **14**

- a) Modigliani-Miller (MM) Approach.
- b) Merger of ICICI Ltd. with ICICI Bank.
- c) The ABC Co. Ltd. has the following Capital Structure on 30 June 2004

	Rs.' 000
Ordinary shares (20000 shares)	4,000
10% Preference Share	1,000
14% Debenture	3,000

The share of the company sells for Rs. 20. It is expected that, company will pay next year a dividend of Rs. 2 per share, which will grow at 7% forever. Assume a 50% tax rate.

You are required to :

Compute a weighted average cost of capital based on existing capital structure.

5. What do you mean by SFM ? Discuss how 9'S model of SFM helps to manage business financially. **14**

6. Discuss in detail how strategic wage management helps to design wage policy. **14**

7. Explain the legal and procedural aspects of Merger. **14**

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**M.B.A. (Part – I) (Semester – I) Examination, 2015  
MANAGERIAL ECONOMICS (Paper – III)**

Day and Date : Thursday, 7-5-2015

Total Marks : 70

Time : 3.00 p.m. to 6.00 p.m

- Instructions :** 1) Question No. **one** and **seven** are **compulsory**.  
2) Attempt **any two** out of Question No. **two, three** and **four**.  
3) Attempt **any one** out of the Question No. **five** and **six**.  
4) Figures to **right** indicate **full** marks.

1. A) Calculate price elasticity of demand if 7  
Q1 = 6000 P1 = Rs. 10  
Q 2 = 7500 P2 = Rs. 9
- B) The average daily demand of a store selling caps is 7  
D = 700 – 5p.
- 1) How many caps per day can the store expect to sell at a price of Rs. 10 ?  
2) If the store wants to sell 50 caps per day what price would it charge ?
2. Write short answers on **any two** : 14  
1) Opportunity Cost  
2) Incremental Cost  
3) Least Cost Combination.
3. Write short answers on **any two** : 14  
1) Scope of Managerial Economics.  
2) Oligopoly Market  
3) Inflation and RBI.



4. Write short answers on **any two** : **14**
- 1) Isocost
  - 2) Production Function
  - 3) Income Elasticity.
5. Spell out the general approach to demand forecasting . What is the use of demand forecasting ? **14**
6. Define Monopoly. Do you think that monopoly market is useful in the economies like India ? **14**
7. Critically examine the laws of returns to scale. **14**
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**M.B.A. – II (Semester – III) Examination, 2015**  
**GROUP E-PRODUCTION AND MATERIALS MANAGEMENT Paper – II**  
**Logistics and Supply Chain Management (Paper – XX)**

Day and Date : Friday, 15-5-2015

Total Marks : 70

Time : 11.00 a.m. to 2.00 p.m.

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

1. Study the following case carefully and answer the questions given at the end. XYZ Ltd is a Mumbai based medium sized company in the manufacturing and distribution of automobile v-belts and break linings used in the automobiles.

Currently the company is experiencing some challenges due to the liberalization of the Indian economy which has cleared the way for entry of global players with world class technology and management acumen. Presently the company is managing its marketing and distribution functions from its Mumbai H.O. Its two major customers contribute almost 60 percent of the business and the remaining come from the national replacement market through a network of whole sellers and retailers. the OEM's are located in Pune and Gurgaon.

Because of intense competition OEM's have become more cost sensitive and implemented Just-in-time inventory management to reduce their inventory cost. Because of this they are putting pressure on locating warehouses near OEM plants in order to reduce their own replenishment cycle time from 15 to 20 days to 3-5 days. Management has been concerned as to how this would affect the company's inventory levels and logistics operations.



The aim of the company was to double its turnover to Rs. 500 cr. by increasing its OEM base and also being more aggressive in replacement market. A project had been initiated to determine the feasibility of the regional network of the distribution centre's Pune and Delhi. This project focused on studying the company's current customer service capabilities and the recommended logistics strategies it should pursue in future. The key issues identified in the project were :

- What are the logistics systems currently being used by the competitors and are they dynamic or static ?
- How can a competitive advantage be achieved in the long run by improved customer service ?
- How can Just-in-time programme be responded ?
- What should be the warehousing strategy with regard to their number and location ?
- How can logistical productivity be improved ?
- What are the required methods of performance measurement and how can they be adopted ?
- How can logistics best interface with their functional areas of the organization ?

To answer these questions a SWOT analysis was conducted to alert the management with its firms current performance, customer expectations regarding service capabilities such as consistent and reliable replenishment cycle time, speedier order processing, availability of goods with the corresponding ability to meet unforeseen requirements in a cost efficient manner without any defective delivery along with point-to-point information which will be achieved by improving logistical productivity and state of the art technology.

- |                                    |          |
|------------------------------------|----------|
| a) Analyze the case.               | <b>5</b> |
| b) Identify the problem.           | <b>2</b> |
| c) Find out alternative solutions. | <b>5</b> |
| d) Give the best solution.         | <b>2</b> |



2. Write short notes on **(any two)** : **14**
- a) Features of Supply Chain Management.
  - b) Various Technologies used to implement Supply Chain.
  - c) 3PL and 4PL.
3. Write short notes on **(any two)** : **14**
- a) Objective of Logistics.
  - b) The position of transportation in Logistics and SCM.
  - c) Role of information in overall performance of logistics and supply chain management.
4. Write short notes on **(any two)** : **14**
- a) Service Driven Logistics Systems.
  - b) Principles of Supply Chain Management.
  - c) Design principles of Warehouse.
5. What are the emerging IT technologies that help expedite the flow of goods in logistics ? **14**
6. While making transportation related decisions what are the various factors that are to be taken into consideration ? **14**
7. Discuss the various elements of transportation cost. **14**
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**M.B.A. II (Semester – III) Examination, 2015**  
**Gr-C. Paper – II : Human Resource Management**  
**TRAINING AND DEVELOPMENT (Paper – XX)**

Day and Date : Saturday, 16-5-2015

Total Marks : 70

Time : 11.00 a.m. to 2.00 p.m

- Note :** 1) *All questions carry equal marks.*  
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. Analyze the following case :

14

The Max Communications was established in 2005. It had its plants in six areas in the country. The company provided both in-company and out-company executive development programmes. In-company programmes included orientation programmes for Apprentice Assistant Executive Engineers. It had a staff college at Bangalore. Programmes were conducted at staff college for all types of personnel. In-company programmes included quality management, participative management, time management , etc. The best faculty was drawn from Indian Institute of Management , Universities, Professional Bodies ect., apart from the four permanent and internal faculties. At present all the four permanent faculty positions are vacant.

Evaluation of management development programmes is done as a ritual rather than to make it a part of development process. Evaluation of in-company programme is done at Staff College with the objective of knowing the participants learning and to know how far the participants have found the programme useful. The staff college sends no formal feedback to the functional heads of the departments and to the corporate personnel and administrative department. There appears to be no formal system that provides for the feedback from the participants and out-company programmes to their respective functional heads. There exists no evaluation model with pre-training and post-training evaluation and no efforts are made to develop evaluation techniques.

2. Write short answers (**any 2**) :

14

- 1) Career stages.
- 2) Competency based training.
- 3) Principles of training.

P.T.O.



3. Write short answers (**any 2**) : **14**
- 1) Cost benefit analysis.
  - 2) Managerial Grid.
  - 3) Promotions and transfer.
4. Write short answers (**any 2**) : **14**
- 1) Electronic performance support system.
  - 2) Kirkpatrick design.
  - 3) Goal setting and planning.
5. Define Management Development. Elaborate the objectives and techniques to Management Development. **14**
6. Explain in detail steps to assessment of training needs along with development to training programme. **14**
7. Modern methods to training will make training more efficient and comfortable. Elaborate on this statement. **14**
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**M.B.A. – II (Semester – III) Examination, 2015**  
**Group F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT (Paper – II)**  
**Paper – XX : Agricultural Marketing**

Day and Date : Saturday, 16-5-2015  
Time : 11.00 a.m. to 2.00 p.m.

Max. 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

ANV Ltd., the Rs. 10,600 crore FMCG behemoth, played the rural card with a blend of science and nature. Its third toothpaste launch after two toothpaste was Aim, which had neem and Calcium. The positioned as a product with a unique blend of nature and science. Competitively priced at Rs. 15.00 for a 100 gm. Pack. The target was to convert the toothpowder user to toothpaste.

There is nothing great, everybody had heard enough about neem toothpaste. In India Currently only 18 percent of the population use toothpaste, while about 29 percent uses toothpowder. Further in retail market, the penetration of toothpaste is just 43 percent. The company wanted to increase the market size itself. ANV commands an overall market share of 35.4 percent in the oral care market. With Aim, ANV planned to increase its market share and compete with other toothpaste, in India.

The marketing strategy for this product was radically different from the conventional positioning of a toothpaste brand image. ANV used wall posters, handouts and other visibility-enhancing material in rural areas, highlighting the benefits of neem and calcium. The brand name was selected for easy pronounce ability and absence of regional connotations.



The brand was targeted at the northern and western parts of India. However, the brand did not appeal to rural consumers. Was it a mistake in the product ? The pricing ? Or may be even the brand communication ? The brand failed miserably.

- 1) Analyse the case
  - 2) Identify the problem
  - 3) Recommend alternative solution
  - 4) Suggest the best solution.
2. Write short note (**any two**) : **14**
- 1) Market Structure
  - 2) Regulation of Agricultural Marketing
  - 3) Rural Communication.
3. Write short note (**any two**) : **14**
- 1) Rural Distribution
  - 2) Farmers Markets
  - 3) Contract Marketing.
4. Write short note (**any two**) : **14**
- 1) State Trading
  - 2) Marketing of agricultural and manufactured goods
  - 3) Classification of Market.
5. What do you mean by Marketing of Farm Inputs ? Discuss marketing pattern and price policy of chemical fertilizers and seeds in detail. **14**
6. What do you mean by agricultural marketing ? Discuss various functions of agricultural marketing. **14**
7. Define marketing channel. Explain available marketing channel for cereals, Oilseeds and Pulses in India. **14**
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**M.B.A. (Part – II) (Semester – III) Examination, 2015**  
**Gr.G : INTERNATIONAL BUSINESS (Paper – II)**  
**Paper – XX : International Trade Procedures and Documentation**

Day and Date : Monday, 18-5-2015  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. Case study :

14

Following is the list of items Exported from India to USA and Japan markets in the year 2012-2013.

**1) Potential Items for Exports to USA :**

● **Textiles :**

- 1) Sweater, pullover vest.
- 2) Women/girls suits etc.
- 3) Footwear with leather uppers.
- 4) Suits, ensembles etc.
- 5) Suitcase, bag, wallets.
- 6) T-shirt, singlet, etc.
- 7) Shirts.

● **Others :**

- 1) Medicament, dosage.
- 2) Toys, models, puzzles.
- 3) Electrical/medical/surgical instruments.
- 4) New pneumatic tyres.
- 5) Games arcade/table etc.
- 6) Unwrought Aluminium.



- 7) Other rubber/plastic.
- 8) Coffee.
- 9) Sports equipments, pools.
- 10) Wrist watches, etc.
- 11) Box bag, closures etc.
- 12) Apparel and accessories.
- 13) Fish fillets and other fish meat.

## 2) Potential Items for Exports to Japan :

### ● Marine products :

- 1) Frozen Fish, not fillet
- 2) Fillet and other fish meat
- 3) Fresh fish, not fillet
- 4) Other seafood.

### ● Others :

- 1) Coffee
- 2) Suitcase, bag, wallet etc.
- 3) Medical/Surgical etc. Instruments
- 4) Other medicament dosage
- 5) Other toys, models, puzzles
- 6) Jewellery with precious metals
- 7) Box bag, closures
- 8) Antibiotics.

Explain the export documentation procedure to export the following goods from India to US and Japan.

## 2. Write short notes (**any two**) :

- a) Letter of Credit and Types of letter of Credit.
- b) Transit Risk Management.
- c) Role of Export Credit Guaranty Corporation (ECGC).



3. Answer in short (**any two**) : **14**
- a) Explain the objectives, origin and main provision of FEMA.
  - b) Write in brief legal frame work of Customs Act 1962.
  - c) Explain convertibility of Rupee and its import on Foreign Trade.
4. Answer in short : **14**
- 1) Explain the main features of Payment terms for Exports.
  - 2) What is Credit Risk Management ? Explain its concepts and importance.
  - 3) Explain Import Policy/Procedures in India.
5. Explain in brief various types of Export Benefits. **14**
6. Make an analysis of India foreign trade since 1950 and India's growth and position in terms of world trade. **14**
7. What is the nature and characteristic features of EXIM documents in India ?  
Explain the current trends of export and import in India. **14**
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**M.B.A. (Semester – III) Examination, 2015**  
**Group – D : ERP AND SPD (Paper – II)**  
**Paper – XX : Systems Management**

Day and Date : Tuesday, 19-5-2015  
Time : 11.00 a.m. to 2.00 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 best solution for the same.

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 come 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) Analyze 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. (Part – II) (Semester – IV) Examination, 2015**  
**Paper XXVI : ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT**

Day and Date : Wednesday, 20-5-2015  
Time : 11.00 a.m. to 2.00 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 :

After completing MMS from Jamnalal Bajaj in 1972, Sam Balsara was offered a position through one of my professors in marketing at a Company called Sarabhai's (a large Indian FMCG Company). He later moved to another marketing assignment in Cadbury. After eight years in marketing, he realized that success in marketing is closely related to success in advertising and therefore moved over to advertising, after spending four years in contract moved to Mudra. After 16 years of working in marketing and advertising, Sam founded Madison on March 21, 1988. In Madison, until 1993, he dealt with only three or four clients. These clients were of course very large and kept rewarding with additional businesses, which kept company growing at a healthy pace. In 1993, largest client Godrej, a large Indian industrial house with large presence in FMCG did a joint venture with Procter and Gamble and got into a relationship with Procter and Gamble's global agency, which was then DMB&B. This alliance lasted for about five years and both parted ways in 1998 and retained the media business with Sam. Using this as a springboard and the fact that the world had begun to recognize the importance of media-alone specialists, he went on to build up our infrastructure, capabilities and expertise and became the country's leading media agency.

In 2005 voted by Economic Times, Brand Equity as the "Most Admired Media Agency" and were voted no. 1 on each and every parameter from negotiation skills to planning to research, also voted as the "Most Admired Planning Agency in 2006". In 2007, again voted as the "Most Admired Media Agency". The two main media which contribute to almost 90% of ad spend are print and TV ; ratio and internet though are expected to sharply increase over the next few years. Clients appreciate creativity in advertising because they know that in the ultimate analysis only enlightened work that can set a brand apart, build lasting brand value and they look for creativity in all aspects not just in the 30 seconds TV commercial.



Madison's desire is to be the preferred agency of choice of large enlightened advertisers and we believe that what clients are looking for are best-in-class specialist units. Today Madison has 15 specialist units, in different areas of communication. Each of these units is headed by specialists from the respective fields. Following this strategy has proved to work given that in the last three years our growth rates have been good. They strongly focused on delivery to the client and our attempt has always been to cut out all expenditure that does not directly contribute to increasing the quality and quantity of delivery to the client. They believe that is the only way to remain competitive today. Sometimes, young people set unrealistic targets for achievement and personal growth, which leads to higher level of frustration and burnouts and ultimately leads to their leaving the industry. Like in any industry the challenges remain, but Madison continues to function by its motto – 'If it is safe, it is risky'.

- 1) Read the case and analyse it. 4
  - 2) Describe success story of 'Madison'. 5
  - 3) Comment on 'Sam Balsara as an successful entrepreneur'. 5
  2. Write short note on (**any two**) : 14
    - a) Venture Capital.
    - b) Women Entrepreneurs.
    - c) Promoting Entrepreneurship with special reference to 'Export Oriented Units'.
  3. Solve **any two** : 14
    - a) Explain Innovation Theory by Schumpeter.
    - b) Write a note on Entrepreneurial failure – reasons and remedies.
    - c) Explain Theory of High Achievement by McClelland.
  4. Solve **any two** : 14
    - a) Describe in detail Entrepreneurship Development Cycle.
    - b) Write a note on DIC.
    - c) Describe role of EDII in Entrepreneurship Development.
  5. Explain entrepreneurship as a career. What is the role played by Central and State government in promoting entrepreneurship ? 14
  6. Explain business planning process and elements of business plan. 14
  7. Define Entrepreneur. Differentiate between entrepreneur, manager and intrapreneur and state need for entrepreneurship development. 14
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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**Paper – XXVII : EXCELLENCE IN MANAGEMENT**

Day and Date : Thursday, 21-5-2015  
Time : 11.00 a.m. to 2.00 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.

Mahesh was a hard working policeman. He married a beautiful girl from his village. Both of them stayed in a house at police quarters. Mahesh's boss, sub-inspector Sunil was an arrogant and flirtatious officer. He did not treat his subordinates well. He used to misbehave with ladies and wives of other subordinates. His house was in the neighborhood of Mahesh's. Unlike other superior officers, Sunil often invited Mahesh to visit his home with his wife for dinner and to other get together parties. Mahesh had noticed that Sunil was trying to get closer to his wife by making jokes and giving unsolicited advises.

Sunil denied Mahesh any holidays. Mahesh was tired of asking for leave so many times and had even mildly protested once. Sunil wanted Mahesh and his wife to stay at the quarters all the time. Once Mahesh wanted a fifteen days of leave to arrange and look after his only sister's wedding. He had to go to his native with his family for fifteen days. Mahesh officially kept asking for leave two months well before the wedding date itself. But as expected Sunil kept refusing him any leave. Just before the scheduled day Mahesh had to leave for his native, he once again finally asked Sunil to grant him leave. Sunil said that he would grant him leave provided he went alone to the marriage leaving behind his wife in the quarters.

Mahesh, agitated, took his loaded rifle and shot the inspector dead. He than surrendered to the police. Emotional intelligence is must for officers and managers to work in a stressful and provocative environment. How would have been Mahesh and Sunil's behaviour if they had possessed high emotional intelligence ?

Analyse the case, state the problem, suggest alternative solutions and best alternative.



2. Write short notes (**any two**) : **14**
- a) Corporate Social Responsibility.
  - b) E-commerce Vs. E-business.
  - c) Cross Cultural Leadership.
3. Write short notes (**any two**) : **14**
- a) Stages of Six Sigma.
  - b) Knowledge Management Strategies.
  - c) Leadership Styles.
4. Solve **any two**. **14**
- a) Explain 5-S concept.
  - b) Explain growth and development of e-commerce.
  - c) Talent Management Grid.
5. Explain concept of Emotional Intelligence and Emotional Literacy. State the importance of EI in creating excellence. **14**
6. What is Business Process Reengineering. Explain effectiveness of BPR in IT enabled services. **14**
7. What is excellence ? Briefly discuss concept, foundation and necessary skills to achieve excellence. **14**
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**M.B.A. – II (Semester – IV) Examination, 2015**  
**Gr.A. MARKETING MANAGEMENT (Paper – III)**  
**Integrated Marketing Communication and Consumers Behaviour**

Day and Date : Friday, 22-5-2015  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

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

1. Analyse the case.

Sumit Pharma is planning to launch new drug for joint pain. This is a break through drug and based on innovative features. There are already such drugs in the market. Sumit Pharma has market information that its nearest competitor is also planning to launch same formulation in coming three months. Thus the important task for Sumit is to establish this product within three months. Each medical representative of Sumit covers 10 doctors in a day and 300 doctors in a month. If you are a manager in this company explain how you can diffuse this product in the market ?

- |                                   |   |
|-----------------------------------|---|
| 1) Analysis of the case.          | 5 |
| 2) Identification of the problem. | 2 |
| 3) Suggest alternative solution.  | 5 |
| 4) Select best solution.          | 2 |

2. Short notes on **(any 2)** : 14

- A) Trade fairs and exhibitors.
- B) Crisis management
- C) Event management.

3. Short notes on **(any 2)** : 14

- A) Sales promotion techniques.
- B) Personal selling.
- C) Publicity and public relations.



4. Short notes on **(any 2)** : **14**
- A) Direct marketing and direct response methods.
  - B) Consumer innovativeness.
  - C) Consumer complaint behaviour.
5. What is IMC ? Explain the process of IMC campaign in detail. **14**
6. Explain the concept of consumer behaviour. State and explain the characteristics of Indian consumers. **14**
7. How ad agency business is different than other businesses ? Explain by highlighting its departments. **14**
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**M.B.A. II (Semester – IV) Examination, 2015**  
**Group B : FIANANCIAL MANAGEMENT (Paper – III)**  
**Project Planning and Working Capital Management**

Day and Date : Saturday, 23-5-2015

Time : 11.00 a.m. to 2.00 p.m.

- 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 with a 12% cost of funds and limited investments funds of Rs. 4,00,000 is evaluating the desirability of several investment proposals. The detail information is given below.

Project	Initial investment	Life (in years)	Year-end cash inflow
A	Rs. 3,00,000	2	Rs. 1,87,600
B	Rs. 2,00,000	5	Rs. 66,000
C	Rs. 2,00,000	3	Rs. 1,00,000
D	Rs. 1,00,000	9	Rs. 20,000
E	Rs. 3,00,000	10	Rs. 66,000

- i) Rank the projects according to the profitability index, and NPV methods.  
ii) Determine the optimal investment package.  
iii) Which projects should be selected, if the company has Rs. 5,00,000 as the size of its capital budget ?

(PV of an annuity of one rupee @ 12%

1 year-0.893, 2 year-1.690, 3 year-2.402, 4 year-3.037, 5 year-3.605,

6 year-4.111, 7 year-4.564, 8 year-4.968, 9 year-5.328, 10 year-5.650)



2. Write short note (**any two**). **14**
- 1) Revival of sick units
  - 2) IDFC
  - 3) Generation of project ideas.

3. Solve **any two**. **14**
- 1) Venture Capital
  - 2) Technical analysis in project planing.
  - 3) Economic enterprises require 90,000 units of certain items annually the cost per unit is Rs. 3. The cost per purchase order is Rs. 300 and the inventory carrying cost is Rs. 6 per unit per year.
    - a) What is the EOQ ?
    - b) Determine the optimal order quantity if the suppliers offer discounts as detailed below.

<b>Order quantity</b>	<b>Discount</b>
4,500-5,999	2%
6,000 and above	3%

4. Solve **any two**. **14**
- 1) Decision Tree Analysis
  - 2) Baumol Model
  - 3) Godsfrey Ltd. is desirous of assessing its working capital requirements for the next year. The following information furnished for the purpose.

**Estimated cost per unit of finished product.**

Raw materials	Rs. 90
Direct labour	50
Manufacturing and Administrative overhead (Excluding depreciation)	40
Depreciation	20
Selling overheads	30
<b>Total cost</b>	<b>230</b>





The product is subject to excise duty of 10 percent (levied on cost of production) and is sold at Rs. 300 per unit.

**Additional information :**

- 1) Budgeted level of activity is 1,20,000 units of output for the next year.
- 2) Desired holding period of Raw materials is 1 month.
- 3) Product is in process for a period  $\frac{1}{2}$  month production process requires full unit of raw material and half of other overheads.
- 4) Finished goods are in stock for a period of 1 month.
- 5) One-fourth of total sales are on cash basis and the remaining sales are on credit. The credit period allowed to debtors 2 months.
- 6) Credit allowed by suppliers 2 months.

You are required to determine the amount of net working capital.

5. The following data pertain to a shop. The owner has made the following sales forecasts for the first five months of the coming year.

January	40,000	April	60,000
February	45,000	May	50,000
March	55,000		

**Other information is as follows :**

- 1) Debtors and creditor's balances at the beginning of the year are Rs. 30,000 and 14,000 respectively.

- 2) The balances of other assets and liabilities are :

Cash balance	Rs. 7,500
Stock	Rs. 51,000
Accrued sales commission	Rs. 3,500



- 3) 40 percent sales are on cash basis. Credit sales are collected in the month following sale.
- 4) Cost of goods sold is 60% of sales.
- 5) The only other variable cost is a 5% commission to sales agents. The sales commission is paid in month after it is earned.
- 6) Inventory is kept equal to sales requirements for the next two month's budgeted sales.
- 7) Trade creditors are paid in the following month after purchases.
- 8) Fixed cost are Rs. 5,000 per month including Rs. 2,000 depreciation.

You are required to prepare a cash budget for the first three months of coming year.

6. ABC garments Ltd. Manufactures readymade garments and sells them on credit basis through a network of dealers. Its present sales is Rs. 60 lakh per annum with 20 days credit period. The company is contemplating an increase in the credit period with a view to increasing sales. Present variable costs are 70 percent of sales and total fixed cost Rs. 8 lakh per annum. The company expects pre-tax return on investment @ 25 percent. Some other details are given as under.

<b>Proposed credit policy</b>	<b>Average collection period (days)</b>	<b>Expected annual sales (Rs Lakh)</b>
I	30	65
II	40	70
III	50	74
IV	60	75

Which credit policy should the company adopt ? Assume 360-days a year.

7. What do you mean by working capital management ? Discuss the various sources available to finance working capital.

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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**Group – E : Production and Materials Management (Paper – III)**  
**INDUSTRIAL ENGINEERING**

Day and Date : Saturday, 23-5-2015

Total Marks : 70

Time : 11.00 a.m. to 2.00 p.m.

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

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

Kid Zone Pvt. Ltd. was a wooden toy manufacturing company. One of the processes involved was painting of the partially assembled toys which were then hung on moving hooks which carried the toys through a drying oven. The operation was carried out entirely by women and was plagued with absenteeism, high turnover and low morale. Each woman at her painting work station would take a toy from the tray and spray it with color according to the required pattern. She would then hang the toy on the conveyor hook which would carry the toy to the drying oven.

The women who worked in the spray room were on a group incentive plan that linked their earnings to the production of the entire group. Since the operation was new the group received a learning allowance that decreased by regular amounts each month. The learning allowance was scheduled to fall to zero in 6 months when it was expected that the women would be fully trained. However the women progressed more slowly than anticipated, some women complained about speed and a few quit their jobs.

After a meeting with the women workers it was informed by the workers that they could keep pace with the speed of the conveyor but could not work with that pace all day long.

It was then decided to control the speed of the conveyor as “slow, medium and fast”. The speed was thus varied depending upon the requirements of the group. A month later it was found that absenteeism had reduced, morale of workers high and productivity had increased. The senior supervisor was thinking about the cause in the dramatic change in attitude and increase in productivity of the workers.

P.T.O.



Questions :

- i) Analyze the case. 5
  - ii) Identify the problem. 2
  - iii) Find out alternative solutions. 5
  - iv) Give the best solution. 2
2. Write short notes on **any two** : 14
- i) SIMO chart
  - ii) Productivity
  - iii) Stop watch time study.
3. Write short notes on **any two** : 14
- i) Type of elements
  - ii) Objectives of work study
  - iii) Flow process chart.
4. Write short notes on **any two** : 14
- i) Business Process Reengineering.
  - ii) Role of supervisor in methods improvement studies.
  - iii) Travel Chart.
5. What is ergonomics ? How can ergonomics improve health and safety ? What kind of workplace problems can ergonomics solve ? 14
6. Differentiate between normal and working areas. Explain how they are related to the arrangement of work place. 14
7. Discuss the relationship between method study and work measurement with work study. Explain the steps in work study. 14
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**M.B.A. – I (Semester – I) Examination, 2015**  
**ORGANISATIONAL BEHAVIOUR (Paper – IV)**

Day and Date : Friday, 8-5-2015  
Time : 3.00 p.m. to 6.00 p.m.

Max. Marks : 70

- 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. Analyze the following case :

14

Why haven't I received reimbursement for the two business trips I made last month ? asked R. Chidambaram as he entered Uma Sekaran's office chamber. Sekaran was the budget officer for the manufacturing division of 3M Paper Mills, a manufacturer of news paper. Chidambaram was a technical troubleshooter who worked in manufacturing but frequently dealt with customer complaints that were channeled through sales representatives and national sale director's office.

Sekaran responded, "you know it takes nearly four weeks for expense reimbursement, and for one of those trips, your travel request was processed after you returned. The Vice-president of manufacturing does not like to approve reimbursement after-the-fact. All travel is supposed to be preapproved and funds encumbered for travel".

"I known that", said Chidambaram, "but some of these sales representatives want Immediate attention to customer problems. They want me to go to the customer's warehouse to inspect our shipment when the customer refuses acceptance. I can't wait three days for approval. If I did, we would lose customers. You know that the sales representatives want answers right away so that they can get their full commissions".

"Furthermore", continued Chidambaram, sometimes I have to charge lodging and meals on my own credit card, and the bill comes due before I get reimbursed.

"Request an advance", countered Sekaran.

"There isn't time to get an advance, besides; advances are for only 80 per cent of expected expenses. I still have to pay some expenses out of my own pocket," Chidambaram stated frustrated.



“That’s easy to handle. Overestimate your expenses by 20 per cent, and you can get an advance for 100 per cent of expenses,” Sekaran suggested.

“I think these emergency trips should be charged to sales rather than manufacturing” Chidambaram offered.

“You know I requested that last year and I lost,” Sekaran remarked.

“Well, you need to fight that battle again or change some of the reimbursement procedures. I am tired of bankrolling the company,” complained Chidambaram as he left Sekaran’s office.

2. Write short notes (**any 2**) : **14**
    - 1) Teams V/s Group
    - 2) Group Cohesiveness
    - 3) Levels conflict
  
  3. Write short notes (**any 2**) : **14**
    - 1) Cultural Artifacts
    - 2) Factors influencing Perception
    - 3) Approaches to OB
  
  4. Write short notes (**any 2**) : **14**
    - 1) Learning
    - 2) Types of Groups
    - 3) Cognitive Dissonance Theory
  
  5. Define Organisation Behaviour. Explain levels of OB and the various factors affecting individual behaviour. **14**
  
  6. What is Stress ? Explain factors causing stress and how to manage it. **14**
  
  7. Define change. Explain the steps involved in change process and forces to change. **14**
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**M.B.A. – II (Semester – IV) Examination, 2015**  
**HUMAN RESOURCE MANAGEMENT (Paper – III) (Group – C)**  
**Industrial Relation and Labour Regulations**

Day and Date : Monday, 25-5-2015  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

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

1. Analyze the case :

Suhas, the Managing Director of M.Feeds, a Bangalore based company, is a worried man. All his efforts to regain the lost market and to wipe out red in the company's balance sheet have proved futile. Sitting alone in his chamber, lighting up cigarette and sipping cups of coffee, Suhas started recollecting events of 1987 which wrecked the fortunes of a once successful company.

Subbu and his team got defeated in the union election held in the beginning of 1987. Rivals, Gowada and his team, got elected with comfortable majority. The winning team had a leaning towards CTU, which is known for its militancy. The attitudes and actions of Gowda and his team were not to the liking of the management, particularly Setty, the Factory Manager.

The management was waiting for a way out to deal with the new team of unionists. Not reconciled to the loss of power, Subbu and his cronies started association with an apparent objective of promoting Kannada ; the local language. Setty welcomed the association formation and even encouraged its activities. The management too gave financial support to the cultural outfit.

Emboldened by the encouragement given, Subbu and his team demanded that the management should negotiate with them about all matters relating to employee welfare. This proposal was not acceptable to the management which turned it down. But Setty began hobnobbing with Subbu often to the consideration of the leaders of the recognized union.

One day Gowda and Subbu had a heated exchange of words which resulted in physical bout inside the plant. Sridhar, HRD Manager, placed the duo under suspension on grounds of indiscipline.



Enquiry was conducted in which Subbu was acquitted. But Gowda refused to appear before the enquiry officer. Having been acquitted, Subbu demanded reinstatement, which the management readily agreed. Subbu, with triumph writ large on his face, came to factory but the team led by Gowda protested by calling a strike.

The management assured Gowda that he too would be reinstated provided he was acquitted by the enquiry officer. Gowda was in no mood to listen to the management nor was he prepared to face the enquiry. Subbu demanded reinstatement which Gowda protested. The statement continued and the strike lasted three months.

Work resume after prolonged talks. But the scars remained. Setty got a sack and Sridhar left and joined an Indo-French company. M. Feeds, a lost its customers and the efforts (setting up, for the first time, a marketing department) to regain their patronage did not succeed. The bottom line became red and it grew thicker as years went by.

- |  |           |
|--|-----------|
| Identify the problem   | 2         |
| Analyze the problem  | 5         |
| Provide Alternatives   | 5         |
| Best solution  | 2         |
| <b>2. Write short notes on (any 2) :</b>   | <b>14</b> |
| 1) Grievance procedure   |           |
| 2) Disciplinary Procedure  |           |
| 3) Benefits of Industrial peace  |           |
| <b>3. Write short notes on (any 2) :</b>   | <b>14</b> |
| 1) Workmen compensation act 1923   |           |
| 2) Employment state insurance act 1948   |           |
| 3) Factories Act 1948  |           |
| <b>4. Write short notes on (any 2) :</b>   | <b>14</b> |
| 1) Objectives and importance of ILO  |           |
| 2) Labour welfare  |           |
| 3) Collective bargaining.  |           |
| <b>5. Define Industrial dispute. Explain in detail prevention and settlement machinery available to solve industrial dispute.</b>                      | <b>14</b> |
| <b>6. Define Employee trade union. Explain in detail registration, cancellation, re registration, duties and responsibilities of registered union.</b> | <b>14</b> |
| <b>7. Define Industrial relation. Explain various approaches to industrial relation.</b>   | <b>14</b> |
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**M.B.A. – II (Semester – IV) Examination, 2015**  
**Group – F : AGRICULTURE AND CO-OPERATIVE**  
**MANAGEMENT (Paper – III)**  
**Agricultural Production Management**

Day and Date : Monday, 25-5-2015  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. Analyze the case :

14

In a country the size of India, one of the biggest challenges is feeding a population of 1.1 billion. Policymakers are continuously confronted with the dilemma of adopting a liberal trade policy vis-à-vis intervening in markets to ensure food security, especially for the poor. As growth accelerates in India, policymakers face big questions : “What will happen to Indian demand for agricultural products in general and food in particular ? Will India be able to feed itself or will it lead to large imports of agricultural products as has been the case with China ?” This is a crucial issue since India continuously faces pressures on the demand-side arising from continuous population growth. Over time, limited land availability and several other production deterrents might also emerge as constraints on the supply of goods. With the impending food security issue on their minds, policy makers recognize the urgent need to estimate the future demand and supply of agricultural products in India. In a nation, continuous growth in demand over time aggravates food problems and hence it is essential to assess its impact on future prospects of demand - supply balance. Analysis of food consumption patterns and how they might respond to changes in income, population, prices, and other factors is essential to formulate remedial policy measures. In order to



tackle this issue of food security, researchers have made use of different approaches to estimate demand and supply of agricultural products. These estimations also enable nations to assess their future demand and supply and accordingly formulate appropriate long-term policies.

- |   |           |
|---|-----------|
| a) Analyse the case.  | <b>3</b>  |
| b) Highlight why India faces pressures on the demand-side.  | <b>3</b>  |
| c) Role of agri inputs to get higher yield.   | <b>4</b>  |
| d) Comment on food grain production to purchase from farmers and public distribution system in India.         | <b>4</b>  |
| <b>2. Write short note (any two) :</b>  | <b>14</b> |
| a) Farm efficiency  |           |
| b) Land tenure systems  |           |
| c) Production and supply of farm products.  |           |
| <b>3. Write short note (any two) :</b>  | <b>14</b> |
| a) Irrigation management.   |           |
| b) Difference between farm and non-farm business management.  |           |
| c) Types of production function.  |           |
| <b>4. Write short note (any two) :</b>  | <b>14</b> |
| a) Causes for low productivity.   |           |
| b) Law of diminishing returns.  |           |
| c) Production planning.   |           |
| <b>5. Explain the following from farm production and management system function perspective :</b>             | <b>14</b> |
| a) Proprietorship   |           |
| b) Co-operative farming   |           |
| c) Capital farming  |           |
| d) Corporate farming.   |           |
| <b>6. Explain in detail agri farming with new technology and enumerate gains to producers and consumers.</b>  | <b>14</b> |
| <b>7. Demand for agricultural products. Explain agricultural production and productivity trends in India.</b> | <b>14</b> |
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**M.B.A. – II – Semester IV Examination, 2015**  
**Group G – International Business**  
**International Marketing – Paper III**

Day and Date : Tuesday, 26-5-2015

Total Marks : 70

Time : 11.00 a.m. to 2.00 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. Analyse the following Case.

14

Balsara Hygiene Products Ltd., which had some fairly successful household hygiene products introduced in 1978 a toothpaste, Promise, with clove oil as a unique selling proposition. By 1986 Promise captured a market share of 16 percent and became the second largest selling toothpaste brand in India. There was, however, an erosion of its market share later because of the fighting back of the multinationals. Hindustan Lever's Close-up gel appealed to the consumers, particularly to the teens and young, very well and toppled Promise from the second position.

Supported by the Export Import Bank of India's Export Marketing Finance (EMF) programme and development assistance, Balsara entered the Malaysian market with Promise and another brand of tooth paste, Miswak.

The emphasis on the clove oil ingredient of the Promise evoked good response in Malaysia too. There was good response to Miswak also in the Muslim dominated Malaysia. Its promotion highlighted the fact that Miswak was a plant that had been used for centuries as a tooth cleaning twig. It had references in Koran. Quoting from Faizal-E-Miswak, it was pointed out that prophet Mohammed used "Miswak before sleeping at night and after awakening". The religious appeal in the promotion was reinforced by the findings of scientists all over the world, including Arabic ones, of the antibacterial property of clove and its ability to prevent tooth decay and gums.



Market intelligence revealed that there was a growing preference in the advanced countries for nature based products. Balsara tied up with Auromere Imports Inc., Los Angeles. An agency established by American followers of Aurobindo, an Indian philosopher saint. Eight months of intensive R and D enabled Balsara to develop a tooth paste containing 24 herbal ingredients that would satisfy the required parameters. Auromere was voted as the No.1 toothpaste in North Eastern USA, in a US Health magazine survey in 1991.

The product line was extended by introducing several variants of Auromere. A saccharine free toothpaste was introduced. It was found that mint and menthol were taboo for users of homeopathic medicines. So a product free of such mints was developed. Auromere Fresh Mint for the young and Auromere Cina Mint containing a combination of cinnamon and peppermint were also introduced. When the company realised that Auromere was not doing well in Germany because of the foaming agent used in the product, it introduced a chemical free variant of the product.

- 1) Analyze the case study.
  - 2) Identify the problem.
  - 3) Generate possible alternatives.
  - 4) Choose the best alternative.
2. Write short note (**any two**). **14**
- 1) Product life cycle stages in international marketing.
  - 2) Licensing and franchising.
  - 3) Segmenting, targeting and positioning.
3. Write short note (**any two**). **14**
- 1) 5 Ms of advertising.
  - 2) Factors influencing packaging decision.
  - 3) International marketing information system.



4. Write short note (**any two**). **14**
    - 1) Transfer pricing.
    - 2) Different secondary data sources in international marketing research.
    - 3) Factors influencing channel selection in international marketing.
  5. What is branding in international context ? What are the important branding decisions to be followed ? Difficulties involved in branding in export marketing. **14**
  6. What is international business environment ? Describe how environment of host country is important for an international manager ? **14**
  7. Bring out the routes of globalization. Which route, according to you, is most appropriate for India ? **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**Group – D : System Management**  
**Paper – III : RELATIONAL DATABASE MANAGEMENT SYSTEM**

Day and Date : Tuesday, 26-5-2015

Total Marks : 70

Time : 11.00 a.m. to 2.00 p.m

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

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

1. Case Study : **14**

A small accounting firm wants a simple HR application that will help it to keep track of its employees, their positions, allowances, salary scales and which company vehicles their employees drive.

The application must keep track of all the positions at the firm, the employees filling these positions, the allowances for these positions, the salary scales for these positions, and the company vehicles assigned to these positions.

For the above case, draw the E – R diagram.

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

- i) Advantages and limitations of RDBMS.
- ii) Cardinality
- iii) Rownum.

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

- i) DML Commands
- ii) ltrim and rtrim
- iii) Count and avg group functions.



4. Write short notes on (Solve **any two**) : **14**
- i) Tuple
  - ii) 3NF
  - iii) Subqueries.
5. Explain RDBMS Architectures in details. **14**
6. Write a queries for following : **14**
- i) Create a query to display unique job codes from the EMPLOYEES table
  - ii) Create a query to display all the data from the EMPLOYEES table.
  - iii) Display the last name, salary, and commission for all employees who earn commissions.
  - iv) For each employee, display the employee number, last\_name, salary, and salary increased by 15% and expressed as a whole number, Label the column New salary.
  - v) Create a query to display the last name and salary for all employees. Format the salary to be 15 characters long, left-padded with \$. Label the column SALARY.
  - vi) Write a query to display the last name, job, department number, and department name for all employees who work in Toronto.
  - vii) Write a query to display the last name, department number, and department name for all employees.
7. Explain Different Modeling Techniques in details. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**Group A – MARKETING MANAGEMENT (Paper – IV)**  
**Retail and Rural Marketing**

Day and Date : Wednesday, 27-5-2015  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

- Instructions:** 1) Q. 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 at **right** indicate marks.

**1. Case study :**

This case is about location strategies of Giant and Big Bazaar. The hypermarkets in Hyderabad, Giant and Big Bazaar have different locational strategies. Both started their hypermarket ventures in Hyderabad before expanding across India. They both chose to establish their first venture in Hyderabad because customers in South India were already exposed to the retail chain concept. Moreover, Hyderabad is a growing city with low rents, and price conscious customers. Giant, the hypermarket of RPG group, is situated in an isolated locality, whereas the Big Bazaar of PRIL is situated in the central business district.

Giant chose to be situated in an isolated locality because of

- Cheaper real estate costs
- Absence of competition
- Availability of large space

Such a location has its disadvantages :

- It is difficult to attract first time and repeat customers
- People are not willing to travel long distances.





But management thinks these difficulties can be offset by the utility of the stores. The Giant offers a wide range of products at discounted prices. The utility of the store, management feels, will pull the people from longer distances. Giant also offers a wide range of groceries, which constitute a major part of the family budget. Management expects the availability of all groceries at cheaper rates draw repeat customers. With low maintenance and operating costs, Giant can be profitable even at low margins.

Big Bazaar, however, is located in a central business district, in a shopping mall. Since it is located in a prime locality,

- Rents are high
- Operating costs are high
- The availability of space is less
- The parking space is insufficient
- The store is too far for people residing in suburbs.

Management thinks that since Big Bazaar is located in a prime locality, advertising and promotions budgets can be kept low. Easy accessibility is another advantage of this location. Big Bazaar offers mainly shopping goods like apparel, textiles and electronics at lower prices. Since people who shop in prime localities purchase mainly shopping goods, Big Bazaar can attract many customers. As it is situated in a shopping mall, Big Bazaar will benefit from inter-store competition. Since other complementary stores and services are available, the shopping mall will attract many people, which will benefit Big Bazaar. Even though the formats of both hypermarkets are similar, i.e., providing goods at cheaper rates, their location strategies are different. One store wants to take advantage of an isolated location while the other wants to be in a prime locality.

- 1) Read and analyse the case. 4
  - 2) Comment on location strategy adopted by both the retailers. 5
  - 3) Discuss benefits enjoyed by both retailers related to location of store. 5
2. Write a short note on following (**any two**) : 14
- a) Rural marketing of FMCG
  - b) Floor space management
  - c) Application of product life cycle in rural market.



3. Write a short note on following (**any two**) : **14**
    - a) Retailing image mix
    - b) e-rural marketing
    - c) Segmenting the rural market in India.
  
  4. Write a short note on following (**any two**) : **14**
    - a) Buying for store and non-store retail outlets
    - b) FDI in retail in India
    - c) Franchising.
  
  5. What is retailing ? Explain in detail the different types of retail formats in India. **14**
  
  6. What is rural marketing ? What are the characteristics of rural market and briefly discuss challenges and opportunities in rural marketing ? **14**
  
  7. What is retail marketing ? Briefly explain Indian Vs. Global scenario of retailing and discuss challenges and opportunities for retailing in India. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**INVESTMENT MANAGEMENT**  
**Group – B : Financial Management (Paper – IV)**

Day and Date : Thursday, 28-5-2015  
Time : 11.00 a.m. to 2.00 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 at **right** indicate marks.

1. Mr. Manish Sharma a young executive with a promising future is an ambitious twenty eight years of age. He is a post graduate from a prestigious business school. He is working as a credit officer in a multinational bank drawing a salary of Rs. 40,000 per month after all deductions. Mr. Manish expects his earning to rise substantially over the time as his career advances. His wife Mrs. Manisha is also a smart knowing her responsibility in the family. She is currently working as a teacher in the private coaching classes. She is earning net amount of Rs. 8,000 per month from this source. Mr. and Mrs. Sharma are having the only son-Manas, who is just two years of age.

At present they are living in the old house which was constructed by father of Mr. Manish 25 years ago. However, Mr. Manish recently inherited legacy of Rs. 5 lakh from his grandfather's state. Both Mr. and Mrs. Sharma have the amount of Rs. 1 lakh out of their previous earnings, which is deposited in the bank saving account. Since the obligations are limited at present, they decided to go for investment. They want to build a suitable investment plan for their future so as to achieve financial freedom to retire early and pursue other interest in life.

You have been assigned the task of developing an appropriate investment plan for Mr. and Mrs. Sharma. 14

2. Write short notes (**any two**) : 14
- Weak form of efficiency market.
  - Investment V/s Speculation
  - Dow theory.



3. Write short notes (**any two**) : **14**  
 a) Asset pricing model  
 b) Evaluation of portfolio performance.  
 c) Active strategy.
4. Write short notes (**any two**) : **14**  
 a) Systematic investment plan.  
 b) Measurement of risk  
 c) Company analysis.
5. Following is the information about the returns of two securities under different status. Mr. Raj is considering an investment in one of the two securities. **14**

Probability of occurrence	Rate of return on	
	Security A	Security B
0.10	5%	0%
0.30	10%	8%
0.50	15%	18%
0.10	20%	26%

You are required to evaluate these securities for Mr. Raj, on the basis of

- i) Expected return  
 ii) Standard deviation.
6. What is credit rating concept ? Briefly explain the process of credit rating and criteria usually considered for rating a debt instrument. **14**
7. Explain the concept of technical analysis with suitable charts. What is your opinion about use of technical analysis in predicting future trends ? **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**Group E : Production and Materials Management (Paper – IV)**  
**QUALITY MANAGEMENT**

Day and Date : Thursday, 28-5-2015  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

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

The workforce of Technical Software Ltd. (TSL) is highly unified in the way they work and communicate with the top management. It has a history of anti company sentiment. However the top management consider the workforce tactics leniently and projects their workforce as a team of highly motivated and innovative professionals. Part of this strategy is to attract new customer orders which of late are becoming hard to get. Recently TSL received an enquiry from retail giant Viewpoint Retail Inc. (VRI) a company noted to be sensitive to cost, quality and schedule and on the condition that a technical executive from VRI would coordinate with the team of TSL to enable the project to be executed on time.

TSL did not want to miss on this opportunity and called for a meeting with its workforce. The General Manager of TSL informed his core work team of the prestigious enquiry and the condition put forth by VRI. The work team was excited on the project and made it ample clear that they were up to the task and if required would update their knowledge and skill levels. They also made it clear that the project would be fully executed by the work team of TSL only. Their reasoning being that TSL knew their job and how to make the software. The workforce did not want personnel from VRI which did not have knowledge of TSL's domain to guide them and monitor their work. The workforce stresses that the project would be done on time, provided no external interference hampered their work.

The General Manager was in a dilemma of how to convince and empower his team not to lose a prestigious client in VRI.

**Questions :**

- |                                      |   |
|--------------------------------------|---|
| i) Analyze the case.                 | 5 |
| ii) Identify the problem.            | 2 |
| iii) Find out alternative solutions. | 5 |
| iv) Give the best solution.          | 2 |

P.T.O.



2. Write short notes on **any two** : **14**
- i) Explain how managers can develop successful teams.
  - ii) Objectives of Quality Assurance.
  - iii) Ishikawa Fish Bone Diagram.
3. Write short notes on **any two** : **14**
- i) Benefits of quality for continual growth and success of a firm.
  - ii) 5 dimensions of service quality.
  - iii) Explain chance causes and assignable causes.
4. Write short notes on **any two** : **14**
- i) Quality Policy.
  - ii) Quality Control and Zero Defect Program.
  - iii) Classification of cost of quality.
5. Explain characteristics of quality circles. What are the benefits of quality circles ? **14**
6. Discuss the role of leadership for successful Quality Management. How does leadership relate to strategic planning ? **14**
7. Explain the various criteria for 'Performance Excellence' to evaluate an organization for Malcolm Baldrige National Quality Award. **14**
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**M.B.A. – II (Semester – IV) Examination, 2015**  
**Group – C : HUMAN RESOURCE MANAGEMENT**  
**Paper – IV : Performance Management and Compensation**

Day and Date : Friday, 29-5-2015

Total Marks : 70

Time : 11.00 a.m. to 2.00 p.m.

- 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

Swati Textile India Limited, Indore was one of the leading industries in the area of textiles. It started its manufacturing in October, 1996 with the capacity of 67,500 spindles and 40 tonnes production per day. It was a 100% export unit. Their products were exported to 17 countries like Bangladesh, Sri Lanka, Russia etc. In short period of 2 years they established themselves as leading producers of cotton yarn and knitted fabrics. The total manpower of the factory was 890 out of which 750 were workers and 140 were staff members.

The company required skilled workforce which was developed in-house. As the plant used to run throughout the year and 24 hrs a day in three shifts, it was very important that the absenteeism and employee turnover were less. The company, therefore, built residential complexes for the workers before the commencement of the production. The residential area was approximately 1 km away from the plant. There were eight buildings in all, two for families and six for bachelors. The family flats were 48 and were allotted to senior workers. Each dormitory had 12 rooms in one floor and there were 3 floors in each building. Each room was shared by four workers.

Majority of workers belonged to the age group 18 – 24 years and were generally from poor families. The workers generally migrated from far off places such as states of Bihar, Orissa, Uttar Pradesh. The minimum qualification was eight class pass. The company had decided on the physical requirement – minimum height of 152 cm and minimum 45 kg of weight. The preferred source of recruitment

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was through employee recommendations. The finger dexterity test, color blindness test were also administered before final selection. Minimum wages for worker were Rs. 49 per day for trainees and minimum Rs. 70 per day for regular workers.

These workers were mostly first time job seekers and generally had left their homes for the first time. Since, they belonged to poor families, they wished to send money and be in touch with their families. In order to send money to their families or to write to them, they had to go to nearby post office which was 7 kms away. The workers worked in different shifts and therefore, they could not visit post office during normal working hours. Due to these reasons they kept cash with them.

The company had provided them all the facilities such as electricity, water, bathrooms, subsidized food, first aid and grocery shop. Due to all these facilities, workers were in position to save substantial amount of their wages. On an average each worker was spending Rs. 50 per month of electricity, Rs. 180 per month on one time meal and around Rs. 300 per month towards second meal and around Rs. 300 per month towards second meal and other miscellaneous expenses. Thus, each worker was in position to save around 60% of his or her wages per month.

The workers therefore, had a large amount of cash left with them every month. They mostly kept their money with them in their rooms or sometimes with their supervisors. However, there were reports of cash being stolen and safe custody of money became necessary. The workers were also spending lots of money on entertainment, during out and were not saving money. In order to solve these problems the HRM department held a brain storming session. They found two alternatives to this problem, they could have the extension counter for post office could serve both the purposes, firstly, the workers could have postal services and secondly, they could have their saving accounts. The VP (HRM) talked to the Director, post office and applied for an extension counter. It took them about a month to get the approval. The post master from the nearby village used to visit the campus for 2 hours daily. The habit of saving was encouraged among the workers through continuous education. Thus, the workers could send money orders to their families from the campus itself and were saving money as they also opened accounts.

The company encouraged more and more workers to open their accounts with the post office, and used flip charts wherein workers expressed their feelings about post office and emphasized the importance of saving and keeping the money with post office. The company also encouraged the workers to save more





money and introduced a reward system for maximum saving and maximum amount of money orders. There were 3 prizes in each category in kind. The company maintained a detailed record of individual worker in terms of earning and saving with the help of health coordinator who was the incharge of medical room and used to stay in the campus only.

This system continued for almost two and a half years. However, there were some problems that the health coordinator noticed. In spite of continuous education most of the workers were still tempted to spend their money on outings, cinema etc. Eventually, at the time of emergency they asked for advance or borrowed from other workers. The other workers who were saving money also had many problems related to post office. The limited time of the counter could not fulfill the demand of urgent money. Secondly, the post master was not permitted for a cash transaction more than Rs. 500 per day. Moreover, the workers had to give one day advance notice to the post master for withdrawal.

Therefore, a need was felt for full fledged post office. The VP (HRM) again took initiative and spoke to the PMG and apprised him with the needs of the workers. As a result a team from GPO visited the premises and agreed to run a full fledged post office which started its operations in the month of December, 1999. The cash transaction limit was extends from Rs. 500 to Rs. 10,000 per day. After a month some of the workers suggested that the wages should be paid through the post office so that only necessary amount could be withdrawn and they could increase their savings. To facilitate this, the HRM team comprising of VP (HRM) personnel manager, HRM manager, welfare officer and health coordinator announced that all the workers should open their accounts, only then they will be paid wages. After this announcement, within a period of 15 days all the workers opened their accounts with the post office. The wages for February, 2000 were paid through the post office. After the disbursement of the wages VP (HRM) checked the amount of savings of individual workers and found that majority of the workers withdrew maximum amount of their wages. The management felt that the workers had no faith in the system.

Questions :

- 1) Analyse the case.
- 2) Find the problem.
- 3) Give alternative solution.
- 4) Find the best solution.



2. Write short notes (**any two**) : **14**
- i) Objectives of Human Resource Accounting.
  - ii) Components of remuneration.
  - iii) Employees security.
3. Write short notes (**any two**) : **14**
- i) Fringe benefits
  - ii) Old age and retirement plan
  - iii) Assessment centre.
4. Write short notes (**any two**) : **14**
- i) Health and safety.
  - ii) Problems to appraisal.
  - iii) Types to incentives schemes.
5. What is performance management ? Give its significance and advantages in detail. **14**
6. What is job evaluation ? Explain various methods of job evaluation. **14**
7. Explain meaning, nature and prerequisites of an effective incentive system. **14**
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**M.B.A. – II (Semester – IV) Examination, 2015**  
**Group F – AGRICULTURE BUSINESS MANAGEMENT (Paper – IV)**  
**Agro-Processing Industries and Rural Industrialization**

Day and Date : Friday, 29-5-2015  
Time : 11.00 a.m. to 2.00 p.m.

Max. 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. As always, the movement in milk prices in India is determined by the quantity of milk supplied in the market and by the consumer's willingness to buy milk. Short run seasonal factors and long run decisions on the number and quality of herd size influence the milk supplies. At present, the Indian economy being in recession, consumer's incomes are low and therefore, low demand and market prices of milk.

Supply of milk in the market is fairly predictable. During summers less milk is available for marketing, while during winters a greater quantity of milk is marketed so the milk prices rises in summers and fall in winters every year. The reasons for such variations in supply are mainly biological in nature. Some studies on milk productions in India have revealed that the seasonal variations in milk supply are also accompanied by significant economy milk cycle of period 15 years-26 years. The economic milk cycle is a result of over reaction of the milk suppliers to both the upward and downward price signals. At present the Indian milk market is experiencing low supplies, high seasonal price, but is on the rising side of latest economy milk cycle.

Now the economic indicators are suggesting an economic recovery. It is, therefore, expected that milk prices will rise, which should serve as a signal for milk producers to augment their production capacity. It is expected that a 5 percent increase in consumers disposable income result in 2 percent increase in the demand for milk.



In order to understand the effects of current recovery it is suggested to estimate and compare milk prices under two alternative conditions :

- 1) Economic recovery during the current period ; and
- 2) Zero economic growth, i.e., continued recession.

After a statistical analysis of the data, it was found that the personal disposable income of the consumers is likely to increase at the most at 3 percent rate. While in case of the second alternative it was assumed that the consumer's expenditure would remain at the same level as last year. Forecast of monthly supplies of milk was arrived at for both the alternatives. It was estimated that the milk prices have gradually increased due to economic recovery and are 4 to 6 percent higher than of recession had continued. It is expected that as recovery picks up, the milk prices would further improve and are likely to go up further by around 10 percent during the current month next year. It is, therefore that the anticipated economic recovery will strengthen the market for milk producers in the country.

14

- 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) Policy for the development of cottage industries
- 2) Remedial measures of rural employment
- 3) NABARD

3. Write short note (**any two**) : 14

- 1) Agro based industries
- 2) Management of Spinning Mills.
- 3) Efficiency of small scale industries.

4. Write short note (**any two**) : 14

- 1) Marketing of yarn
- 2) Agreement on agriculture
- 3) Structure of Co-operative banks in India.

5. Describe in detail Cooperative Sugar Industry in Maharashtra. 14

6. Describe in detail Promotional measures of KVIC like Subsidies, incentives and financial inputs. 14

7. Explain in detail cooperative floriculture development in Maharashtra. 14



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**M.B.A. (Part – II) (Semester – IV) Examination, 2015  
(Group G) (Paper – IV)  
INTERNATIONAL FINANCIAL SYSTEM AND MARKETS  
International Business**

Day and Date : Saturday, 30-5-2015  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. Case study :

**Factors Influencing in Appreciating Stock Values**

So how does India compare with other emerging Asian economies ? “Given the signs of an economic turnaround that are coming to the fore, India does look more attractive,” says U.R. Bhat, chief investment officer at Jardine Fleming Asset Management.

Adds Samir Arora, chief investment officer at Alliance capital : “It’s the low valuations that prevail in the Indian market that make it more attractive, coupled with the fact that industry has restructured itself without much intervention, unlike in other Asian economies like Korea.”

That is perhaps one reason foreign investors were investing – cautiously though – even when the conflict with Pakistan was on. Despite the threat of a full-scale war, the FIIs did put in Rs. 348 crore in June. Says Mihir Doshi, executive director of Morgan Stanley: “Right through the skirmish, volumes were high and there was plenty of buying taking place. The sentiment was bullish anyway.” Clearly, the FIIs were reasonably confident that the conflict had to end soon, without blowing up into a full-scale war. Their bet paid-off.

Yet, the Kargil conflict did serve to slow the pace at which foreign money was flowing into the country, in June. After all, in May, the net FII inflow stood at Rs. 1,673 crore, While in April it was in late April that signals of an economic turnaround started flashing on the domestic front and the Ds markets started booming aided by huge flows into mutual funds.



Today, that momentum only has intensified. So last week's rally is a combination of two major factors : a renewed surge on Wall Street and an increased certainty about an industrial revival at home.

The May figures on industrial production provided the brightest signal yet that recessionary pressures are ebbing. The index of industrial production almost doubled to 7.2 percent in May from last year's corresponding period. This was aided by an 8.4 percent growth in the manufacturing sector, which accounts for 80 percent of the index. For April-May, the figure stands at 6.3 percent, as against 4.2 percent last year.

Indeed, it is the turnaround in key industries like cement, automobiles, aluminum, petrochemicals and steel that has sparked off the economic revival. Cement output has risen by 22 percent during the first quarter, and dispatches are matching production figures.

Figures released by the Association of Indian Automobile Manufacturers also point to a revival. Car sales are expected to increase by 12-15 percent in 1999-2000, light Commercial Vehicle (LCV) sales should go up from last year's 56,000 to 63,000 and at least 10,000 more. Medium and heavy commercial vehicles could be sold in the current year. Polyester and polymer prices too are climbing.

And even hot-rolled coils have seen a 4 percent increase in demand during April-June, thereby allowing manufacturers to increase prices between Rs. 300 and Rs. 500 per tonne.

"Coming from a negative growth environment, such figures are fantastic," exults Yed Prakash Chaturvedi, senior vice-president (investments) at SBI Capital Markets.

It is not surprising then that the stocks that have witnessed the highest appreciation are those from these cyclical and commodities sectors. Grasim, for instance, has spurted by a whopping 227 percent in the 26-April-July period, Tata Engineering and Locomotive Co. (Telco) by 129 percent, Tata Iron and Steel Co. (Tiseo) by 117 percent and Larsen and Toubro by 101 percent. Reliance by 60 percent, Mahindra and Mahindra by 63 percent and Bharat Heavy Electricals Ltd. (BHEL) by 97 percent.

And here is the best part; market men feel that Indian stocks are still undervalued. "The Indian market's PIE to growth ratio is less than one. In most economies it is one. Over the past seven years, PIEs have taken a massive beating. That's why India is not only cheap compared to the region, it's cheap compared even to itself," says Nikhi Khatau, chief investment officer at Sun Foreign and colonial.



Do not forget, though, that there will always be stocks that have already peaked. As Credit Suisse's Bharat points out: "As far as we are concerned the re-rating story is over. Now earnings have to go up. You have to stop looking at sectors and get stock-specific". Adds Birla capital's Shah: "The flow of results will determine the direction of the sensex in a big way."

- 1) What are the factors that have contributed to the increased flow of foreign capital into the Indian stock markets ?
  - 2) Do you think that in the long run stocks belonging to the core sector will outperform the stocks of IT, Pharma and FMCG stocks ?
2. Write short notes (**any two**) : **14**
- a) Futures and options
  - b) Interest rate parity and purchasing power parity
  - c) Fixed and flexible exchange rate systems.
3. Write short notes (**any two**) : **14**
- a) BOP Crisis of 1990
  - b) Hedging and speculation
  - c) Foreign investment management and FDI.
4. Answer in short (**any two**) : **14**
- 1) Explain the concept of currency exchange system from Bretton Woods system to free float convertibility.
  - 2) Explain the meaning of term foreign exchange ? Write spot and forward exchange rate system in exchange rate mechanism.
  - 3) Discuss the problem of debt servicing in developing country like India.
5. Introduce the concept of international financial system ? Explain the need and importance of good international monitoring system along with recent changes in global financial marketing. **14**
6. Explain international securities markets ? Also explain the important role of financial intermediaries in international securities markets. **14**
7. What is European monetary system ? Explain the role of Euro in European currency market. **14**
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M.B.A. – I (Semester – I) Examination, 2015  
STATISTICAL METHODS (Paper – V)

Day and Date : Saturday, 9-5-2015  
Time : 3.00 p.m. to 6.00 p.m.

Max. 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.  
Use graph paper for plotting of graph.

1. The following gives the aptitude test scores and productivity indices of 9 workers selected at random :

<b>Aptitude Index (X)</b>	50	60	50	60	80	50	80	40	70
<b>Productivity Index (Y)</b>	30	60	40	50	78	30	82	50	75

- i) Determine the two regression equations.
- ii) Find the productivity index of a worker whose aptitude index is 65.
- iii) Determine the correlation coefficient and interpret the result. 14

2. Attempt any 2 : 14

a) Find the missing frequency (A) for the following data, if arithmetic mean is 34 :

<b>Marks</b>	0 – 10	10 – 20	20 – 30	30 – 40	40 – 50	50 – 60
<b>No. of Students</b>	5	15	20	A	20	10

b) Calculate Spearman’s Rank Correlation Coefficient between X and Y :

<b>Price of tea (Rs.)</b>	104	99	101	93	98	105	102	92	96	100
<b>Price of coffee (Rs.)</b>	103	96	98	97	104	101	100	94	92	95

c) What do you understand by mode ? Discuss its relative merits and demerits as a measure of central tendency.



3. Attempt **any 2** :

14

a) Calculate Karl Pearson's Coefficient of Correlation from the following data :

<b>X</b>	6	8	12	15	18	20	24	28	31
<b>Y</b>	10	12	15	15	18	25	22	26	28

b) A box contains 7 white and 3 red balls. Two balls are drawn at random one after the other without replacing the first ball. Find the probability that

a) Neither of them is white

b) One of the balls is white and the other is red.

c) Compare mean deviation and standard deviation. Why is standard deviation used more than mean deviation ?

4. Attempt **any 2** :

14

a) State the salient features of normal distribution. When does a binomial distribution tend to become a

i) Normal distribution and

ii) Poisson distribution ?

b) Calculate Mean Deviation from Mean and Coefficient of Mean Deviation from Mean :

<b>Marks</b>	0 – 10	10 – 20	20 – 30	30 – 40	40 – 50	50 – 60	60 – 70
<b>No. of Students</b>	6	5	8	15	7	6	3

c) 1800 candidates appeared for an examination. 450 candidates were successful, 340 had attended coaching classes out of which 200 came out successful. Estimate utility of coaching classes using Yule's coefficient of association.



5. Find :

14

- i) Quartile Deviation
- ii) Co-efficient of Quartile Deviation
- iii) Median
- iv) Mean from the following data :

<b>Class Interval</b>	0 – 15	15 – 30	30 – 45	45 – 60	60 – 75	75 – 90	90 – 105
<b>Frequency</b>	8	26	30	45	20	17	4

6. Draw a histogram for the following distribution and superimpose it with a polygon. Find the modal wage from graph and check the value by direct calculation.

14

<b>Daily Wages (Rs.)</b>	200 – 220	220 – 240	240 – 260	260 – 280	280 – 300	300 – 320	320 – 340
<b>No. of workers</b>	60	140	110	150	120	100	90

7. A test of mathematics was given to 400 students of which 150 were boys and 250 were girls. The results were as follows :

14

Average marks of boys = 72

Average marks of girls = 73

Standard deviation of marks of boys = 7

Standard deviation of marks of girls = 6.4

Find the combined mean and combined standard deviation.

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**M.B.A. (Part – II) (Semester – IV) Examination, 2015  
GROUP – D : SYSTEM MANAGEMENT  
Paper – IV : Security and Control Information System**

Day and Date : Saturday, 30-5-2015  
Time : 11.00 a.m. to 2.00 p.m.

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

1. Analyse the following case, identify the problem, suggest alternative solutions and suggest the best solution :

14

XYZ is major airline company that is based in Mumbai. It has a computer system dedicated to reservations and ticketing operations. More than 1000 terminals scattered throughout India are connected to the mainframe computer in the company's head office.

Mr. Sinha, a member of the audit team was amazed to find the system did not use passwords to prevent unauthorised access to the system. When the enquired with information system manager he informed Mr. Sinha that passwords are unnecessary. He explains that each terminal connected to the computer is given a unique identification number. This number is stored in a table within a secure area of the operating system. A terminal must supply this identification number with each message it sends and the system will respond only to a valid identification number. The identification number is sent automatically by a terminal because it is hard wired into the terminal.

He Further explains that a password system had been tried previously and abandoned. Each reservation and ticketing clerk had been given a unique password. Because multiple clerks often used a single terminal, however, the system was too awkward and unwieldy as clerks had to continuously sign on and sign off the system. Major problems occurred with the system during rush periods.

Finally the information systems manager was surprised about Mr. Sinha's concerns. Under the current system, he argues unauthorised removal of assets cannot occur. Moreover he points out that the previous auditor had never expressed concerns about the system.

P.T.O.



2. Write short notes on **(any two)** : **(2×7=14)**
- 1) Firewall and types of firewall.
  - 2) Authentication protocols.
  - 3) DES and AES.
3. Write short notes on **(any two)** : **(2×7=14)**
- 1) Traditional cipher techniques.
  - 2) Digital signature and its process.
  - 3) Birthday Paradox.
4. Write short notes on **(any two)** : **(2×7=14)**
- 1) Certification authorities.
  - 2) Kerberos
  - 3) Mandatory access control.
5. Discuss the various types of security in details. **14**
6. Distinguish between DES and AES encryption. **14**
7. As a system auditor what control measures will you check to minimize threats, risks and exposures in a computerized system ? **14**
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**MBA (Part – II) (Semester – IV) Examination, 2015**  
**INTERNATIONAL MARKETING**  
**Group – A : Marketing Management (Paper – V)**

Day and Date : Monday, 1-6-2015  
Time : 11.00 a.m. to 2.00 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 at **right** indicate marks.

**1. Case Study :**

**14**

**The cost of delay**

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 reserves of about 11 million tones and lac was supposed to get nearly four million tones. When IOC 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 scrutinized 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 taken away the deal from under IOC's nose by acquiring the Premier Oil. The RBI, which gave 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. Discuss internal, domestic and global environments of business revealed by this case. Discuss whether it is the domestic or global environment that hinders the globalization of Indian business. Even if Elf had not acquired Premier Oil, lot impact of the delay in the clearance on IOC. What significance of the foreign acquisition to IOC. State lessons of this case.

2. Write a short note on following **(any two)** : **14**
    - a) GATT
    - b) Foreign trade policy
    - c) Marketing programme in global marketing.
  
  3. Write a short note on following **(any two)** : **14**
    - a) SAARC
    - b) Global Market Segmentation
    - c) Documents related to payment.
  
  4. Write a short note on following **(any two)** : **14**
    - a) Challenges and opportunities in global Marketing
    - b) Quality control and Pre-shipment Inspection
    - c) Global Product Positioning.
  
  5. What is International Marketing ? Explain the reasons behind entering in global market. **14**
  
  6. What is Price ? Explain the different objectives, problems and factors influencing international pricing. **14**
  
  7. What is mean by export ? Explain in detail the important steps involved in export procedure. **14**
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**M.B.A. – II (Semester – IV) Examination, 2015**  
**Group B : Finance Management (Paper – V)**  
**INTERNATIONAL FINANCE**

Day and Date : Tuesday, 2-6-2015  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

- Instructions:** 1) Question 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. An Indian company is planning to set up a subsidiary in the US. The initial project cost is estimated to be US dollar 400 million; working capital requirements are estimated at US dollar 40 million. The Indian company follows the straight-line method of depreciation. 14

The finance manager of the Indian company estimated data in respect of the project as follows :

- i) Variable cost of production and sales \$ 25 per unit,
- ii) Fixed cost per annum are estimated at \$ 30 million,
- iii) Plant will be producing and selling 50 million units at \$ 100 per unit and
- iv) The expected economic useful life of the plant is 5 years with no salvage value.

The subsidiary of the Indian company is subject to 40 percent corporate tax rate in the US and the required rate of return of such a project is 12 percent. The current exchange rate between the two countries is Rs. 48/US dollar and the rupee is expected to depreciate by 3 percent per annum for next five years.

The subsidiary will be allowed to repatriate 70 percent of the CFAT every year along with the accumulated arrears of blocked funds at year end 5, the withholding taxes are 10 percent. The blocked funds will be invested in the USA money market by the subsidiary, earning 4 percent (free of tax) per year.



Determine the feasibility of having a subsidiary company in the USA, assuming no tax liability in India on earnings received by the parent from the US subsidiary.

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>P.V. Factor</b>	0.893	0.797	0.712	0.636	0.567

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

- 1) International Banking
- 2) PPP Theory
- 3) EXIM Bank.

3. Attempt **any two** : **14**

- 1) Arbitrage Gain.
- 2) ECGC.
- 3) Convert the following rates into outright rates and indicate their spreads :

Currency	Spot	1 Month	3 Months	6 Months
Rs. / \$	35.6300/25	20/25	25/35	30/40
Rs. / DM	23.9000/30	30/25	40/60	45/65

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

- 1) Buyers and Suppliers Credit.
- 2) Convertibility.
- 3) Foreign Direct Investment.

5. Discuss the nature, scope and importance of international financial management. **14**

6. The price index increased from 120 to 135 in U.S.A. over two years. For the same period the price index in Japan showed an increase from 110 to 115. If today's spot rate is US \$ = 125 ¥, what might be the spot rate after two years ? **14**

7. Discuss various techniques of Covering Risk in international Business. **14**





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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**Group E : Production and Materials Management (Paper V)**  
**WORLD CLASS MANUFACTURING**

Day and Date : Tuesday, 02-6-2015

Total Marks : 70

Time : 11.00 a.m. to 2.00 p.m.

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

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

3) Attempt **any 2** questions from Q 5, Q 6 and Q 7.

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

Leading automaker XYZ over the years, had built up a reputation for manufacturing reliable cars and trucks. XYZ products were a by word for quality for customers so much so that its manufacturing techniques were followed by its competitors world over. XYZ commitment to manufacturing world class and quality automobiles was entrenched in its entire manufacturing philosophy right through the development stages to manufacturing. At XYZ, quality was in built into each manufacturing process and employees from all divisions ensured that defective items did not pass on to the next process.

XYZ recognized quality as one of the most important factors affecting customer satisfaction and strove to achieve excellence in manufacturing quality products. To ensure zero defects in the finished product, XYZ set up quality assurance systems across various divisions, including development, purchasing, and production. To overcome quality assurance problems caused due to rapid globalization, XYZ adopted a set of management principles and communicated them to all its overseas manufacturing plants. Due to its efficiency in manufacturing, XYZ became one of the most trusted brands in the global automobile industry.

But some analysts felt that XYZ had become a victim of its own success. In the mid-2000s XYZ expanded its production facilities rapidly in a bid to grow globally and to achieve its goal of becoming the number one auto maker in the world. XYZ rapid growth affected its product quality with the company reportedly compromising on its manufacturing techniques. Customers began to face safety related problems in XYZ vehicles. Later a series of recalls followed which put the



company's hard-earned reputation for quality at risk. Analysts opined that constant recalls had damaged the reputation and brand image of XYZ and hindered its return to profitability. In a quest for market share, XYZ had sacrificed its legendary quality and ignored its own management principles and customers, analysts said.

**Questions :**

- |   |           |
|---|-----------|
| i) Analyze the case.  | <b>5</b>  |
| ii) Identify the problem.   | <b>2</b>  |
| iii) Find out alternative solutions.  | <b>5</b>  |
| iv) Give the best solution.   | <b>2</b>  |
| <b>2. Write short notes on any two.</b>   | <b>14</b> |
| i) Advantages and Limitations of Benchmarking.  |           |
| ii) Management vision towards World Class Manufacturing.  |           |
| iii) Importance of motivation and rewards in human resource management.   |           |
| <b>3. Write short notes on any two.</b>   | <b>14</b> |
| i) Role of IT in WCM.   |           |
| ii) Kanban.   |           |
| iii) Various kinds of wastes generated by manufacturing firms.  |           |
| <b>4. Write short notes on any two.</b>   | <b>14</b> |
| i) Importance of automation in designing and manufacturing.   |           |
| ii) Quality and competitiveness.  |           |
| iii) Total Productive Maintenance.  |           |
| <b>5. How can a WCM firm resolve to reduce Industrial Pollution ? What are the effects of industrial pollution on human health ?</b>  | <b>14</b> |
| <b>6. What is just in Time System ? State the objectives of JIT manufacturing. Describe the characteristics of JIT system.</b>  | <b>14</b> |
| <b>7. Discuss the role of technology in competitiveness of a nation. Explain the impact of global economic integration and economic trends on the competitiveness of countries in the global arena.</b> | <b>14</b> |
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**M.B.A. – II (Semester – IV) Examination, 2015**  
**Gr. C : HUMAN RESOURCE MANAGEMENT**  
**Global Human Resource Management (Paper – V)**

Day and Date : Wednesday, 3-6-2015  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

- Instructions :**
- i) **All questions have equal marks.**
  - ii) **Question number 1 is compulsory.**
  - iii) **Solve any two from Question numbers 2, 3, 4 and any two from Question numbers 5, 6, 7.**

1. Solve the following case study :

14

'Armstrong Energy Solutions' a multinational organization has its name and fame in Asian market and leader to provide non-traditional energy solutions at global level. Mr. Armada and Mr. Hustrong started this organization in 2000 with the objective 'To generate environment friendly energy at a low cost' such objective helped this organisation to enrich their product innovatively and provide within time. Mr. Armada is working as managing director and Mr. Hustrong is handling 'Research and Development' department.

Armstrong solutions provided their different products to various Asian countries like Kuwait, Thailand, Kyrgyzstan, Jordan and India. This organization is not only provided products but service assistance in the form of care taker team for 10 years. The care taker team includes expatriates who were selected for 10 years on foreign assignment. The same strategy is used by this organization in Gujarat (India) in 2009 and the work is going on.

Maharashtra (India) wants to invite the same organization to establish solar plants in various western parts. The state government invited Armstrong for total investment and energy will be brought by Mahvitran on annual increasing rate according to contract for 20 years. The same contract will include filling up 90 percent human resource from host country and 10 percent from parent country (managerial positions).

Mr. Woodman is appointed as branch manager. He is confused about recruitment and selection. Help him by analyzing the case and prepare recruitment and selection plan.



2. Write short answers (Attempt **any two**) : **14**
- a) Impact of inter country differences on HRM.
  - b) Human resource practices in Multinational companies.
  - c) Employee leasing and applicability.
3. Write short answers (Attempt **any two**) : **14**
- a) Online recruitment websites.
  - b) Travelling with Google Maps.
  - c) Sending women managers abroad.
4. Write short answers (Attempt **any two**) : **14**
- a) Selecting expatriate managers.
  - b) Diffusibility of employment practices – meaning, process.
  - c) Strategies in international rewards.
5. What is knowledge management ? Write about knowledge management in MNC. **14**
6. State the meaning of CSR. Explain code of conduct in global HRM. **14**
7. What is pay and reward ? Explain steps in establishing a global pay system. **14**
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**M.B.A. – II (Sem. – IV) Examination, 2015**  
**Group – F : AGRICULTURE BUSINESS MANAGEMENT (Paper – V)**  
**International Trade and Agriculture**

Day and Date : Wednesday, 3-6-2015

Max. Marks : 70

Time : 11.00 a.m. to 2.00 p.m.

- 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. Twenty poor households under contract farming grow oyster mushroom in Mymensingh city. These households are beneficiaries of the FAO component on sustainable livelihood development of the Local Partnerships for Urban Poverty Alleviation Project (LPUPAP). They have access to small plots of land next to their houses. Mushroom production does not require much space : a clean, dark and ventilated room with shelves is all that is needed. The inputs into the production process are mushroom spores, bamboo shelves, water to pour onto the mushroom cultivars, and formaldehyde to clean the production room. The mushroom is grown out of plastic bags containing spores and the nutrient base. Up to 200 bags can fit in a space as small as 2 m<sup>2</sup>. Harvest starts seven days after the start of the culture and can last four months; each bag of spores can produce a minimum of 2 kg of mushroom.

Abdul Kader, based in Mymensingh, also produces mushroom himself but collaborates with the project to source more produce which he then sells. He supplies the spore bags to the farmers and buys the fresh mushroom from them four months later. He travels the two-hour drive to the capital, Dhaka to buy the mushroom spore bags which he sells to the farmers, making a gross profit of Tk4/bag which covers the transport costs of Tk 1.5/bag. He also makes a profit on the sales of the mushroom. Oyster mushroom is not a traditional food product in Bangladesh. Therefore his market is still a niche of educated urban households, Chinese restaurants or expatriates in Dhaka.



An agricultural extension officer of the LPUPAP in Mymensingh knew Abdul Kader. He asked him to collaborate with the LPUPAP by training the project beneficiaries while enabling him to enlarge his production base. The project also negotiated the purchasing price. Abdul Kader is in dilemma about collaboration. **14**

- 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) Tariffs and Quota
- 2) Factor Mobility
- 3) WTO.

3. Write short note (**any two**) : **14**

- 1) International capital flows
- 2) SWOT analysis of pulses
- 3) IBRD.

4. Write short note (**any two**) : **14**

- 1) SDR
- 2) IDA
- 3) Use of Internet in agri-market development.

5. Discuss in detail procedure of AGMARK from the point of the view of exports. **14**

6. What do you mean by international trade ? Explain in detail the scope of International finance. **14**

7. Discuss in detail export procedure for agro based industries. **14**

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**M.B.A. – II (Semester – IV) Examination, 2015**  
**Group G – INTERNATIONAL BUSINESS**  
**International Logistics (Paper – V)**

Day and Date : Thursday, 4-6-2015  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

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

1. Analyse the following Case.

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 manufactures. By selling at lower price, Devappa loped to generate more sales. Use of cheaper packaging and lower overheads enabled him to sell at lower but sufficiently remunerative price. Labelling 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 favourable.

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 input availability. The problem was organisational. The Brindavan Incenses was lanaged all alone by Mr. Devappa. The distribution to dealers was done by agents who worked on commission basis.

P.T.O.



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. Sham who has completed his M.I.B. programme.

**Questions :**

- 1) Analyze the case study.
  - 2) Identify the problem.
  - 3) Generate possible alternatives.
  - 4) Choose the best alternative.
2. Write short note **(any two)** : **14**
- 1) Importance of global logistics and supply chain on global economy.
  - 2) Methods of measuring logistics cost and performances.
  - 3) Supply chain information technology.
3. Write short note **(any two)** : **14**
- 1) Benchmarking the supply chain.
  - 2) Role of outsourcing in global supply chain management.
  - 3) Forecasting models.
4. Write short note **(any two)** : **14**
- 1) Trends in international supply chain management.
  - 2) Global supply chain strategy.
  - 3) Marketing and logistic interface.
5. Explain the meaning of strategic planning for a logistic system. Selecting several companies of your choice, discuss which activities should be included and why ? How would you distinguish tactical and operational planning from strategic planning ? **14**
6. Compare and contrast the role of planning, co-ordination and operations in improving firm competitiveness. **14**
7. What are the dimensions of performance metrics ? Describe in detail tools of performance measurement. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**Group – D : SYSTEM MANAGEMENT**  
**Paper – V : Programming Concepts and Advanced Excel**

Day and Date : Thursday, 4-6-2015  
Time : 11.00 a.m. to 2.00 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. Write an algorithm for finding largest number of given three numbers. Draw the flowchart for the same. 14
  
  2. Solve **any two** :
    - a) What do you mean by programming ? Explain structural programming in detail. 7
    - b) Explain variable and constants. 7
    - c) Write note on Goal Seek in detail. 7
  
  3. Write short note on **any two** :
    - a) Branching in programming. 7
    - b) Differentiate for and while looping. 7
    - c) Break and continue. 7
  
  4. Solve **any two** :
    - a) Explain recursion. Also states its advantages and disadvantages. 7
    - b) Explain any four basic function in Excel. 7
    - c) ASCII characters. 7
  
  5. Write a program for printing days in a week using Nested if. Accept input from user and print appropriate day with welcome message (1. Monday 2. Tuesday 3. Wednesday etc.) 14
  
  6. Explain ARRAYS in detail. 14
  
  7. Explain security mechanism in Excel. 14
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Seat No.	
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**M.B.A. (Part – I) (Semester – I) Examination, 2015**  
**Paper – VI : MANAGERIAL COMMUNICATION – I**

Day and Date : Monday, 11-5-2015

Total Marks : 70

Time : 3.00 p.m. to 6.00 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 :**

Most of the courier and cargo companies, when they send their total consignments (load in their language) to a particular station, they do it with advance intimation by way of sending E-mail (pre-alert message in their language). ABC Logistics was no exception to this procedure. Whenever they sent their load by evening flight to Mumbai, they sent pre-alert to Mumbai giving details of the load like flight number, total number of bags, total weight of the bags etc. Night-duty Airport Executive at Mumbai Airport use to retrieve the load and use to confirm the receipt of the load to the Bangalore office.

The arrangement worked fine for months and even years. Airport Executive continued to get the pre-alert message and after retrieval of the load, he continued to confirm the receipt of the load. On one fine night, Suresh who was on night-duty at Mumbai airport observed that neither any pre-alert has been received from Bangalore. Nor Bangalore office had sent any load to them. He tried calling Bangalore office. But it was well past midnight and there was no response from Bangalore office. Security guard on duty told to the Airport Executive that nobody is available in the Bangalore office and staff on duty had left already. Suresh knew that generally Ravi works in the night time. He tried calling on Ravi's mobile number but it was switched off.



Suresh has no other option except calling Asst. Manager Operations of Bangalore Charles. Charles tried contacting Ravi but he observed same what suresh had observed, that Ravi's mobile was off. This was unique situation. He was concerned about what had happened. Charles tried calling other operations staff to find out whether anybody knew home of Ravi. He had disturbed couple of staffs in the dead of the night, there was no much headway. As a last resort, Charles called Hari, HR Executive, made him to go to office and find out address of Ravi from the personal documents of Ravi. By the time it was 01:30 hours and Hari was amazed to find out that he was told to go to office at dead of the night however he confirmed the address to Charles. Charles had no option but to commute 15 KM in order to go to house of Ravi. He reached Ravi's home at 02.15 hours. For Ravi, it was a strange experience to find out that his manager was knocking his door at well past midnight. When questioned why he did not send the pre-alert, he just told that "very simple, today there was excess booking by other logistic companies and there was no space, so cargo officials of all the airlines refused to accept our load". "And since no load was connected, I did not send pre-alert as well. However, I have done booking for morning flight and load will be connected through morning flight." Charles was damn infuriated by his answer. But his fate had stored a little more frustration for him as while returning home from Ravi's home, night duty patrol cops caught for him driving his two-wheeler without driving license.

- 1) Analyze the above case. 4
  - 2) Identify the communication issues involved in it and find the alternatives. 6
  - 3) According to you what should be done to improve communication system. 4
2. Write short notes on **(any two)** : 14
- 1) Email
  - 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 kinds 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 15<sup>th</sup> Annual General Meeting for Star Enterprises Ltd.
4. Attempt **any two** of the following : **14**
- 1) Define nonverbal communication. Explain in brief para-language and significance of space.
  - 2) Explain any teleconferencing and social media with its merits and demerits.
  - 3) Explain in brief practicing the delivery of speech.
5. Define communication. Explain the process of Communication with diagram. Also state the guidelines to overcome the barriers of communication. **14**
6. There has been a remarkable decline in the sale of sports manufactured by the company. A marketing manager has been asked to report with recommendations for stopping the decline. Prepare the report. **14**
7. Differentiate between hearing and listening. What are the barriers of listening and how can one overcome through effective listening strategies ? **14**
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**M.B.A. (Part – I) (Semester – I) Examination, 2015**  
**Paper – VII : LEGAL ASPECTS OF BUSINESS**

Day and Date : Tuesday, 12-5-2015  
Time : 3.00 p.m. to 6.00 p.m.

Total Marks : 70

- 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. Attempt the following problem giving reasons for your answers (**Any 4**) : **14**

- 1) A promised to give B Rs. 500/- as Birthday present on B's birthday. A fails to give Rs. 500/-. Can B sue A ?
- 2) A agreed to purchase a car from B for Rs. 20,000/- thinking that it was worth Rs. 20,000/- while it was worth only Rs. 10,000/-. Is this contract binding on A ?
- 3) X agrees to pay Rs. 8,000 and in turn, Y agrees to write for him a book of 400 pages within 5 minutes. Is it a valid contract ?
- 4) A, a minor sold a house to B. The consideration was paid to A, but possession was not given to B, and sale-deed could not be registered as A was minor. B sues A for the return of consideration will B succeed ?
- 5) Are the following documents Negotiable Instruments ? Give reasons
  - a) A cheque crosses specially
  - b) A government promissory note
  - c) Government Revenue Stamp
  - d) Money Order
- 6) A sells a house to B knowing fully well that the horse is vicious. A does not disclose the nature of the horse to 'B'. Is the sale valid ?

2. Attempt **any two** short notes. **14**

- 1) Free Consent
- 2) Kinds of Companies
- 3) Defect in Goods.



3. Attempt **any two** short notes. **14**
- 1) Cheque.
  - 2) Winding up.
  - 3) Deficiency in Services.
4. Attempt **any two** short notes. **14**
- 1) Promissory Note.
  - 2) Industrial Dispute Act.
  - 3) Consideration.
5. An agreement enforceable by law is a contract, discuss the definition and bring out clearly the essential of valid contracts ? **14**
6. Explain various Consumer Dispute Redressing Forum ? **14**
7. Define Negotiable Instrument. Discuss different kinds of Negotiable Instruments. **14**
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**M.B.A. (Semester – I) Examination, 2015**  
**Paper – VIII : IT FOR MANAGEMENT**

Day and Date : Wednesday, 13-5-2015  
Time : 3.00 p.m. to 6.00 p.m.

Max. Marks : 70

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

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

Green Car Ltd., is a new entrant in the automotive sector, manufacturing Electric Car.

The organization has collaborated with a Japanese company. The CEO Mr. L. Prasad, of Green Car Ltd., is convinced to go ahead for the 'Management Information System'. Green Car Ltd. has grown steadily in size and stature and evolved into a Group that occupies a premier position in the automotive industry. The Group's history is studded with milestones - each one taking the Group forward.

In fact, today, its total turnover is about 1 billion dollars. Mr. Prasad has appointed a junior software person, Mr. Raju, to take care of the automation of the business processes. Raju enthusiastically has accepted the responsibility to deploy the necessary hardware and software. He made a budget for Rs. 25 Lacs and has gone ahead to purchase the IT infrastructure. While preparing the budget he could not meet the CFO, Mr. Shah because he was very busy with expansion program. When the Computer Servers were installed, Raju gave common password to all the users with a common login id. Raju felt that users were not IT savvy and therefore he planned training schedule to make sure users use the MIS. He asked each department to depute two persons for training. Since the training was announced suddenly, no senior person came forward for the training. Only juniors were sent for training. During the training they were allowed to use mobile.



While deploying the Information System, it was observed that production manager, Mr. Murthy, was not able to use computers at all. He continued using the legacy method of keeping the information about the daily production.

There was no time for the parallel run and the entire system was deployed without testing.

After going live, it was found that some changes were required in the software. Raju frantically asked for additional budget to carry out modification in the system. Mr. Shah did not sanction additional budget. Users could not use the system.

Head of Departments were happy using traditional method to manage day-to-day activity. They did not cooperate with Mr. Raju. This was brought to notice of the President. Mr. L. Prasad was busy with foreign tours and could not even open the email sent by Mr. Raju.

2. Write short notes on **any two** of the following : **14**
    - a) System Software and Application Software
    - b) Computer Security
    - c) Storage Devices.
  
  3. Answer **any two** of the following : **14**
    - a) What are the facilities available in MS Excel ?
    - b) Discuss the various Information needs at different organization levels.
    - c) Give detailed information about hardware functionality, hardware devices and their working.
  
  4. Answer **any two** of the following : **14**
    - a) Explain the terms slide, elements of slide, animation and slide transition with reference to MS PowerPoint.
    - b) Describe brief history of Internet and various uses of internet in day to day life.
    - c) Explain different components of information system.
  
  5. Discuss in detail the various types of information systems. **14**
  
  6. Explain the Operational information system for Production Management. **14**
  
  7. Explain the various tools of MS Office package and their application in an organization. **14**
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**M.B.A. (Part – I) (Semester – II) Examination, 2015  
MARKETING MANAGEMENT (Paper – IX)**

Day and Date : Wednesday, 20-5-2015  
Time : 3.00 p.m. to 6.00 p.m.

Max. Marks : 70

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

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

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

1. Case study :

14

Segmentation in the ice cream market can be done in a number of ways. While developing strategies for its portfolio of products, an ice cream company such as ABC Ltd. can adopt one or more suitable segmentation processes to be followed up with effective targeting and positioning. The company has developed market segmentation strategy as discussed in the following paragraphs.

The company assumes that market can be segmented on the basis of income, age, occasion of consumption and on the basis of outlets in which they will be sold in the market. The market can be assumed to take the shape of a pyramid with the various segments occupying the different layers. Base up on the pyramid (denoting the market) can be segmented into Base, Medium, Premium and Super Premium categories. The surface area of the layer is supposed to be an indication of the strength of that segment (in terms of number of households). XYZ's array of choices can be categorized according to the income segments they wish to address. As an example :

Base – Mini milk, Ice Candies, etc.

Medium – Chocobar, etc.

Premium – Feast, Cornetto, etc.

Super-premium – Nothing in this segment as yet

Considering that consumers belonging to different age groups have different preferences (children-basic flavors; young adults – cones, etc. ; adults – ethnic flavors), it is essential to segment the market in terms of age as well.

P.T.O.



The existing portfolio of ABC's ice cream division can be geared to meet the preferences of different target segments in this manner :

Adults – Dairy Classic range, Pot Kulfi, etc.

Young Adults – Cornetto, Split etc.

Teenagers – Chocobar, Top 10, Feast, Cassatta, etc.

Children – Mini Milk, Solo, Hattrik, Paddle Pop, etc.

Considering that ice creams are consumed for myriad reasons, it would be vital to segment the ice cream market by occasion of consumption and categorize the product offerings on the same lines as well.

Refreshment – Water ices, Sparkle, etc.

Snacks – Chocobar, Feast, Cornetto, etc.

Dessert – Dairy Classic range, Cassatta, etc.

various outlets for end consumption of ice creams in India are Parlors, Hotels, Restaurants and Retailers. Further, retailers could either induce on the premises consumption or take home consumption. For all these different end consumption points, the company can tailor its product portfolio.

Parlors – Dairy Classic Range, Parlor Offerings such as Sundaes, etc.

Hotels and Restaurants – Dairy, Classic Range, etc.

Take-Home – Pot Kulfi, Dairy Classic Range, etc.

On the premise of Consumption (Retailers, Push-Carts) – Entire Range.

**Questions :**

- 1) Analyse the case.
- 2) Find the problem in the case.
- 3) Give alternative solutions to the case.
- 4) Suggest the best solution.

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

- a) Direct Marketing.
- b) Evaluation and control of marketing research.
- c) Value Proposition and USP.



3. Write short notes on **(any two)** : **14**
    - a) Pricing methods.
    - b) 4P's of marketing mix.
    - c) Nature and scope of marketing.
  
  4. Write short notes on **(any two)** : **14**
    - a) Retailing and Wholesaling.
    - b) Applications of Marketing Research.
    - c) Market potential and market share.
  
  5. What is marketing environment ? Explain Micro and Macro Environmental factors in detail. **14**
  
  6. Explain consumer behaviour and give in detail buying process. **14**
  
  7. Define market Segmentation. What are the bases for market segmentation of consumer goods ? **14**
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