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

Day and Date : Monday, 25-4-2016
Time : 2.30 p.m. to 5.00 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. Case :

14

Choice of a Leader

Mr. Ramesh is the Managing Director of a Soap Manufacturing Company. To increase sales, the Board of Directors wanted to start a full-fledged marketing department. Mr. Ramesh is entrusted with the task of finding a suitable candidate to head the proposed marketing department. After considering a number of candidates; he has narrowed down his choice of two persons : Suhas & Manoj.

Mr. Suhas has an excellent track-record in the company. During his fruitful association with the company, to be precise, ten years; he has always shown a high degree of enthusiasm and initiative in his work. He is still young (35 years) dynamic and aggressive. He is result oriented and is, naturally, more interested in ends rather than means. One of the workers, testifying his leadership qualities, remarked thus: “though he is harsh at times, you will know where you stand when you work with him. When you have done a good job, he lets you know it.” Mr. Suhas is willing to shoulder additional responsibilities. He decides things quickly and when action is required, he is always on his toes.

During his 15 years tenure in the company, Mr. Manoj has endeared himself to all his colleagues by his superior workmanship and pleasing manners. He always believes in the principle of employees’ participation in the decision-making process. Unlike Mr. Suhas he encourages his subordinates to come out with innovative ideas and useful suggestions. Before arriving at a decision he always makes it a point to consult his subordinates. Not surprisingly, all his subordinates are very pleased to work under him and praise his leadership qualities.

P.T.O.



They readily admit that the participative climate has encouraged them to use their talents fully in the service of the organization. Company records also bear evidence for the increase in the production soon after Manoj became the head of his department.

- a) Analyze the leadership qualities and styles of Suhas & Manoj.
- b) Between the two people, who would you recommend for the position of marketing Manager ?

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

- a) The managerial grid
- b) Characteristics of Management
- c) Different Themes in management theory.

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

- a) Edwin A. Locke-Goal setting Theory
- b) Process of management
- c) Virtual Organisation.

4. Write short answers (attempt **any two**). **14**

- a) What different steps are involved in the process of MBO ?
- b) State the requirements for effective control.
- c) Explain the major steps of the Staffing process ?

5. Define 'Planning'. Explain the various steps in planning process. **14**

6. Discuss the principles of management as proposed by Henry Fayol. **14**

7. Define departmentation and discuss the different kinds of departmentation ? **14**



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M.B.A. – I (Semester – I) (New CBCS) Examination, 2016
Paper – II : ACCOUNTING FOR MANAGEMENT

Day and Date : Tuesday, 26-4-2016
Time : 2.30 p.m. to 5.00 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 31st March, 2014 and a Balance Sheet as on that date of Mr. Hitesh. **14**

Trial Balance as on 31st March 2014

Debit Balances	Rs.	Credit Balances	Rs.
Rates and taxes	1,500	Capital	88,000
Sundry Debtors	21,000	Sales	1,02,500
Drawings	6,000	Creditors	20,000
Salaries	6,000	Reserve for doubtful debts	800
Wages	5,000	Commission received	4,200
Purchases	61,500	Purchase return	1,500
Opening stock	23,000		
Insurance	2,200		

P.T.O.



Printing and stationery	1,700	
Carriage inward	1,000	
Furniture	18,000	
Motive power	2,200	
Plant and machinery	30,000	
10% investment	30,000	
Royalties	2,000	
Return inward	2,500	
Discount	400	
Advertisement (3 years)	3,000	
Total	2,17,000	2,17,000

Adjustments :

- 1) Stock at 31st March, 2014 was worth Rs. 15,200.
- 2) Goods of Rs. 5,000 withdrawn for personal use by proprietor.
- 3) Write off Rs. 1,000 as bad debts and provide 5% RDD on sundry debtors.
- 4) Wages Rs. 1,000 and Salaries Rs. 2,000 were unpaid.
- 5) Commission includes Rs. 1,200 received as an advance.
- 6) Depreciate plant and machinery by 10% p.a. and furniture by Rs. 1,000.



2. Solve **any two** :

14

A) New Trading Company, Pune purchased machinery for Rs. 1,00,000 on 1st April 2013. On 1st October, 2013 additional machinery was purchased for Rs. 60,000. On 1st October 2015 the company sold the machinery purchased on 1st October, 2013 for Rs. 40,000.

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

Prepare Machinery Account and Depreciation Account for three years.

B) 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	30,000
Opening stock of work in progress	20,000
Opening stock of finished goods	60,000
Raw material purchased	6,00,000
Direct wages	4,80,000
Sales for the year	13,00,000
Closing stock of raw material	85,000
Closing stock of work in progress	25,000
Factory overhead	90,000



Direct expenses	60,000
Office and administrative overheads	70,000
Selling and distribution overheads	40,000
Closing stock of finished goods	60,000

C) Importance of Bank Reconciliation Statement.

3. Solve **any two** :

14

A) Record the following transactions of Mira Traders for the month of October 2014 in a Cash Book with Cash and Bank columns and balance the Cash and Bank.

October 2014

- 1 Cash balance Rs. 29,000 and Bank balance Rs. 11,500
- 3 Received from Shruti on account cash Rs. 2,750 and a bearer cheque of Rs. 1,500.
- 4 Paid to Vaibhav Rs. 6,400 by cheque.
- 8 Cash sales Rs. 4,800.
- 11 Cheque received on 3rd October 2014 Rs. 1,500 endorsed to Pranita in full settlement of her account.
- 17 Deposited into bank Rs. 10,000.
- 17 Purchased goods from Nikhil Rs. 14,000 @ 10% trade discount and paid half the amount immediately @ 5% cash discount.

B) Importance of Cost Accounting.

C) Financial Accounting Vs Cost Accounting.



4. Solve **any two** : **14**

A) Prepare bank reconciliation statement as on 31st December 2014 of Mr. Nilesh from the following particulars.

- 1) Bank overdraft as per cash book Rs. 5,000.
- 2) Cheques issued but not encashed during the year Rs. 2,500.
- 3) Bank charges not recorded in the cash book Rs. 250.
- 4) Cheques deposited and collected by bank as per bank statement but not entered in the cash book Rs. 750.
- 5) Interest charged by bank recorded twice in the cash book Rs. 500.
- 6) Bank paid dues as per standing instructions but not recorded in the cash book Rs. 300.
- 7) Cheque issued by Mr. Nilesh returned dishonoured Rs. 1,000.
- 8) Cheques deposited but not credited by bank Rs. 900.

B) Elements of cost.

C) Written Down Value Method.

5. Journalise the following transactions in the books of Mr. Tejas. **14**

Debit Balance on 1st April 2014

Cash at bank Rs. 75,000, Sundry Debtors Rs. 11,000, Stock Rs. 25,000,
Land and Building Rs. 1,75,000.

Credit Balance on 1st April 2014

Sundry Creditors – Malini Rs. 15,000, Bank loan Rs. 25,000.



Transactions during the month of April 2014.

April 2014

- 1 Purchased goods worth Rs. 20,000 for cash less 25 % trade discount.
- 4 Sold goods to Mohan Rs. 20,000
- 6 Purchased goods from Sohan Rs. 10,000
- 9 Goods costing Rs. 1,000 distributed as a free sample
- 11 Received an amount of Rs. 2,000 from Vijay which was previously written off as bad debts
- 15 Purchased goods from Bhavesh Rs. 20,000 at 10% trade discount
- 15 Paid to Bhavesh $\frac{1}{3}$ rd amount in cash and received 5% cash discount
- 21 Received cash gift Rs. 11,000 from mother-in-law with which purchased shares of Tata Co. for the business
- 25 Repayment of bank loan with interest Rs. 5,000 (interest Rs. 1,000)
- 29 Sold goods to Ashok Rs. 40,000 at 10% trade discount and received half the amount in cash for which 5% discount is given
- 30 Paid for printing and stationery Rs. 4,000
- 30 Withdraw cash from Bank for personal purpose Rs. 1,000

6. The following details of XYZ Co. :

14

- 01-12-2013 Opening stock 1000 units of Rs. 26 per unit
- 05-12-2013 Purchased 500 units @ Rs. 24.50 per unit
- 07-12-2013 Issued 750 units
- 10-12-2013 Purchased 1500 units @ Rs. 24 per unit



- 12-12-2013 Issued 1100 units
- 15-12-2013 Purchased 1000 units @ Rs. 25 per unit
- 17-12-2013 Issued 500 units
- 18-12-2013 Issued 300 units
- 25-12-2013 Purchased 1500 units @ Rs. 26 per unit
- 29-12-2013 Issued 1500 units

Find out the value of stock as on 31-12-2013 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.



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

Day and Date : Wednesday, 27-4-2016

Max.Marks : 70

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

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

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

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

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

1. Complete the following table and state the equilibrium level of output and profit accruing to the firm concerned.

14

Output (Units)	TR (Rs.)	AR (Rs.)	MR (Rs.)	TC (Rs.)	AC (Rs.)	MC (Rs.)	Total Profit (Rs.)
1		22			8		
2		21			7		
3		20			6		
4		19			5		
5		18			6		
6		17			7		
7		16			8		

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

- 1) Types of elasticity of demand.
- 2) Isoquants.
- 3) Dual pricing.

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3. Write short notes (**any 2**) :
 - 1) Types of inflation.
 - 2) U shape average cost curve.
 - 3) Product differentiation.
 4. Write short notes (**any 2**) :
 - 1) Break even analysis.
 - 2) Price discrimination.
 - 3) Scope of managerial economics.
 5. Explain the method of cost plus pricing and state its advantages and limitations.
 6. Critically examine the Schumpeter's theory of profit.
 7. What are the stages of trade cycle ? Explain methods to control trade cycle.
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**M.B.A. – I (Semester – I) (New CBCS) Examination, 2016
ORGANISATIONAL BEHAVIOUR (Paper – IV)**

Day and Date : Thursday, 28-4-2016

Total Marks : 70

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

- Instructions :** a) Question No. 1 is **compulsory**.
b) Solve **any 2** from question no. 2, 3 and 4 and **any 2** from question no. 5, 6 and 7.

1. Solve the following case study : (14)

'Tectonic Solutions' is working from 2005 as a leader in Maharashtra for providing technical services to textile industry. The CEO Mr. Nilesh is hard worker and objective minded person working with four functional managers and four working teams called R and D, Problem Finder, Solution Provider and New Generator. The graph of turnover of this company was rising from 2005 to 2013. He thought that the structure which established by him is only one cause of success in business. The culture is supportive to achieving objectives of company.

After expansion of his business his company is providing services to sugar, dairy and chemical industry. Mr. Nilesh increased his business and recruited 200 personnel at different administrative and operational level. After some days he was reported by managers that there is some job related conflict in different teams which will reduce the performance.

Help Mr. Nilesh to take decision about organizational change to reduce the conflict. Find out forces to change and explain the process of change.

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|----------------------------|---|
| Analyze the case. | 5 |
| Identification of problem. | 2 |
| Alternative solutions. | 5 |
| Best alternative. | 2 |

P.T.O.



2. Write short answers (attempt **any two**) : **14**
- a) Group decision making.
 - b) Cognitive dissonance theory.
 - c) Work teams.
3. Write short answers (attempt **any two**) : **14**
- a) Approaches to OB.
 - b) Cultural dimensions.
 - c) Factors causing stress.
4. Write short answers (attempt **any two**) : **14**
- a) Conflict process.
 - b) Change process.
 - c) Why do people join groups ?
5. What is perception ? Explain the process and factors affecting on perception. **14**
6. Define the concept of group. Explain types and process of group development. **14**
7. What is OB ? Explain factors affecting on individual behavior. **14**
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M.B.A. – I (Semester – I) (New CBCS) Examination, 2016
STATISTICAL METHODS (Paper – V)

Day and Date : Friday, 29-4-2016
Time : 2.30 p.m. to 5.00 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. Given below the daily wages paid to the workers in two factories X and Y. Mean of factory X is 15.15 and factory Y is 14.71.

Wages	No. of workers	
	Factory X	Factory Y
12 – 13	15	25
13 – 14	30	x
14 – 15	44	60
15 – 16	60	35
16 – 17	30	12
17 – 18	x	15
18 – 19	07	05

Calculate combined SD and find the CV and state which factory has a more consistent wage structure.

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

A) Mean, Median and Mode.

B) The following data relate to shoes sizes at a store during a given period. Find upper and lower quartile from given data :

Size	4.0	4.5	5.0	5.5	6.0	6.5	7.0	7.5	8.0
Frequency	10	18	22	25	40	15	10	8	7



C) Prepare 2×2 table from the following information calculate Yule's coefficient of association and interpret the result

$$N = 1500 \quad (\alpha) = 1117 \quad (B) = 360 \quad (AB) = 35.$$

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

A) Probability Distribution.

B) Find the missing frequency (p) for the following distribution whose mean is 7.68.

x	3	5	7	9	11	13
f	6	8	15	p	8	4

C) Calculate coefficient of correlation from following data :

Case	X	Y
A	10	9
B	6	4
C	9	6
D	10	9
E	12	11
F	13	13
G	11	8
H	9	4

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

A) Permutation and Combinations.

B) Calculate the mean deviation from the mean for following data :

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

C) Assume that a factory has two machines. Past records show that machine 1 produces 30% of the items of output and machine 2 produces 70% of the items. Further 5% of the items produced by machine 1 were defective and only 1% produced by machine 2 were defective. If defective item is drawn at random, what is the probability that the defective item was produced by machine 1 or machine 2 ?



5. Draw the histogram and superimpose polygon on following data and present the mode by graphical and calculation method also :

Expenditure (Rs.)	No. of Workers
410 – 419	14
420 – 429	20
430 – 439	42
440 – 449	54
450 – 459	45
460 – 469	11
470 – 479	7

6. Following table gives the aptitude test scores and productivity indices of 10 workers :

Aptitude Score (X) :	60	62	65	70	72	48	53	73	65	82
Productivity Index (Y) :	68	60	62	80	85	40	52	62	60	81

Calculate the two regression equations and estimate (i) the productivity index of worker whose test score is 92, and (ii) test score of worker whose productivity index is 75.

7. Ten students in contest are ranked by three judges in following order, use rank correlation coefficient to determine which pair of judge has nearest approach :

Ist	1	6	5	10	3	2	4	9	7	8
IInd	3	5	8	4	7	10	2	1	6	9
IIIrd	6	4	9	8	1	2	3	10	5	7



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

Day and Date : Saturday, 30-4-2016
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

- Instructions :**
- 1) **Q. No. 1 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. Analyze the case :

Mr. Shantanu Deshpande is the Branch Manager of Urja Financial Services from last 5 years. His team include : 1 credit officer, 5 sales executives, 1 operations officer, 1 cashier, 1 peon. The financial company has different products viz. Personal loan, Two wheeler loans, Four wheeler loans, Consumer durable loans, Home loans, Insurance, Deposits etc. The employees get an incentive based on the performance and there is the 'Star of the Month' award too to motivate the employees.

The Branch has always shown exemplary performance. However from last few days Mr. Shantanu Deshpande is in a dilemma as to how to bring the situation back to normalcy due to turmoil created in the office as the situation would not be good for the growth of the company.

The situation has arisen because of one of the sales executive Mr. Amar Patil. He joined Urja Financial Services 6 months earlier and for last 3 consecutive months has been rewarded the 'Star of the Month' due to target achievement. Though he is the Star performer the issue however is his abrupt behavior, frequent absenteeism, arrogant attitude towards his colleagues.

His colleagues resent him for his frequent absenteeism and there is an issue of ethics. Other executives too think that they should take such frequent leave and are trying to copy Amar's behavior of not cooperating with other staff. Also they are not able to understand how Amar is able to source so many loans and investment proposals and they are constantly complaining against him.

Mr. Shantanu Deshpande has had many one to one meetings with Mr. Amar regarding his behavior and team work but with little success. Amar thinks that he is more efficient and superior and if he is able to achieve the target then nobody should have any problem. Mr. Deshpande has told him that due to his behavior



the team members are alienating from him and there is no cordial relationship to boost the performance.

These counselling meetings were not taken in the right spirit by Mr. Amar and he feels the company is not giving him due recognition.

- 1) Analyze the case. 5
 - 2) What is the problem in this case ? 2
 - 3) How is the feedback process carried out in the organization ? 2
 - 4) How can Mr. Shantanu Deshpande take corrective measures and use feedback to make positive changes ? 5
2. Write short notes on (**any two**) : 14
- a) 7 C's of Communication.
 - b) Websites and social media.
 - c) Types of listening.
3. Attempt **any two** from the following : 14
- a) Explain the merits and demerits of Oral Communication.
 - b) With the new technologies used in business, managers are able to make decisions more effectively and efficiently. Comment.
 - c) Justify "Appearance is the first impression that you have a character before they open their mouth".
4. Attempt **any two** from the following : 14
- a) Assume you are the Secretary of Kohinoor Housing Society, Solapur and have organized an annual meeting. Draft a notice and agenda of the meeting.
 - b) Explain the different barriers of communication and how these barriers can be overcome.
 - c) State the purpose and procedures to conduct an effective meeting.
5. What do you understand by the term Non Verbal Communication ? Explain in detail the different types of Non Verbal Communication. 14
6. Imagine you are the student representative of Student Association of your college. You have been asked to draft a report by the Principal regarding the cultural activity 'Jhankar' conducted by the association. 14
7. Define communication and explain the process of communication with a proper diagram. Explain why it is considered that communication is incomplete without a feedback. 14
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**M.B.A. – I (Semester – I) (New CBCS) Examination, 2016
LEGAL ASPECTS OF BUSINESS (Paper – VII)**

Day and Date : Monday, 2-5-2016

Max. Marks : 70

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

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

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

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

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

1) 'I promise to pay B Rs. 550 and all other sums which shall be due to him'. Is it a promissory note ? State reasons.

2) A and B contract to marry each other. Before the time fixed for the marriage, A goes mad, Is it valid contract ?

3) A supplies necessary to B who is incapable of contracting. Is A entitled to be reimbursed from B's property ?

4) A promises B in consideration of Rs. 1,000/- never to marry throughout his life. Is this a valid restraint ?

5) 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 ?

6) A and B were the only members of a private limited company named Lucky Furniture Co.Pvt.Ltd. They held all the shares of the company. After some time, A died in an accident. Does the company also come to an end ?

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

1) IT Act

2) Articles of Association

3) Types of Cheques.

P.T.O.



3. Attempt **any two** short notes. **14**
 - 1) Settlement of Industrial Dispute
 - 2) Defect in Goods and Deficiency in Services.
 - 3) National Commission.

 4. Attempt **any two** short notes. **14**
 - 1) Kinds of companies
 - 2) Valid consideration
 - 3) Lay-off and Lockout.

 5. An agreement enforceable by law is a contract, discuss the definition and bring out clearly the essential of valid contracts ? **14**

 6. Define Negotiable Instrument. Discuss different kinds of Negotiable Instruments. **14**

 7. Explain various Consumer Dispute Redressal Forum. **14**
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M.B.A. – I (Semester – I) (New CBCS) Examination, 2016
Paper – VIII : IT FOR MANAGEMENT

Day and Date : Tuesday, 3-5-2016
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

- Note :** 1) Question No. 1 is **compulsory**.
2) Solve **any two** questions from 2, 3, 4 and **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

The Centurion Bank of Punjab is a private sector bank that offers retail, SME and corporate banking products and services. It was formed by the merger of Centurion Bank and Bank of Punjab in Oct. 2005. The RBI gave twelve months to complete the merger. But to complete the merger successfully, the two banks had a major problem with respect to technology. The two banks had different technological setups. The architecture of the infrastructure was different, the data centre and disaster recovery centers were locate in different cities and following different technologies. The banks were following different core banking solutions developed by two different vendors – the centurion bank was on Misys and the Bank of Punjab was on Finacle. The mailing solutions were also different – one was on Linux and other was on Exchange. Both the banks were following different methods and topologies to connect their data centre and had five different service providers for the connectivity.

The major technological challenge was to bring the entire staff on to the same mailing platform from day one of operations, keeping the business transactions intact. The ATM network of the two banks needs to be interconnected without affecting business and at no extra cost to the customer. The connectivity between the two data centers needs to be established. Moreover, flexibility to be provided to the customer, so that the account can be accessed from any bank branch, while maintaining total security. Also similar kinds of issues need to be addressed branch level.



2. Write short notes on (**any 2**) : **14**
 - 1) Hardware and Software
 - 2) World Wide Web
 - 3) Application Software.

 3. Write short notes on (**any 2**) : **14**
 - 1) Ethics and crime in Information System
 - 2) E-Commerce
 - 3) Benefits of ERP.

 4. Write short notes on (**any 2**) : **14**
 - 1) System software
 - 2) Computer security
 - 3) Introduction to SAP.

 5. Define E-Commerce. Explain various types and applications of E-Commerce in business field. **14**

 6. What do you mean by Data Management ? Explain the various functions and advantages of DBMS and RDBMS. **14**

 7. Describe system development life cycle in detail. **14**
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M.B.A. (Part – I) (Semester – I) (Old) Examination, 2016
Paper – I : PERSPECTIVES OF MANAGEMENT

Day and Date : Monday, 25-4-2016
Time : 2.30 p.m. to 5.30 p.m.

Total Marks : 70

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

1. Case study :

Shivshankar, 52 years, had more departmental seniority than any other employee, including Rajan, the departmental manager in a major transport company. Shivshankar was considered one of the more capable employees. He was extremely reliable and hardworking. As a result of his ability and seniority, he normally received the choice work assignments and was the highest paid employee in the department. Although there was no formal designation of various “special” projects as belonging to Shivshankar, he handled them as a matter of course.

A problem developed when Rajan employed, Ganesh, 23, a intelligent employee. Ganesh’s two years previous experience in closely related work made it possible for him to catch on to work routine much more rapidly. He was both hardworking and aggressive. On several occasions, Rajan became aware of tension developing between the two employees i.e Ganesh and Shivshankar. However, he did not wish to interfere into personal conflicts, and the work was being accomplished on schedule.

One afternoon, the tension reached the boiling point when Shivshankar decided his personal duties were being taken over far too extensively by the new employee Ganesh. He pulled Ganesh in front of Rajan and said “Will you please tell him once and for all which projects are mine and which are his” ? The office suddenly became quiet as every one awaited Rajan’s reply.

- | | |
|---------------------------|---|
| 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**) :
 - a) Centralization and decentralization.
 - b) Direction and supervision.
 - c) Controlling process.
 3. Write short notes on (**any two**) :
 - a) Functional organizational structure.
 - b) Maslow's theory of motivation.
 - c) Dynamic engage approach.
 4. Write short notes on (**any two**) :
 - a) Staffing.
 - b) Departmentation.
 - c) Theory X and Y of motivation.
 5. Explain in detail contribution by Father of Modern Management – Henry Fayol.
 6. Define leadership. Explain different styles of leadership.
 7. Define planning. What are its importance ? Explain the steps in planning process.
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M.B.A. (Part – I) (Semester – I) (Old) Examination, 2016
ACCOUNTING FOR MANAGEMENT (Paper – II)

Day and Date : Tuesday, 26-4-2016

Total Marks : 70

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

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

1. The following is the Trial Balance of Mr. Ram as on 30th June, 2007.

	Dr. (Rs.)	Cr. (Rs.)
Sundry Debtors	30,000	–
Purchases	72,500	–
Sales	–	1,25,000
Sundry Creditors	–	5,000
General Expenses	6,000	–
Traveller's salaries	6,250	–
Rent	–	600
Income-Tax	500	–
Salaries and Wages	8,500	–
Commission	1,100	900
Provision for Bad Debts	–	1,000
Shop fittings	7,500	–
Carriage and Freight	2,500	–
Capital Account	–	1,00,000

SLR-I – 10

-2-



Drawings Account	8,000	—
Vehicles	10,000	—
Buildings	23,500	—
B.O.I. Current Account	17,550	—
6 % Loan to Robert	10,000	—
(Given on 1 st January 2007)	—	—
Stock on 1 st July 2006	25,000	—
Rates, Taxes and Insurance	3,600	—
	2,32,500	2,32,500

Prepare Trading and Profit and Loss Account and Balance Sheet as on 30th June 2007, after making following adjustments :

1. Stock as on 30th June 2007, was worth Rs. 37,500/-
2. Write off 5 % from shop fittings and 10 % from vehicles.
3. Make Provision for Bad Debts of Rs. 2,500/-
4. Charge 5 % interest on Capital and Drawings.

2. Journalise the following transactions.

2008

- | | |
|------------|--|
| January 1 | Arvind commenced business with cash Rs. 5,000. |
| January 2 | He bought goods from Shri. Desai on credit Rs. 2,050. |
| January 3 | Sold goods for cash to Shri. Balaji Rs. 700. |
| January 6 | Withdrew for daughter's marriage Rs. 1,000. |
| January 9 | Sold goods on credit on Shri. Nair of Rs. 650. |
| January 16 | Received commission Rs. 75. |
| January 27 | Received from Nair Rs. 200. |
| January 28 | Paid salaries in cash Rs. 400. |
| January 29 | Bought office furniture on credit from Shri. Bose Rs. 800. |
| January 30 | Returned goods to Desai Rs. 250. |



3. The following is the record of receipts and issues of certain material in the factory during a week :

2008 :

1 st April	Opening Stock	50 tonnes @ Rs. 10 per tonne
	Issued	30 tonnes
2 nd April	Received	60 tonnes @ Rs. 10.20 per tonne
3 rd April	Issued	25 tonnes (stock verification reveals loss of one tonne)
4 th April	Received	10 tonnes (previously issued at Rs. 9.15 per tonne)
5 th April	Issued	40 tonnes
6 th April	Received	22 tonnes @ Rs. 10.30 per tonne
7 th April	Issued	38 tonnes

At what prices will you issue the materials ? Use FIFO and LIFO methods and show the comparative results.

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

- i) Subsidiary Books
- ii) Objectives of Cost Accounting
- iii) Elements of cost.

5. What is Financial Accounting ? Discuss the internal and external users of accounting information.

6. a) On 31st December 2002, the Bank Pass Book of a Company showed an overdraft of Rs. 2,560. Comparison of the Pass Book and the Cash Book showed the following.

- i) The company had sent to the Bank three cheques on 28th December 2002. The cheques were for Rs. 1,100, Rs. 930 and Rs. 1,560 of these only the cheque for Rs. 1,100 was credited by the Bank before 31st December 2002.
- ii) The Company had issued on 27th December, 2002, cheques for Rs. 820, Rs. 530 and Rs. 760. The cheque for Rs. 760 was paid before 31st December, 2002. The other cheques were paid on 3rd January 2003.



- iii) The Bank had debited the Company with Rs. 20 as Bank charges and with Rs. 120 as interest. The entries had not yet been made in the Cash Book.
- iv) The customer had deposited in Company's A/c Rs. 500 but the fact was not recorded in the Cash Book.

Prepare Bank Reconciliation Statement as on 31st December 2002.

b) Distinguish between financial accounting and cost accounting.

7. Global Ltd. Purchased on January 1, 2002, machinery worth Rs. 28,000 and spent Rs. 2,000 for its erection. On January 1, 2003, addition is made to the machinery for Rs. 15,000.

On July 1, 2004, a second-hand machinery was bought for Rs. 8,500 and immediately spent Rs. 1,500 on repairs. On July 1, 2005, the machinery bought on July 1, 2004, was sold for Rs. 8,250. Depreciation was provided at 10 % p.a. Assuming that accounts are closed on December 31, each year, prepare machinery account up to 2005 both under straight-line method and written-down value method.



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

Day and Date : Wednesday, 27-4-2016
Time : 2.30 p.m. to 5.30 p.m.

Total Marks : 70

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

1. A) Calculate Price Elasticity of Demand when 7
P = 80 P1 = 91
And
Q = 4000 Q1 = 3550

- B) Calculate and fill in the missing numbers : When FC is Rs. 1500/- 7

Output	VC	TC	AC
0	–	–	–
1	20	–	–
2	–	–	48
3	–	108	–
4	64	–	–
5	–	–	–
6	–	204	–

2. Write short answers (**any two**) : 14
1) Risks in Business Decisions
2) Least cost combination
3) Dual pricing.
3. Write short answers (**any two**) : 14
1) Break-even Analysis
2) Price in socialism and capitalism
3) U shape average cost curve.



4. Write short answers (**any two**) : **14**
- 1) National income – estimation and distribution
 - 2) Incremental pricing
 - 3) Oligopoly.
5. Define managerial economics. How would you utilize principles of managerial economics in business decisions avoiding and minimizing risks ?
6. What do you understand by laws of variable proportions ? **14**
How they are distinct from laws of return to scale ?
7. Explain in detail the phases of Business cycles. How the business cycles can be controlled by different measures ? **14**
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M.B.A. – I (Semester – I) Examination, 2016
Paper – IV : ORGANISATIONAL BEHAVIOUR (Old)

Day and Date : Thursday, 28-4-2016
Time : 2.30 p.m. to 5.30 p.m.

Total Marks : 70

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

1. Analyse the following case :

14

Anju and Ria are two sisters and the daughter of Mr. O. P. Sharma and Shama Sharma. Mr. Sharma is a well known advocate practicing in Surat. (Gujarat State), while Shama Sharma is a housewife. Right from childhood, the two sisters had shown different personality traits. Anju was an introvert, quite, did not express much and was always involved in doing her own things, by contrast Ria was a typical extrovert – always speaking her mind, bubbling with enthusiasm; sociable. Though Ria was usually the centre of attraction at social events and gatherings, Mr. and Mrs. Sharma, never differentiated or favored anyone child. Mr. Sharma was very busy in his professional life and so management of the house and family was totally Mrs. Sharma's priority/concern.

Mrs. Sharma was very dear in her belief that if one wants anything, nothing is impossible and also nothing can come in the way of achieving that something. Mrs. Sharma was responsible in shaping her children's aspirations. She always encouraged her daughters to pursue their dreams by overcoming obstacles. Anju completed her M.Sc. in Microbiology and left for the U.S. to study as a research scholar in her area of specialization. Ria after graduation, did her M.B.A. from one of the premier institutes and through campus recruitment was placed in a MNC 'TUCOLEE LTD.' This company also had a competitive culture which suited Ria's personality. Her former colleagues used to say "Ria was unafraid to speak her mind, and always had an inner drive to seek, greater responsibilities and promotions". Recognizing her talent, the company promoted her as a team facilitator, within one, one and half years, and sent her to their Singapore branch, where 150 persons were employed. Within a few months in her new position, Ria realized that her immediate Superior Rajesh's personality was very different

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from her former boss. Rajesh believed that situations determined behavior and in case of situational requirement would hire persons at random and then structure the situation accordingly. As a result, Ria noticed that members of one of her team were finding it difficult to work together. She realized that it was a classic case of personality conflict as they (team members) didn't, like each other and this could prove to be disruptive.

Ria called the team members and gave them a time frame within which they had to work things out. She was very firm when she spoke to the team members. "I have communicated to you all about the problems your behavior is causing, but I hope you realize that the work has to be completed in the required time irrespective of how you get along". But even after another six months, Ria realized that the team was still not working together, the productivity was inadequate and the morale was also low. Ria thought, "I know I have to do something because it is affecting their work". After a lot of introspection, Ria decides that the best way of solving the problem was by simply dissolving the team and placing its members elsewhere rather than trying to determine who was right or wrong.

2. Write short notes (**any 2**) : **14**
 - 1) Factors affecting individual behavior
 - 2) Functional and dysfunctional conflict
 - 3) Teams Vs Group.

 3. Write short notes (**any 2**) : **14**
 - 1) Strategies for sustaining culture
 - 2) Stages of group development
 - 3) Cognitive dissonance theory.

 4. Write short notes (**any 2**) : **14**
 - 1) Approaches to OB.
 - 2) Virtual teams
 - 3) Classical and operant conditioning.

 5. Define Organisational Change. Explain change process in detail along with how to manage resistance to change. **14**

 6. State the various factors affecting stress. Explain the various coping strategies to relieve stress. **14**

 7. Perception is the key to thinking. Elaborate and explain the concept to perception. **14**
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M.B.A. – I (Semester – I) (Old) Examination, 2016
Paper – V : STATISTICAL METHODS

Day and Date : Friday, 29-4-2016

Max. Marks : 70

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

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

1. Draw the histogram and superimpose polygon on following data and present the mode by graphical and calculation method.

Expenditure (Rs.)	No. of Workers
100-150	25
150-200	40
200-250	33
250-300	28
300-350	30
350-400	30
400-450	16
450-500	08

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

A) Mean, Median and Mode.

B) Father with dark eyes and sons with dark eyes : 1040

Father with dark eyes and sons with not dark eyes : 106

Father with not dark eyes and sons with dark eyes : 180

Father with not dark eyes and sons with not dark eyes : 120

From above data Calculate Yule's Coefficient of association and coefficient of colligation.



C) Compute Quartile Deviation and its Coefficient from following data.

Age in Years	20	30	40	50	60	70	80
No. of Members	3	61	132	153	140	51	3

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

A) Probability Distribution.

B) Find the missing frequency of given data whose mean is 16.6

x	8	12	15	p	20	25	30
f	12	16	20	24	16	8	4

C) Calculate coefficient of correlation for the following pairs of values of X and Y.

X	17	19	21	26	20	28	26	27
Y	23	27	25	26	27	25	30	33

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

A) Permutation and Combinations.

B) Calculate the mean deviation about the mean for following data.

x	5	15	25	35	45	55	65
f	8	12	10	8	3	2	7

C) Draw the less than and more than ogive curve and find the median from following data.

Wages	0-20	20-40	40-60	60-80	80-100
No. of Workers	41	51	64	38	7

5. From given data below calculate coefficient Rank correlation between three judges and determine which pair of judges has nearest approach to common result.

1st Judge	1	6	5	10	3	2	4	9	7	8
2nd Judge	3	5	8	4	7	10	2	1	6	9
3rd Judge	6	4	9	8	1	2	3	10	5	7



6. Find the two lines of regression from the following data and Estimate Y, when X = 164.

X	158	160	163	165	167	170	172	175	177	181
Y	163	158	167	170	160	180	170	175	172	175

7. An analysis of daily wages of workers of two organization A and B yielded the following results.

	A	B
Number of Workers	10	20
Average daily wages	Rs. 30	Rs. 15
Variance	25	100

Obtain the average daily wage and the standard deviation of wages of all the workers in two organizations taken together. Which organization is more equitable in regard to wages ?



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

Day and Date : Saturday, 30-4-2016
Time : 2.30 p.m. to 5.30 p.m.

Max. Marks : 70

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

1. Case study :

“I don’t want to speak to you. Connect me to your boss in the US,” hissed the American on the phone. The young girl at Pune call-centre tried to be polite as she could.

With the increasing resentment over jobs lost to countries like India and the Philippines, hate calls and emails are a common occurrence, say call-centre executive and industry experts. According to them many callers from the West refuse to speak to an Indian. When callers are unhappy with the facts that jobs are being outsourced to low cost offshore destinations, their frustration after turns racist or sexist. A young girl at a call centre calls how a Londoner unleashed himself, “Young lady, do you know that because of you Indians we are losing jobs ?”

Call-centre employees are advised to “be cool” in such situations. They are often taught how to use neutral accent and say “zee” instead of “zed”, and some call-centers even try to educate their employees about American lifestyle and culture. Some call-centers provide gyms and pool tables to help their employees counter the stress they experience as a result of irate and racist calls.

The uproar raised by the Western media over job losses because of outsourcing has made many citizens resent the fact that their calls are answered by people in foreign locations. Angry outbursts are a reality that call centre executives are



trained to deal with. “It’s happening often enough, so let’s face it”, says a senior executive of a Mumbai call centre adding, “This doesn’t have any impact on business.”

Questions :

- 1) Analyze the case and state the problem. **5**
 - 2) “Keep your cool”. What does this mean in terms of business courtesy ? **4**
 - 3) Do you agree with the view that such abusive conversations on the telephone donot have any impact on business ? Give reasons for your answer. **5**
2. Answer in brief (**any two**). **14**
- a) Explain the 7C’s of effective communication.
 - b) What is Feedback ? What are the kinds of feedback ? What are the effects of feedback ?
 - c) Explain the process of listening. Discuss various types of listening.
3. Attempt **any two**. **14**
- a) Draft a notice calling a meeting of Managing Committee of General Management Association of which you are Secretary.
 - b) Why Internet and Intranet has become inseparable part of business communication ?
 - c) As a speaker what are the things one need to take into consideration in relation to appearance and personality. How should one practice delivery of the speech ?
4. Write short notes on (**any two**). **14**
- a) Video Conferencing
 - b) Body language
 - c) Para language and significance of space.



5. Write a formal report as a marketing manager to your company's vice president of marketing on the reasons you have investigated for the sudden fall in demand of your product.

You can create the details on the company, product and location. There has been a remarkable decline in the sales of the sarees manufactured by your company. Draft a report with recommendations for arresting the decline.

14

6. What is meant by the term 'Communication' ? What are the barriers to communication and explain how to overcome barriers in communication ?

14

7. Is notice necessary to be drawn in advance of the meeting ? What is agenda of the meeting ? Why are minutes written ? Why is it important for business ?

14



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M.B.A. (Part – I) (Semester – I) (Old) Examination, 2016
LEGAL ASPECTS OF BUSINESS (Paper – VII)

Day and Date : Monday, 2-5-2016
Time : 2.30 p.m. to 5.30 p.m.

Total Marks : 70

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

1. Solve case study (**any four**) :

14

- 1) A bill is drawn “Pay to A or order the sum of one thousand rupees”. In the margin the amount stated is Rs. 10,000 in figures. Is this a valid bill ? If so, for what amount ?
- 2) The director of a company borrowed Rs. 10,000/- from A and executed a promissory note in favour of A. On the promissory note, there was no indication if the money was borrowed for and on behalf of the company. The company used the money for its purposes. Can the company be held liable to repay the loan on the basis of the promissory note ?
- 3) A bill of exchange purport (claim) to be drawn by A on B and is accepted by B. The bill is payable to C or order. C negotiates it to D who takes it as a holder in due course. In a suit by D on the bill. Can B disclaim liability on the ground that A’s signature is forged ?
- 4) Meena and Esha were partners under an agreement which provided that partnership could be terminated by mutual agreement only. Meena alone wants to terminate the partnership. Can she do so ?
- 5) Mr. Krishh Kaushik applied for 50 shares in a company with fictitious name. The Shares were allotted in a fictitious name. Did he incur any liability under the Companies Act, 1956 ?
- 6) Anil and Vina are partners in a business. The term for partnership is agreed at eight years. After eight years Anil is convicted of illegal practices and got imprisonment for a week. Will the court dissolve the firm on the application of Vina before the expiry of the term ?



2. Write short notes (**any two**) : **14**
- 1) Difference between AOA and MOA.
 - 2) Difference between cheque and bills of exchange.
 - 3) Types of meetings.
3. Write short notes (**any two**) : **14**
- 1) Powers of Directors
 - 2) Promissory note
 - 3) Winding up of company.
4. Write short notes (**any two**) : **14**
- 1) Digital Signature
 - 2) Constitutional and administrative law
 - 3) District Forum.
5. What is contract ? Give essential elements of valid contract. Give the details of Minor agreement. **14**
6. Define industrial dispute. Explain the related concept like strike, lockout and retrenchment. **14**
7. Define company. What are the essential characteristics of company ? Give its types in short. **14**
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**M.B.A. (Part – I) (Semester – I) (Old) Examination, 2016
IT FOR MANAGEMENT (Paper – VIII)**

Day and Date : Tuesday, 3-5-2016

Total Marks : 70

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

- Instructions :**
- 1) **Q. 1 is compulsory.**
 - 2) **Attempt any two questions from Q. 2, Q. 3 and Q. 4.**
 - 3) **Attempt any two questions from Q. 5, Q. 6 and Q. 7.**
 - 4) **Figures to the right indicate full marks.**

1. Analyze the following case, identify the problem, suggest alternative solutions and suggest the best solution. 14

XYZ is a bed company that invented the “Sleep Number” system which provides a range of mattresses firmness settings to accommodate sleeping preferences. The company delivered net sales of Rs. 2,500 crs in 2005. The company has 32 issued or pending patents and was ranked as the top bedding retailer in the nation for six consecutive years. A company of this size depends on enterprise-wide software to provide access to valuable information throughout the organization few years ago, XYZ began moving from its hard-to-maintain legacy systems to integrated enterprise resource planning software. The software from Oracle provides ERP services through a convenient web based interface. It also helps XYZ coordinate its sophisticated made-to-order manufacturing operation in Sanand and keep mattresses flowing smoothly from the store to the factory to the customer’s home. XYZ adopted several E-Business software modules to assist in varying parts of its business : an order management module to fulfill the hundreds of mattress orders it receives daily, a customer relationship management module for keeping track of customer interaction and modules that handle typical business needs such as assets management, general ledger, payables, purchasing and receivables. The ERP system ensures that all these modules and services are synchronized and centralized so they can provide up-to-date information.

Seeking to make use of the latest technologies, XYZ adopted Business Intelligence (BI) software from Siebel Systems. BI software allows a business to combine its



databases and extract useful information to apply to business strategies. The BI software from Siebel caught the interest of XYZ because of its power and easy of use. XYZ plans to deploy Siebel Business Analytics to 2500 users company wide by 2008. The software will deliver alerts and dashboard capabilities to show how the company's 400 stores are performing in real time.

XYZ had concerns about using enterprise wide software from two Vendors, Oracle and Siebel. When companies adopt new software, the software must be able to integrate with existing systems. XYZ resigned itself to the fact that it would have to work with Siebel on integration issues. Shortly after XYZ purchased the Siebel software, Oracle announced that it was purchasing Siebel. The partnership means that the Siebel BI software will eventually be integrated with Oracle's database and ERP software. Arvind, an analyst at B2B Analysts Inc., said XYZ will likely have to wait for a strong link between the products. Integration" will take years and years and probably Oracle will have to do a major revision to data systems", he said.

2. Write short notes on (**any two**) : **(2×7=14)**
 - 1) Mail Merge in word.
 - 2) Types of Software.
 - 3) Transaction Processing System.

 3. Answer **any two** of the following : **(2×7=14)**
 - 1) Describe various services offered by Internet.
 - 2) What is ERP ? What are the basic features and various modules in any ERP software ?
 - 3) What is Information Technology ? How it is useful to management ?

 4. Answer **any two** of the following : **(2×7=14)**
 - 1) Describe COUNT and IF functions in Excel.
 - 2) Differentiate between primary and secondary memory.
 - 3) Compare traditional and modern database environment.

 5. Explain the operational information system for production management. **14**

 6. Write a detailed note on MS-Office. **14**

 7. What is E-Commerce ? Describe in detail the types of E-Commerce. **14**
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**M.B.A. – I (Semester – II) (New CBCS) Examination, 2016
MARKETING MANAGEMENT (Paper – IX)**

Day and Date : Thursday, 12-5-2016
Time : 2.30 p.m. to 5.00 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. Case study :

14

Tensator is a small company which until a few years ago was not known for its innovation. The company's Sales and Marketing Director Terry Green stated that 'I'm a very firm believer that innovation doesn't need to be revolutionary. There's nothing my company has done that couldn't be done by anyone else'.

Tensator is a light engineering business which manufactured the Constant Force Spring, a device used in the manufacture of car seat belts throughout Europe. Although the company continues to produce this product for this market, it is now far more successful in the production of more recently introduced new product lines.

When Green joined the company in 1989, he realized that there was much more potential for the company. In 1978 it had put forward plans for the use of the Constant Force Spring in the production of queuing barriers for supermarkets and banks, etc. 'We hadn't done much with it', recalled Green, 'even though there was a feeling it could be developed further'. He persuaded the company to focus on this new product idea.

Research was undertaken where customers, current and potential, were asked to give opinions on the viability of such a product and how it could improve on the products that were currently available. The market research proved to be invaluable. 'It was hardly rocket science, but it made us realize that what matters in what the customer wants to buy', noted Green.



As a result of the company's research and development, Tensabarrier was launched. By 1996, the product was being exported to thirty-six countries and accounted for £3 million turnover. This was a dramatic improvement on the sales generated by the original product which was developed in 1978 and which had now become just a small part of the company's turnover.

There are now a variety of Tensabarriers in a variety of shapes and forms. There is a bolt-down barrier and a special checkout version which incorporates an electronic movement sensor to prevent theft. There and other innovations were developed very proactively. 'It's so easy once you realize that the key is to talk to your customers about how you can find solutions to their problems.'

Tensator launched thirteen new products in the years 1995 and 1996. Total turnover had risen more than threefold since 1988 to £10 million, with employee numbers only rising over the same period from 120 to 200. Green makes the point, 'Innovation is about the successful implementation of new ideas, it's as simple as that. It's not necessarily about coming up with new inventions. It boils down to pretty basic stuff. It's about tweaking the way you do things rather than jettisoning one big idea for another'.

Questions :

- a) Analyze the case. 4
- b) Why do you think the new application of the Constant Force Spring is more successful than its predecessor ? 5
- c) Where do you think the new product is in its stage of product life cycle ? Give reasons for your answer. 5



2. Write short notes (**any 2**) : **14**
- 1) Concept of marketing.
 - 2) Competition analysis.
 - 3) Market potential.
3. Write short notes (**any 2**) : **14**
- 1) Evaluating and selecting target markets.
 - 2) Product life cycle.
 - 3) Retailing.
4. Write short notes (**any 2**) : **14**
- 1) Channel design decisions.
 - 2) Pricing methods.
 - 3) Niche and local marketing.
5. Explain the new product development process. **14**
6. What is marketing research ? Explain the process of marketing research. **14**
7. Define consumer behavior. What are the factors influencing consumer behavior ? **14**
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**M.B.A. (Part – I) (Semester – II) (New CBCS) Examination, 2016
FINANCIAL MANAGEMENT (Paper – X)**

Day and Date : Friday, 13-5-2016
Time : 2.30 p. m. to 5.00 p.m.

Max. Marks : 70

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

1. X Ltd. is considering the purchase of a new machine. Two alternatives are available having cost price Rs. 2,00,000 each. The following inflows are expected during the five years. Life of both machines is 5 years.

Year	Machine A Rs.	Machine B Rs.
1 st year	20,000	60,000
2 nd year	60,000	80,000
3 rd year	80,000	1,00,000
4 th year	1,20,000	60,000
5 th year	80,000	40,000

The company is expecting 10% return on its capital. The net present values of Rs. 1 @ % are as under :

Year	1	2	3	4	5
D.F. @10%	0.909	0.826	0.751	0.683	0.620

You are required to appraise the proposal on the basis of :

- 1) Payback period method
 - 2) Net present value method
 - 3) Profitability Index. 14
2. Write short notes (**any two**). 14
- a) Determinants of Dividend Policy
 - b) CVP Analysis
 - c) Venture Capital.



3. Write short notes (**any two**). **14**
- a) Buy back of shares
 - b) Foreign exchange markets
 - c) Trend Analysis

4. Attempt **any two**. **14**
- a) Company A and Company B, both working under the same management. Both these companies produce and sale the same product. Following is the financial information extracted from the books of accounts.

	Company A	Company B
Sales	3,00,000	3,00,000
Variable cost	2,40,000	2,00,000
Fixed cost	30,000	70,000

You are required to :

- 1) Calculate P/V ratio for both the companies.
 - 2) Calculate the break even point for both the companies.
 - 3) Calculated the sales volume at which each of the company will make a profit of Rs. 10,000.
- b) Scope of financial management'.
 - c) Time value of money.
5. You are required to prepare a forecast of working capital requirements from the following data :

Output –10,000 units per annum

Elements of cost	Rs. (PerUnit)
Raw materials	6
Direct labour	4
Overheads	5
Total Cost	15
Profit	03
Selling Price	18

Raw material is kept in stock on an average of one month



Work-in-process is on an average half month.

Finished goods are in stock on an average 1 and 1/2 month

Credit allowed to debtors is 2 months

Credit allowed by creditors is 1 month

lag in payment of wages is 1.5 month.

14

6. The following are the summaries Profit and Loss A/c of the Brilliant Products Ltd. For the year ending 31st March 2004 and Balance Sheet as on that date :

Profit and Loss A/c

For the year ending 31st March 2015

	Rs.		Rs.
To Opening Stock	1,99,000	By Sales	17,00,000
To Purchases	10,90,500	By Closing Stock	2,98,000
To Incident charges	28,500		
To Gross Profit	6,80,000		
	19,98,000		19,98,000
To Operating Exp. :		By Gross Profit	6,80,000
Administration	3,00,000	By Non-operating Income	6,000
Selling & Distribution	60,000	By Profit on sales of shares	12,000
Finance	<u>30,000</u>		
	3,90,000		
To Non-operating Exp. :			
Loss on sales of Assets	8,000		
To Net Profit	3,00,000		
	6,98,000		6,98,000



Balance Sheet as on 31st March 2015

Liabilities	Rs.	Assets	Rs.
Issued capital		Land and Buildings	3,00,000
(3,000 Equity Shares		Plant and Machinery	1,60,000
of Rs 100 each)	3,00,000	Stock in Trade	2,98,000
Reserve and Surplus	1,80,000	Sundry Debtors	1,42,000
Loan	1,00,000	Cash and Bank Balances	60,000
Current Liabilities	2,60,000		
Profit and Loss A/c	1,20,000		
	9,60,000		9,60,000

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

- 1) Gross Profit Ratio
 - 2) Net Profit Ratio
 - 3) Current Ratio
 - 4) Operating Ratio
 - 5) Stock Turnover Ratio
 - 6) Fixed Assets Turnover Ratio
 - 7) Debt-equity Ratio. **14**
7. Explain the concept and need of working capital. Briefly discuss about different sources of financing working capital. **14**
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Seat No.	
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M.B.A. – I (Semester – II) (New CBCS) Examination, 2016
Paper – XI : HUMAN RESOURCE MANAGEMENT

Day and Date : Saturday, 14-5-2016

Total Marks : 70

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

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

2) Attempt **any two** 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

From 2004 to 2005 Queensland Corrective Services (QCS) had been reviewing and refining its strategies for managing offenders to improve community safety and crime prevention through humane containment, supervision and targeted interventions. During this period they noticed that it was becoming more difficult to attract sufficient numbers and quality of suitable applicants for vacant positions.

They were experiencing problems in attracting applicants for entry level custodial positions, as well as professional positions such as psychologists, nurses, program officers and probation and parole officers. They had also expanded their services into rural and remote communities such as Uttar Pradesh Bihar, Zarkhand and Assam and they needed to attract the right quality and quantity of applicants to deliver their services to these areas.

Queensland Corrective Services had started losing their name and fame because of inadequacy of employees and hence they decided to implement new strategies to attract more number of applicants for filling the vacancies.

- | | |
|---------------------------------|---|
| a) Analyze the case | 5 |
| b) Identify the problems | 2 |
| c) Suggest Alternative solution | 5 |
| d) Best Solution | 2 |

P.T.O.



2. Write short notes (**any two**) : **14**
i) Flextime and Flex work
ii) Career Anchors
iii) Fringe benefits
3. Write short notes (**any two**) : **14**
i) Virtual Organization
ii) Career stages
iii) Significance of HRM
4. Write short notes (**any two**) : **14**
i) Components of remuneration
ii) Job description and job specification
iii) Section procedure
5. Human resource has become a very important asset for the organizations today. Explain sources of recruitment. **14**
6. Role of HR manager has become strategically important in today's business world. Explain functions of HRM. **14**
7. Define training and explain in detail on the job and off the job types of training. **14**
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Seat No.	
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**M.B.A. – I (Semester – II) Examination, 2016
(New CBCS)**

Paper – XII : PRODUCTION AND MATERIALS MANAGEMENT

Day and Date : Monday, 16-5-2016

Max. Marks : 70

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

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

1. Analyse the case.

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

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

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

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

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



2. Short notes on **(any two)** : **14**
- a) What are the objectives of inventory control ?
 - b) Flexible manufacturing system.
 - c) Nature of production system.
3. Short notes on **(any two)** : **14**
- a) Total quality management.
 - b) Economic ordering quantity.
 - c) Importance of network diagrams.
4. Short notes on **(any two)** : **14**
- a) Master production schedule.
 - b) Selective inventory control techniques.
 - c) Define quality control and substantiate how it differs from inspection ?
5. What is production system ? Compare production planning and control operations in intermittent and continuous manufacturing systems. **14**
6. What is stores management ? Explain in detail functions of stores. **14**
7. What is maintenance management ? Describe in detail different methods of maintenance with its advantages and disadvantages. **14**
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Seat No.	
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**M.B.A. (Part – I) (Semester – II) (New CBCS) Examination, 2016
Paper – XIII : ECONOMIC ENVIRONMENT FOR BUSINESS**

Day and Date : Tuesday, 17-5-2016

Total Marks : 70

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

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

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

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

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

1. Case study :

Monetary policy is the policy of the Central Bank for maintaining its control over the money supply for the realization of general economic goals. But in a developing economy, monetary policy cannot remain confined only to controlling the supply of money. In the context of such economies, monetary policy must play a positive role. Accordingly the functions of the Reserve Bank have been expanded from merely discharging the traditional central banking functions to performing an active, developmental and promotional role in meeting the demands of the expanding Indian Economy. In the Indian context, the objective of monetary policy has been to accelerate economic development in an environment of reasonable price stability.

- 1) Discuss/explain the various functions of RBI in India. 5
- 2) What are the objectives of monetary policies in India ? 3
- 3) Explain the monetary policies of RBI and how its act as tool to control the money supply in economy. 6

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

- 1) WTO.
- 2) Foreign Exchange Market.
- 3) Methods to correct adverse balance of payment.



3. Attempt **any two** of the following : **14**
- 1) Road map of rupee convertibility.
 - 2) Role of agriculture in Indian Economy.
 - 3) SAARC.
4. Attempt **any two** of the following : **14**
- 1) LPG.
 - 2) Agricultural Marketing.
 - 3) Explain the 10th five year plan.
5. Define MNC. Explain in detail role of MNC in developing country like India. **14**
6. Explain in detail problems faced by Indian Economy. **14**
7. Define SSI. Explain the role of SSI in Indian Economy and problems faced by SSI. **14**
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Seat No.	
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**M.B.A. (Part – I) (Semester – II) (New CBCS) Examination, 2016
Paper – XIV : MANAGERIAL COMMUNICATION – II**

Day and Date : Wednesday, 18-5-2016
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

- Instructions :** 1) Q. No. 1 **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. Analyze the case :

Mr. Amit Tripathi is the Administrative Manager of Sun Technologies and Systems, Bangalore. From last three to four weeks the work in the office is lagging behind the schedule. His boss Mr. S Rao is continuously asking for reasons for this lack in professionalism.

On doing a research he eventually found the reason for this loss of man hours. It was seen that many employees in the office are involved in online shopping during office hours thus creating inefficiency in their work.

As an Administrative Manager how will you control this situation ?

- | | |
|--------------------------|---|
| 1) Analyze the case | 5 |
| 2) Identify the problem | 2 |
| 3) Alternative solutions | 5 |
| 4) Best solution. | 2 |
2. Write short notes (**any two**) :
- | | |
|------------------------------------|--|
| a) Group Discussions | |
| b) Principles of effective writing | |
| c) Types of Interviews. | |



3. Attempt **any two** from the following : **14**
- a) In this age of information technology how are the modern methods proving to be a boon to the managers for giving effective business presentations – Comment.
 - b) Explain the advantages and disadvantages of Oral Presentation.
 - c) Discuss the different placement opportunities available to the job seekers.
4. Attempt **any two** from the following : **14**
- a) Explain different layouts of business letters with examples.
 - b) Distinguish between Letter writing and Memo writing.
 - c) You are the Manager of a company and you have planned a one day tour for your executives. Draft a circular informing all the details of the event.
5. Explain why the concept of business and culture has gained importance in the current global scenario. **14**
6. You have just read about job advertisement in Times of India – Kirti Financial Services Ltd. The profile is of Management Trainee – Sales. Location-Maharashtra State. CTC offered-3.50 lacs p.a. Draft a covering letter and your resume. **14**
7. a) Mr. Smarth Patil (you) wants to start a new electronic showroom in Solapur. He wants to know the price of the electronic goods to be purchased from a dealer in Pune-M/s Sharma Associates. Draft a letter asking for quotation of the required goods. **7**
- b) You are the Branch Manager of Autowings Pvt. Ltd. Your company has decided to expand the business and take up a new dealership of tractors. You have approached a bank for a loan Rs. 75 lacs. Draft a letter in this regard. **7**
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Seat No.	
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M.B.A. – I (Semester – II) (New CBCS) Examination, 2016
RESEARCH METHODOLOGY
Paper – XV

Day and Date : Friday, 19-5-2016

Max. Marks : 70

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

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

1. Analyze the following case :

14

Attitude towards Advertising

You have been asked to ascertain the attitude of people towards advertising, whether favourable or unfavourable, in the medium-sized city where you live. The study should indicate whether heterogeneous groups differ significantly or otherwise in their attitude towards advertising.

The proposed study has to be carried out into two parts. Part I will involve the construction of a suitable questionnaire for measuring attitudes of people. Part II will examine some hypothesis and conclude whether they are accepted or rejected. The hypothesis will concern the difference in attitude of two groups towards advertising. For this purpose, you may think of groups in terms of male and female young and old, educated and uneducated, and rich and poor.

Questions :

- 1) What type of study is this ? 2
- 2) How would you develop a suitable questionnaire for the proposed study ? 8
- 3) Which scale would be most appropriate and why ? 2
- 4) What would be the limitation of such a study ? 2



2. Write a short note on following (**any two**) : **14**
 - A) Secondary data.
 - B) Research design.
 - C) Null hypothesis vs. Alternative hypothesis.

 3. Write a short note on following (**any two**) : **14**
 - A) Scales in research.
 - B) Levels for measurement in research.
 - C) Quantitative Vs Qualitative research.

 4. Write a short note on following (**any two**) : **14**
 - A) Simple Vs. Cross tabulation
 - B) Research report.
 - C) Independent Vs. Dependent variables.

 5. What is sampling ? Describe the various types of probability and non-probability sampling design in research. **14**

 6. Explain the term primary data. What are the different sources of primary data ? **14**

 7. What is meant by research ? Explain in details the various steps involved in research process. **14**
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Seat No.	
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**M.B.A. I (Semester – II) Examination, 2016
OPERATIONS MANAGEMENT (New CBCS) (Paper – XVI)**

Day and Date : Friday, 20-5-2016

Max. Marks : 70

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

- 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.
 - 4) **All** questions carry **equal** marks.
 - 5) Use of ordinary calculator is **allowed**.
 - 6) Use graph paper **wherever** necessary.

1. Case study :

14

A manufacturer makes two types of lamps A and B requiring treatment by a cutter and finisher. Lamp A requires 2 hours of cutter's time and 1 hour of finisher's time. Lamp B requires 1 hour of cutter's time and two hours of finisher's time. The cutter has 104 hours available and finisher has 76 hours available time each month. Profit on lamp A is Rs. 6 and on lamp B is Rs. 11. How many of each type of lamp should be manufactured to obtain the best return ? Also find out best return. Solve Graphically.

2. Solve **any two** :

14

a) Reduce the following game by dominance property and solve it.

		Player B				
		1	2	3	4	5
Player A	I	1	3	2	7	4
	II	3	4	1	5	6
	III	6	5	7	6	5
	IV	2	0	6	3	1

P.T.O.



- b) Three factories produce identical electrical motors. Factory A makes 100 numbers of motors per month, Factory B and C each makes 50 per month. These motors are sent to three warehouses P, Q and R whose monthly requirements are 50, 80 and 70 respectively. The cost of sending one motor from particular factory to particular warehouse is as under :

From A to P = Rs. 100 B to P = Rs. 150 C to P = Rs. 125

From A to Q = Rs. 25 B to Q = Rs. 100 C to Q = Rs. 60

From A to R = Rs. 150 B to R = Rs. 175 C to R = Rs. 130

Find out minimum cost of transportation by using Least Cost Method.

- c) Write a note on Monte Carlo Simulation method.

3. Solve **any two** :

14

- a) At a post office window customers arrive at the rate of 6 per 30 min. The service time per customer is 3 min. Find :

- i) Probability that newly arrived customer will get service immediately.
- ii) Average number of customers in the queue.
- iii) Average number of customers in the system.

- b) Solve Graphically :

$$\text{Minimize } Z = 3X_1 + 2X_2$$

$$\text{Subject to } 8X_1 + X_2 \geq 8,$$

$$2X_1 + X_2 \geq 6,$$

$$X_1 + 3X_2 \geq 6,$$

$$X_1 + 6X_2 \geq 8,$$

$$X_1, X_2 \geq 0$$

- c) Write a note on Markov Chains.



4. Solve any two :

14

a) Given the following payoff matrix, suggest which action is to be taken on the basis of Hurwicz Criterion. (Coefficient of Optimism = 0.8)

Alternatives	States of Nature (Product Demand)			
	High (Rs.)	Moderate (Rs.)	Low (Rs.)	Nil (Rs.)
Expand	50,000	25,000	-25,000	-45,000
Construct	70,000	30,000	-40,000	-80,000
Subcontract	30,000	15,000	-1,000	-10,000

b) A boy selling magazines has following probability of selling magazines :

Number of Copies Sold	Probability
10	0.10
11	0.15
12	0.20
13	0.25
14	0.30

Cost of a copy is 30 paise and price is 50 paise. He can not return unsold copies. How many copies should he order ? Set up payoff table for Conditional Profit.

c) Write a note on Queuing Theory.

5. A firm has plants at 3 locations namely P1, P2 and P3 and 3 warehouses W1, W2 and W3. Obtain initial solution to minimize transportation cost by VAM and optimal solution by MODI method.

14

	W1	W2	W3	Supply
P1	3	2	5	30
P2	4	3	1	40
P3	6	2	4	25
Demand	25	35	30	



6. A company has one surplus truck in each of the cities A, B, C, D and E and one deficit truck in each of the cities 1, 2, 3, 4, 5 and 6. The distance between the cities is in kilometers and shown in table below. Find the assignment of trucks from cities in surplus to cities in deficit so that distance covered by vehicles is minimum.

14

A	12	10	15	22	18	8
B	10	18	25	15	16	12
C	11	10	3	8	5	9
D	6	14	10	13	13	12
E	8	12	11	7	13	10

7. What is Operations Research ? Describe briefly its applications and scope in modern management.

14



Seat No.	
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M.B.A. – I (Semester – II) Examination, 2016
Paper – IX : MARKETING MANAGEMENT (Old)

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

Total Marks : 70

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

1 Case study :

14

In the white toothpaste market 'Cooldent' is undisputed market leader with virtually no threat from any other brands. There are many brands in the marketplace that have been trying to take away market share by Cooldent, but could not succeed. Some of the brands such as Forhans tried to push back Cooldent in the competition but could not do that. Balsara's Promise toothpaste, which was introduced as only toothpaste with 'time tasted clove oil' was hugely successful in two-digit market share but could not hold on to it and the reasons could not be guessed by anybody. But that brand did not last for long time in market.

For the past two years, two brands 'Pepsomint' for the white toothpaste market and 'Blow-up' for the gel formulation have been trying to snatch market share from Cooldent. Pepsomint advertisement delivers the message that it can check the growth of germs in the mouth and that too for long hours at a stretch. Blow-up is fighting on competitive advertisement and sales promotions.

Cooldent does not wish to be dragged into violent and harmful advertisement battle. They feel that the message "Meri Big Shakti, Meri Big Suraksha" has started sinking in the market. New product launch is ruled out for the present. Cooldent does not believe in price war.

In a view of above situations help 'Cooldent' to formulate marketing decisions to effectively deal with competition. Analyse the case, state problem, suggest various alternatives and identify best alternative.



2. Write Short Notes (**any two**) : **14**
- a) Holistic Marketing Orientation
 - b) Market Potential and Market Share
 - c) Brand Equity.
3. Answer the following (**any two**) : **14**
- a) Explain New Product Development Process.
 - b) What is Marketing Research ? Explain its process.
 - c) How consumerism in an effective tool for regulating marketing activities.
4. Write short notes (**any two**) : **14**
- a) Retailing
 - b) Target Market and Product Positioning
 - c) Channel Design and Decision.
5. Explain the concept of Consumer Behaviour. What are the various factors influencing consumer behaviour. **14**
6. Explain Marketing Mix. Discuss importance of Advertisement in modern business. **14**
7. Discuss market segmentation and bases for segmenting market. **14**
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No.

**M.B.A. (Part – I) (Semester – II) Examination, 2016
FINANCIAL MANAGEMENT (Paper – X) (Old)**

Day and Date : Friday, 13-5-2016

Max.Marks : 70

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

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

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

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

1. A company is considering two mutually exclusive projects, X and Y. The cost of both machine is same i.e. Rs. 5,50,000. The salvage value of X and Y will be Rs. 50,000. The machine X requires additional working capital Rs. 20,000 and machine Y requires of Rs. 30,000. The life of both machines is 5 yrs and depreciation is charged by Straight Line Method. The expected profit before depreciation and tax are as follows :

Year	Machine X	Machine Y
1	1,70,000	2,20,000
2	2,30,000	3,20,000
3	2,60,000	4,00,000
4	3,60,000	3,50,000
5	4,20,000	2,50,000

You are required to suggest the company to choose the machine by using following methods :

Payback period, ARR, Net Present Value and profitability index by considering cost of capital at 10% and tax rate at 50%.

DF @ 10% – 1st yr. 0.909, 2nd yr. 0.826, 3rd yr. 0.751, 4th yr. 0.683 and 5th yr. 0.621. **14**

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

- Objectives and scope of financial management.
- Foreign exchange dealing.
- Stock split.



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

- a) Venture capital.
- b) Determinants of dividend policy.
- c) A firm sales 14,000 units at Rs. 54 per unit. Its fixed cost amount to Rs. 88,000 and variable cost is Rs. 32 per unit.

You are required to calculate :

- a) The break even point
- b) Profit Volume (P/V) ratio
- c) Margin of safety.

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

- a) Break even point.
- b) Similarities and difference between domestic and international financial management
- c) Equity shares

5. Explain the term 'financial management'. Explain the objectives and function of financial management. **14**

6. The adventure and company desirous to purchase a business consults you regarding the working capital requirement in the first year's working. You derive following information :

Element of cost	Amount per unit
Raw Material	120
Direct Labour	40
Overheads	60
Total Cost	220
Profit	30
Selling Price	250

- a) Raw materials are in stock on average one month. Materials are in process on average half a month. Finished goods are in stock on average one month.
- b) Credit allowed to debtors is two months.
- c) Credit allowed by suppliers is one month.



- d) Lag in payment of wages is one month.
- e) Lag in payment of overheads is one month.
- f) One fourth of the output is sold for cash.
- g) Cash in hand is expected to be Rs. 25,000.
- h) The level of activity is 2,10,000 units.

14

7. The capital of Rahul and Co., is as follows :

Equity share of Rs. 10/- each	Rs. 4,00,000
9% preference share, Rs. 10/- each	Rs. 1,50,000
	Rs. 5,50,000

Additional information :

Profit (after tax at 35%), Rs. 1,35,000/-; Depreciation : Rs. 30,000/-;
Equity paid – 20%; Market price of equity shares Rs. 30/-.

You are required to compute the following, showing the necessary workings :

- a) Dividend yield on the equity shares
- b) Cover for the preference and equity dividend
- c) Earnings per share
- d) Price earning ratio.

14



Seat No.	
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M.B.A. – I (Semester – II) Examination, 2016
HUMAN RESOURCE MANAGEMENT (Old) (Paper – XI)

Day and Date : Saturday, 14-5-2016
Time : 2.30 p.m. to 5.30 p.m.

Total Marks : 70

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

1. Analyze the following case :

14

National Bank of India is the biggest Commercial Bank in the country with its head office at Mumbai. It has 6,000 branch offices across the country. It has been managing these branches with 20 regional offices located in important places in the country. One of those regional offices is located in Agra.

Mr. Kamlesh Sharma is the Regional Manager of Agra Region and Mr. Shankar Dayal is the HR Manager at Agra Regional Office. Mr. Purohit is working as the Chief HR Manager at the Central Office, Mumbai. Earlier, the central office used to select candidates for different jobs and allot them to different regions. But the bank has recently decided to decentralise the hiring process and hence asked all the Regional Managers to select their own candidates. Mr. Kamlesh Sharma asked various departmental heads at regional office and branch managers to rewrite job description, job specification, estimate manpower needs and sent them directly to him. Mr. Shankar Dayal has received a letter to this effect in the capacity of head of personnel department in the regional office. Immediately he met Mr. Sharma and told him that his job was to prepare job description, job specification, estimate manpower for the entire region and as such, he would be authorised to do all those functions instead of departmental heads at regional office and branch manager but the regional manager did not accept his request and told Mr. Shankar Dayal that things would go according to his own instructions. Mr. Shankar Dayal told the regional manager not to discount his request and restore his positional authority.

P.T.O.

SLR-I – 27



- | | |
|---|-----------|
| 2. Write short notes (any 2) : | 14 |
| 1) Job description and specification. | |
| 2) Succession planning. | |
| 3) Methods to job evaluation. | |
| 3. Write short notes (any 2) : | 14 |
| 1) Flex time and Flex work. | |
| 2) Incentives and Fringe benefits. | |
| 3) Career Stages. | |
| 4. Write short notes (any 2) : | 14 |
| 1) Difference between PM Vs HRM. | |
| 2) Components of Remuneration. | |
| 3) External sources of recruitment. | |
| 5. Define HRM. State the various functions to HRM. | 14 |
| 6. “Selection is a process of scanning”. Elaborate on this statement. | 14 |
| 7. State the objectives of training. Explain the various methods to training. | 14 |
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Seat No.	
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M.B.A. – I (Semester – II) (Old) Examination, 2016
PRODUCTION AND MATERIALS MANAGEMENT (Paper – XII)

Day and Date : Monday, 16-5-2016

Max. Marks : 70

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

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

1. Analyse the case.

Madhu, Divya and their children, along with another family traditionally attended New Year Party at a prestigious hotel. This year as in the past, Divya called and made a reservation about two weeks prior to New Year Day. Because majority of the party consisted of small children, they arrived 30 minutes prior to the 11.30 P.M. reservation to ensure being seated early. When they arrived however, the party hall supervisor said that they did not have a reservation. He explained that guests sometimes failed to show and hence the seats were not reserved. However, he promised that he would make available a table for them as early as possible. Madhu and Divya were quite upset and insisted that they had made a reservation and expected to be seated promptly. The supervisor told them “I believe that you made the reservation, but I can’t seat you until all the people who have come earlier and are waiting for seat are accommodated. You are welcome to go to the lounge and have complementary coffee and relax while you wait”.

When Madhu asked to see the manager, the supervisor replied “I am the manager” and turned to other duties. Madhu and his party members were eventually seated at 11.45 P.M. but they were not at all happy with the experience.

The next day, Madhu wrote a letter to the hotel manager explaining the entire incident.

Madhu was in the executive MBA program of a prestigious Business School and taking a course on Total Quality Management. In his class, they had just studied issues of customer focus and some of the approaches used at Ritz-Carlton Hotel, a 1992 Baldrige Award winner. Madhu concluded his letter with the statement, “I doubt that we would have experienced this situation at a hotel that truly believes in quality”.

About a week later, Madhu received the following reply :



“We enjoy hearing from our valued guests, but wish you had experienced the type of service accommodations that we aim to achieve here at our hotel. Our restaurant manager received letter and asked me to respond as Total Quality Lead”.

Looking back at our records, we did not show a reservation on the books for your family. I have said your comments with the appropriate department head so that others will not have to face the same inconveniences that you did.

Thank you once again for sharing your thoughts with us. We believe in a philosophy of ‘Continuous Improvement’ and it is through feedback such as yours that we can continue to improve the service to our customers.

- 1) Analysis of the case.
 - 2) Identification of the problem.
 - 3) Suggest alternative solution.
 - 4) Select best solution. **14**
2. Short notes on **(any two)** : **14**
- a) How does breakdown maintenance differ from preventive maintenance ?
 - b) Objectives of materials management.
 - c) Flexible manufacturing system.
3. Short notes on **(any two)** : **14**
- a) Economic ordering quantity.
 - b) What is network diagram ? Distinguish between PERT and CPM.
 - c) What are the functions of store keeping ?
4. Short notes on **(any two)** : **14**
- a) Lean manufacturing.
 - b) Production planning and controlling.
 - c) ABC analysis.
5. What do you mean by production management ? Explain in detail nature and scope of production management. **14**
6. Explain in detail different types of production system with its advantages and disadvantages. **14**
7. What is plant layout ? Explain in detail its types with diagrammatic presentation. **14**
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**M.B.A. (Part – I) (Semester – II) (Old) Examination, 2016
ECONOMIC ENVIRONMENT FOR BUSINESS (Paper – XIII)**

Day and Date : Tuesday, 17-5-2016
Time : 2.30 p.m. to 5.30 p.m.

Total Marks : 70

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

14

1. Between 1980 and 1990, India's internal debt increased from 36 percent to 56 percent and in 1990, the external debt was around US\$ 70 billion. The political unrest prevailing during that period and the Gulf war of 1990 worsened the financial situation in India. The Gulf crisis leads to a sharp rise in oil prices. Oil imported into India become much costlier and this led to a rapid fall in India's foreign exchange reserves. In 1990-91, India's foreign exchange reserves were as low as US\$ 1 billion. The country was on the verge of defaulting on its external debt obligations. Further, the withdrawal of NRI deposits from India due to the downgrading of India's credit rating gave a jolt to the economy.

The government took various steps to come out of the crisis. It moved swiftly in the direction of liberalization. The aim of liberalizing the economy was to improve the productivity and efficiency of the economy through competition, deregulation, openness and a greater role for the private sector. To improve the international competitiveness of India's exports, the rupee was devalued in two stages by around 21 percent. In the budget of 1993-94, the rupee was made fully convertible on the capital account. This was to provide an incentive to exports and NRIs to remit funds to India through official channels. Import tariffs were lowered and it was announced that curbs on several items of import were to be removed in phases.

To improve its external financial position, India entered into a stand-by arrangement with the IMF. It also took loans from the World Bank and the Asian Development Bank to help its restructuring efforts. The country also raised US\$ 1,627 million through the India Development Bonds (IDBs) and US\$ 863 million through the Foreign Exchange (Immunities) Scheme, 1991. Liberalization effected trade and industrial policies, the exchange rate system, tax and foreign investment policies



and the banking system. The liberalization policies along with the devaluation of rupee had a dramatic impact on the country's external transaction. Within a decade, foreign investment increased to over US\$ 37 billion, of which US\$ 18 billion was in the form of direct investment. On an average foreign investment increased at the rate 2.2 billion a year. Together with growth in export, there was sharp rise in the inflow of invisible receipts, after the rupee was made convertible for current account transactions. These contributed to a reduction in the current account deficit to 1 – 1.5 percent of GDP during 1991-2001. With a low current account deficit, the country has reached a healthy balance of payment position. The capital flow (net) became strong and the country is in a position to finance its current account deficit easily by maintaining a reasonable amount of foreign exchange reserves. NRI deposits have increased from US\$ 13 billion in 1991 to US\$ 23.8 billion in 2001. Since 1996-97, India has recorded a healthy foreign exchange reserve. In 2002, India's foreign exchange reserve crossed US\$ 50 billion.

Question for discussion :

- 1) Discuss the reasons which led to the BoP crisis in 1991.
 - 2) What measures did the Government of India take to put of the BoP crisis of 1991 ?
2. Write short answers on **any two** : **14**
- 1) Minimum support price.
 - 2) Problems of International Liquidity.
 - 3) Industrial Policy – 1991.
3. Write short answers on **any two** : **14**
- 1) Devaluation
 - 2) Objectives of Economic Planning in India.
 - 3) Foreign Capital.
4. Write short notes on **any two** : **14**
- 1) Exchange rate
 - 2) IMF
 - 3) RBI.
5. Define globalization. How far has globalization helped to solve problems of Indian economy ? **14**
6. Explain the role of agriculture sector in economic development of India. **14**
7. What is meant by small scale industries ? Explain the role played by small scale industries in economic development of India. **14**
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**M.B.A. (Part – I) (Semester – II) (Old) Examination, 2016
MANAGERIAL COMMUNICATION – II (Paper – XIV)**

Day and Date : Wednesday, 18-5-2016

Total Marks : 70

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

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

1. Case Study.

14

In the beginning Mr. Arvind appointed as trade apprentice where he worked well and promoted to Supervisor of production department. Since then he was consistently doing well in his job. He was good at interpersonal relation. He had developed good human relation with other employees as long as he was in that position. The management considered his performance and promoted him to Foreman. His promotion was appreciated, welcomed and accepted by all his colleagues as they knew no one could as suitable as Mr. Arvind. Being an immediate boss he introduced some changes in production shop. Besides this he changed the responsibilities and shifts of some supervisors. He even changed the machines for operators with an intension that it could improve the working of the shop.

After six months he started facing problems from employees. It seemed no supervisor responding to him and giving only silent treatment. Moreover the operators were also making mistakes in simple things. Every day there was machine shut down. Eventually by the end of the quarter Arvind's workshop come up with the poorest record for production. This could be the biggest failure of him as he was doing well in his individual work but when it came to getting work done from others he received troubles.

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

P.T.O.



2. Write short notes on (**any two**) : **(2×7=14)**
- 1) Characteristics of successful GD.
 - 2) Telephone Etiquettes.
 - 3) Video Conferencing.
3. Write short notes on (**any two**) : **(2×7=14)**
- 1) Principles of effective writing.
 - 2) Problem of cultural difference in Global Communication.
 - 3) Draft a letter of placing an order for furniture.
4. Write short notes on (**any two**) : **(2×7=14)**
- 1) Developing Visual aids.
 - 2) Letter V/s Memo.
 - 3) Structure of letter.
5. Explain the role of Business Presentation. Enumerate the advantages and disadvantages of Oral presentation. **14**
6. Explain in detail interview process and types of interviews. **14**
7. Imagine that you are responding to an advertisement published in “Indian Express” for a managerial candidate with experience for a firm in ‘Mauritius’. Draft the following :
- 1) Application letter
 - 2) Your resume. **14**
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M.B.A. – I (Semester – II) (Old) Examination, 2016
RESEARCH METHODOLOGY (Paper – XV)

Day and Date : Thursday, 19-5-2016
Time : 2.30 p.m. to 5.30 p.m.

Total Marks : 70

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

1. Analyze the following Case. 14

Attitude towards Advertising

You have been asked to ascertain the attitude of people towards advertising, whether favorable or unfavorable, in the medium-sized city where you live. The study should indicate whether heterogeneous groups differ significantly or otherwise in their attitude towards advertising.

The proposed study has to be carried out in to two parts. Part I will involve the construction of a suitable questionnaire for measuring attitudes of people. Part II will examine some hypothesis and conclude whether they are accepted or rejected. The hypothesis will concern the difference in attitude of two groups towards advertising. For this purpose, you may think of groups in terms of male and female young and old, educated and uneducated, and rich and poor.

Questions :

- 1) What type of study is this ? 2
 - 2) How would you develop a suitable questionnaire for the proposed study ? 8
 - 3) Which scale would be most appropriate and why ? 2
 - 4) What would be the limitation of such a study ? 2
2. Write a short note on following (**any two**) : 14
- A) Secondary data.
 - B) Research design.
 - C) Null hypothesis vs Alternative hypothesis.



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

Day and Date : Friday, 20-5-2016
Time : 2.30 p.m. to 5.30 p.m.

Max. Marks : 70

- Instructions :** 1) *Q. 1 is compulsory.*
2) *Solve any two questions from Q. 2 to Q. 4.*
3) *Solve any two questions from Q. 5 to Q. 7.*
4) *Use graph paper where required.*

1. A company manufactures two products A and B. Both products pass through two machines M1 and M2. The time required to process each unit of products A and B on each machine centre and available capacity of each machine centre is given below :

14

Products	Processing Time per unit (Hrs.)	
	Machine Centre	
	M ₁	M ₂
A	6	2
B	4	4
Available hours per week	3600	2000

Each unit of product A gives a profit of Rs. 25 while each unit of product B gives a profit of Rs. 20. The availability of material is sufficient only to produce 500 numbers of products of type A and 400 numbers of products type B. Formulate the LPP and solve using graphical method for maximum profit.

2. Solve **any two** :

14

- a) A company has 4 machines to do 3 jobs. Each job can be assigned to one and only one machine. The cost of each job on each machine is given in the following table. What are the job assignments for minimum cost ? Which

P.T.O.



machine will remain idle ?

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

b) The payoff matrix of a game is given below :

$$\begin{bmatrix} 6 & 3 \\ 4 & 5 \end{bmatrix}$$

Solve game and calculate value of game.

c) Write a short note on Monte Carlo Simulation method.

3. Solve **any two** :

14

a) A toy company is making new toys and deciding whether to go for full, partial or minimal product line. Company has 3 levels of product acceptance - good, fair and poor. The probabilities are estimated and given below. Management will take decision on the basis of maximizing expected profit from the first year of production.

Product Acceptance	Probability	Product Line		
		Full	Partial	Minimal
Good	0.2	80	70	50
Fair	0.4	50	45	30
Poor	0.4	- 25	- 10	0

Using EMV criterion which product line to be selected ? Using minimum expected regret which product line should be selected ?



- b) Solve graphically
 Minimize $Z = 100x_1 + 800x_2$
 Subject to $6x_1 + 2x_2 \geq 12$
 $2x_1 + 2x_2 \geq 8$
 $4x_1 + 2x_2 \geq 24$
 $x_1, x_2 \geq 0$

- c) Define :
- 1) Balking
 - 2) Reneging
 - 3) Jokeying
 - 4) Collusion
 - 5) Pure strategy of game
 - 6) Saddle point of game
 - 7) Pay-off of game.

4. Solve **any two** :

14

- a) A company has 3 factories that supply to four marketing area. The transportation cost of shipping from each factory to each marketing area is given in table. Factory capacities and marketing requirement are also given. Find initial feasible solution by North West Corner Method.

Factory	Marketing Area				Capacity
	W1	W2	W3	W4	
F1	19	30	50	10	1600
F2	70	30	40	60	1200
F3	40	8	70	20	1700

- b) The estimated profit (in lakh of Rs.) for proposed new product are as under. Select the action on the basis of Laplace Criterion. Also choose the action using minimax regret criterion.

Type of Product	Estimated Level of Sales		
	20,00,000	10,00,000	2,00,000
A	25	15	10
B	40	20	5
C	60	25	3

- c) Explain concept of Decision Theory with its steps.



5. Explain concept, phases, scope and limitations of Operations Research. **14**
6. An Insurance company has three claim adjusters in their main office. **14**
 The customers are found to arrive according to Poisson process at an average rate of 40 per 8 hours a day to settle claims against company. The time spent by adjusters with a claimant is found to have negative exponential distribution with a mean service time of 24 mins. Claimants served with first come first serve basis. Calculate -
- 1) Average no. of claimants waiting to see adjusters.
 - 2) Average no. of claimants in the insurance office.
 - 3) Average waiting time for the claimant in a queue.
 - 4) Average time a claimant spends in the office.
 - 5) The no. of hours spent by the adjusters in working on the claims.
7. A company has 3 factories A, B and C which supply to warehouses D, E, F and G. Monthly factory capacities are 160, 150 and 190 units respectively. Monthly warehouse requirements are 80, 90, 110 and 160 units respectively. Unit shipping costs are as follows : **14**

Warehouse	D	E	F	G
Factory				
A	42	38	28	27
B	40	39	42	41
C	39	38	30	44

Determine the optimum distribution for the company to minimize shipping cost. Use VAM method.



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**M.B.A. (Part – II) (Semester – III) Examination, 2016
MANAGEMENT ACCOUNTING (Paper – XVIII)**

Day and Date : Tuesday, 26-4-2016

Max. Marks : 70

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

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

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

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

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

1. SK Company Ltd. manufactures two products A and B. Following is the forecast of units to be sold in seven months :

Month	Jan.	Feb.	Mar.	Apr.	May	June	July
Product A	1000	1200	1600	2000	2400	2400	2000
Product B	2800	2800	2400	2000	1600	1600	1800

Budgeted production and production cost for the year is given below :

Particulars	Product A	Product B
Budgeted output	22000 units	24000 units
Direct material per unit	Rs. 10	Rs. 15
Direct labour cost	Rs. 5	Rs. 10
Total factory overheads	Rs. 88,000	Rs. 72,000

Additional information :

- 1) There is no work in process at the end of every month.
- 2) Finished units equal to half of the sales of next month will be in stock at the end of each month (including the previous month of December).
- 3) Opening stock will be half of the sales of current month.

You are required to prepare :

- a) Production budget for January to June.
- b) Summarized production cost budget.



2. A company is manufacturing chemical products under a costing system. The standard material cost to produce one tone of chemical X is given below :

Material	Quantity	Standard Price Per Kg (Rs.)
A	300 Kg	10
B	400 Kg	5
C	500 Kg	6

During a period, 100 tonnes of chemical X were produced from the usage of :

Material	Quantity	Standard Price Per Tonne (Rs.)
A	35 tonnes	9,000
B	35 tonnes	6,000
C	35 tonnes	7,000

Calculate :

Material cost variance

Material price variance

Material usage variance

Material mix variance

Material yield variance.

14

3. Explain in detail about essentials of good report and various types of reporting. **14**
4. Write short notes (**any two**) : **14**
- Traditional costing Vs Activity based costing.
 - Types of Audit.
 - Objectives of management accounting.



5. A company manufactures and markets three products i.e. A, B and C. All the three products are made from same set of machines. The relevant data regarding these products is given below :

Particulars	Products		
	A	B	C
Raw material cost per unit	2.25	3.25	4.25
Direct labour cost per unit	0.50	0.50	0.50
Other variable cost per unit	0.30	0.45	0.71
Selling price per unit	5.00	6.00	7.00
Standard machine time required per unit (in minutes)	39	20	28

In the following year, the company will face extreme shortage of raw materials. The quantity of raw material required to produce one unit is :

For A – 3 Kg raw material

For B – 4 Kg raw material

For C – 5 Kg raw material.

You are required to state the preference of the production of these products considering that :

a) Production is limited by machine hours.

b) Production is limited by raw material.

14

6. Explain management control system. Briefly discuss about management control system in financial organization.

14

7. GMR Co. Ltd. produces three products for which the standard cost and output are as follows :

Products	X	Y	Z
Output (units)	10000	20000	30000
Direct material per unit (Rs.)	50	40	32
Direct labour per unit (Rs.)	30	40	48
Labour hours per unit (Rs.)	3	4	5
Machine hours per unit (Rs.)	4	4	7
No. of purchase requisitions	600	900	1000
No. of machine set ups	120	130	150



Production overheads split by departments :

Department A	Rs. 12,00,000
Department B	<u>Rs. 15,00,000</u>
Total	Rs. 27,00,000

Department A is labour intensive and Department B is machine intensive.

Total labour hours in Dept. A = 2,00,000 and total machine hours in Dept. B = 5,00,000.

Production overheads split by an activity

Receiving and inspection	Rs. 14,00,000
Production set up	<u>Rs. 13,00,000</u>
Total	Rs. 27,00,000

No. of batch received and inspected 2500 batches

No. of batches for set up 400 batches

You are required to prepare cost statement under :

- 1) Traditional absorption costing method.
- 2) Activity based costing method.



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

Day and Date : Wednesday, 27-4-2016
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

1. Case Study :

The largest Bangladesh factory fire in recent times killed 112 people this last November. This horrible incident raises once again the dilemma of who bears responsibility in such a tragedy. As we examine this case, we have singled out specific players who might bear significant responsibility for this particular event. The Bangladeshi government has the dual responsibility of taking care of its citizens as well as maintaining its economy by supporting the \$20 billion a year garment industry that serves as 80% of its total export earnings. The workers, mostly women, earn as little as \$37 per month and depend on the government for their safety; however, corruption growing in Bangladeshi politics and the country is currently ranked 142nd out of a 176 countries according to the Transparency International Corruption Perception Index. In this case, there are also political interests of specific parties. Additionally, the owner of the factory constructed five more illegal floors beyond the original structure, and the factory location was in an area that large vehicles, specifically fire trucks, could not easily enter. Major international retailers have often been criticized for not taking responsibility for their subcontractors; companies whose products were produced at this particular factory include major retailers such as Walmart.

- | | |
|--------------------------|---|
| 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)** : **14**
 - a) Corporate Governance in India
 - b) Moral Relationship between Individual and Organisation.
 - c) Ethics of Multinational Business.

 3. Write short notes on **(any two)** : **14**
 - a) Morality and Rationality in Organisation
 - b) Ethical dilemma
 - c) WTO environmental provisions.

 4. Write short notes on **(any two)** : **14**
 - a) Models of ethical decision making
 - b) Global Climate change
 - c) Conflict between personal values and organizational goals.

 5. Define Business Ethics. What are its principles ? Explain the factors affecting business ethics. **14**

 6. Explain Ethics and HRM, Ethics in Finance and Accounting. **14**

 7. Define values. What are its characteristics ? Explain the importance of values. **14**
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M.B.A. – II (Semester – III) Examination, 2016
Paper – XIX : MARKETING MANAGEMENT (Paper – I) (Group – A)
Product and Brand Management

Day and Date : Thursday, 28-4-2016
Time : 10.30 a.m. to 1.30 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. Italian scooter brand Vespa has made a comeback after over a decade in the Indian market with the Piaggio Group launching a premium model of scooter. Piaggio is also planning to bring to India more premium brands, both in scooter as well as motorcycle segments. The Vespa brand was first sold in India in the 60s till 80s through a collaboration with Bajaj Auto. Later on Piaggio had a partnership with LML that ended in 1999. Vespa was one of Piaggio's successful brands. The Vespa was a two-wheeled utility vehicle considered as a utilitarian, stylish, fun, and cheeky product. The Vespa first entered India in the late 1950s. In 1983, the Vespa scooter re-entered India through a joint venture with Lohia Machinery Ltd. (LML). Vespa scooters were sold successfully for more than a decade through this joint venture.

In March 2012, Piaggio launched the Vespa scooter at a price of Rs. 66,661 positioned at the premium end of the Indian scooter market. It invested over \$30 million in setting up a manufacturing plant in Maharashtra. Piaggio focused on the Vespa's heritage and unique values and on sustaining the brand image of the Vespa through its communication strategy. In 2012, with its re-entry, the Vespa aimed to connect with the youth. It created a digital campaign in collaboration with OgilvyOne Worldwide and Meridian Communications. The Vespa was priced at a 15-25% premium compared to competing scooters like Honda Activa, Suzuki Access and Mahindra Duro. The price was close to 40% higher than that of a basic scooter available in the market. Experts commented that the product would not be sold on the basis of mileage or resale value and sighted that price preferred



when there was a competition among brands, Vespa brand developed on the realms of fashion and lifestyle statement. In India, there was a clear differentiation made between the premium and economy segments in both the car and motorcycle markets. In India, motorcycles like the Rajdoot and the Royal Enfield had garnered a premium image with the associated retro feel. Vespa aimed at achieving something similar with a retro feel and an Italian scooter image.

- 1) Discuss the brand elements of Vespa that created the brand image. **4**
 - 2) Which type of user segment is targeted by Vespa ? What are the expectations of this segment met by Vespa ? **5**
 - 3) In the current competitive market of scooter what brand strategies do you suggest ? **5**
 2. Write short notes (**any two**) : **14**
 - a) Levels of product.
 - b) Internal branding.
 - c) Elements of brand personality.
 3. Write short notes (**any two**) : **14**
 - a) Product Line decisions.
 - b) Co-branding.
 - c) Types of brand extensions.
 4. Write short notes (**any two**) : **14**
 - a) Considerations in selecting a brand name.
 - b) Brand ambassadors.
 - c) Brand repositioning.
 5. Define product. Explain New Product Development Process. **14**
 6. Define brand equity. Explain in brief the methods of measuring brand equity. **14**
 7. Define brand image. What are the sources of brand image ? Explain with examples. **14**
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M.B.A. (Part – II) (Semester – III) Examination, 2016
INDIAN FINANCIAL SYSTEM (Paper – XIX)
Group – B : Financial Management (Paper – I)

Day and Date : Friday, 29-4-2016

Max. Marks : 70

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

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

1. Case study.

14

Single and working.

Bob is a 25 year old qualified carpenter who is a subcontractor to various builders. He is earning \$ 70,000 gross but pays \$ 20,000 in expenses; most which are fixed expenses i.e. a leased car and leased equipment. Bob rents an apartment and spends the rest of his earnings of \$ 50,000 on living and entertainment expenses. Bob has little in the way of savings.

What if Bob doesn't have insurance ?

Bob has a car accident and is hospitalized for one month. He then faces a long and painful rehabilitation process of 12 months to try to regain the use of one of his arms. Even with private health insurance there are medical bills to be paid particularly for physiotherapy and rehabilitation sessions. Bob has no income for 13 months but must continue to pay his lease costs of \$ 20,000 per annum. What little money Bob receives in disability payments from the government won't cover his rental costs. Bob has to move back home and borrow money from his parents. If he doesn't recover the use of his arm Bob will never be able to work as a carpenter again and will have to retrain into a potentially lower paid job.

- 1) Analyse the above case.
- 2) Identify problem in the case.
- 3) Suggest alternative solutions.
- 4) Identify best alternative.

P.T.O.



2. Write short notes (**any two**) : **14**
- a) NBFC
 - b) SEBI
 - c) Schemes of MF
3. Write short notes (**any two**) : **14**
- a) Pension fund plan
 - b) Merchant Bank
 - c) E-Trading.
4. Write short notes (**any two**) : **14**
- a) Endowment Plan
 - b) Order Types
 - c) NASDAQ
5. Explain Primary Capital Market and Secondary Capital Market in detail. Give constituents of Secondary Market. **14**
6. Give the concept of Mutual Fund. Write various schemes of Mutual Fund in detail. **14**
7. Money Market plays a vital role in Indian Financial System. Which are the various money market instruments available in Indian Market ? **14**
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M.B.A. – II (Semester – III) Examination, 2016
Group – E : PRODUCTION AND MATERIAL MANAGEMENT (Paper – XIX)
Paper – I : Purchasing and Inventory Management

Day and Date : Friday, 29-4-2016
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

1. Study the following case carefully and answer the questions given at the end. **14**

The Great Western Bank of San Diego placed an order for 12 special purpose accounting machines with the Data Max Corporation of Cincinnati, Ohio. Great Western and Data Max agreed to a firm fixed price of \$ 9500 per unit. FOB the shipping point (Cincinnati). In the purchase order, the bank's purchasing agent designated a particular carrier (Yellow Freight) and Data Max returned a signed acknowledgement copy without change in any of the terms and conditions.

On completion of the 12 units three months later, Data Max shipped them via a different common carrier than Yellow Freight. At the time of shipment, an invoice was mailed to Great Western. To take advantage of the 2 percent cash discount, Great Western paid the invoices immediately, as was its custom. The machines had not yet arrived.

Unfortunately, as the truck was passing through Illinois, the driver lost control; the vehicle was involved in an accident and the truck and contents were destroyed. The 12 machines were a total loss. The buyer, on contacting Data Max relative to the loss, was told : "Look, we sold these machines to you F.O.B. Cincinnati and title passed at the time they were loaded on the carrier. That's the law." At this point, the buyer pointed out that Data Max had not shipped via the carrier specified on the purchase order. To this Data Max replied : "Sure, that's true. But we saved your money by shipping via less expensive transportation method. Furthermore, you acknowledged and accepted our action by paying our invoice, for the invoice clearly stated the date and method of shipment. It is your responsibility to work out any adjustment for the loss directly with the truck line."

- a) Analyze the case. **5**
b) Identify the problem. **2**
c) Find out alternatives solution. **5**
d) Give the best solution. **2**

P.T.O.

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2. Write short notes on **(any two)** : **14**
 - a) Master production schedule
 - b) Purchase cycle
 - c) Classification of Inventory.

 3. Write short notes on **(any two)** : **14**
 - a) Zero Inventory
 - b) Demand forecasting
 - c) International purchasing.

 4. Write short notes on **(any two)** : **14**
 - a) Cost reduction techniques
 - b) Need for inventory
 - c) Objectives of purchasing.

 5. Explain legal aspects of purchasing in detail. **14**

 6. What are the objectives of forecasting ? Explain its qualitative and quantitative forecasting methods in detail. **14**

 7. Discuss following terms in detail : **14**
 - a) Purchase requisition
 - b) Purchase order
 - c) Receiving and inspection formats.
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M.B.A. – II (Semester – III) Examination, 2016
Group G : International Business (Paper – I)
INTERNATIONAL BUSINESS ENVIRONMENT (Paper – XIX)

Day and Date : Monday, 2-5-2016

Total Marks : 70

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

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

1. Analyze the following case :

14

Procter and Gamble (P&G) does not have adequate production and distribution facilities in India. This prompted it to start negotiations with Godrej Soaps in June 1992 for a possible collaboration. In December 1992, the two companies signed an agreement to establish a marketing joint venture named Procter and Gamble-Godrej (P & GG) to market soap and detergent brands of P & G and Godrej. P&G held 51 per cent and Godrej 49 per cent in P&GG. The joint venture came into effect in April 1993.

The distribution infrastructure and the sales force of about 400 of Godrej Soaps were transferred to P&GG. Some detergent brands-Ezee, Key and Trilo and scourer brand Biz had been acquired by P&G from Godrej soaps for Rs.40 crore (\$10 million approx). Neem soap brands of Godrej-Cinthol, Fay, Evita, Fresca, Marvel, Vigil, Ganga, Crowning Glory and Godrej Shikakai were licenced to P&GG. All the brands of soap, however, were to be manufactured in the Godrej plant. As per the agreement, P&GG was not permitted to source them from elsewhere till the existing production capacity of Godrej Soaps was fully utilized. Godrej was also not allowed to do subcontracting with any other company. For soap manufacturing, Godrej was also not allowed to do subcontracting with any other company. For soap manufacturing, Godrej Soaps was to be paid on a cost-plus basis.

P.T.O.



David Thomas, VP and CEO, and P&G, India, had started in December 1992, that the alliance would be a relationship in perpetuity. The rosy perception, however, did not last long. The first market rumours about the deterioration of the relationship between the partners surfaced in December 1994. There was a general feeling in the industry that the Godrej brands were not properly promoted by the joint venture, and they were losing market share. Adi Godrej, Managing Director Godrej soaps, who denied reports of strained relationship, started: 'we are so tied together that it would take an earthquake to break us up'. An earthquake was, however, in the offing.

Sales of Godrej brands suffered heavily during the joint venture operation, Brands like Cinthol, Marvel Fresher and Evita had a market share of 18 per cent in the premium segment during 1992, but the share dropped to 10 per cent by 1996. Only Cinthol survived. Marvel, Evita, Fresca and Vigil were quietly buried. In the popular segment, Ganga suffered from repositioning which replaced the emotional appeal with functional characteristics focusing on the soap's 76 per cent fatty matter and equating it with quality. In the washing product segment, the market shares of Trillo bar fell from 5 per cent in 1992 to 1 per cent in 1996 and of Key powder dropped from 2 per cent to negative levels. Such large decline in sales led to substantial decrease in production which adversely affected the cost-plus payment system.

P & G's long-term organizational goals and global strategy did not seem to match with the demands of P&GG. Global strategy of P&G was reflected in the statement of Thomas: 'while many other companies might actively discriminate between consumers in one country versus another, we look for similarities'. The company's marketing strategy and platforms for its products/brands will, therefore, be commensurate with their global positioning. President, Samsika Marketing Consultants, observed: P&G is capturing reverse aspirations for its brands-picking a premium image and reversing the positioning in a way that does not go with brand image, but simply makes it affordable for the common person.' This is contrary to the strategy of Hindustan Unilever (HUL), which typically uses acquired brands to enter segments of the market where it has established presence.

The decision to terminate the alliance between P&G and Godrej was made public in July 1996. Modalities were laid down in a termination agreement. Major points of agreement were:

- P&GG would become a fully owned subsidiary of P&G with Godrej selling its 49 per cent stake to P&G;
- P&G would retain most of the sales force and the distribution network which P&GG had acquired from Godrej soaps;



- The soap brands of Godrej, which had been licensed to P&G, would revert to Godrej soaps;
 - P&G would retain the detergent and scourer brands it had bought from Godrej.
 - a) Analyze the case study.
 - b) Identify the problem.
 - c) Generate possible alternatives.
 - d) Choose the best alternative.
2. Write short note (**any two**) : **14**
- a) The pros and cons of turnkey arrangements.
 - b) Special considerations involved in managing a cross-cultural workforce.
 - c) The process of internationalization.
3. Write short note (**any two**) : **14**
- a) Major characteristics of MNEs in terms of home country and host country.
 - b) Describe the scope and context of corporate social responsibility.
 - c) NAFTA.
4. Write short note (**any two**) : **14**
- a) Arguments for protectionism.
 - b) European Union.
 - c) Important determinants of international staffing policy.
5. Describe and explain the operation of World Bank. Discuss how it can be used by multinational companies seeking overseas business opportunities. **14**
6. Discuss the concept of good corporate citizen, and how business in different countries perceives its responsibility for social issues. **14**
7. Examine the global demographic trends and their implications for business. **14**
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**M.B.A. – II (Semester – III) Examination, 2016
MANAGEMENT INFORMATION SYSTEM (Paper – XIX)
Paper (Group – D) : Systems Management (Paper – I)**

Day and Date : Tuesday, 3-5-2016
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

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

14

ABC is one of the largest companies in America. It is the largest retailer in terms of the stores count and sales volumes. It is known for pursuing low prices by pushing suppliers to continually reduce costs. The stores often attract customers solely interested in lower prices. With ABC's expansion into groceries, the company has become the largest retail grocer in America. Over 100 million Americans visit an ABC store in a given week.

In 2002, ABC primarily focused on using its home-grown custom code on its centralized systems. CIO Kevin Turner noted that a key to ABC's success was striving for continuous improvement. His goals for the IT department of the organization are to :

- 1) Run a centralized operation
- 2) Use common platforms and
- 3) "Be the merchants first and technologists second".

Turner emphasizes the importance of matching IT to the business needs and simplifying all tasks.



As early as in 2002, ABC was working on RFID. With an effort to reduce costs per chip, they were to replace bar codes with RFID chips. Using the chips at the warehouse level would make it easier and faster to identify and route packages. Without it, in the store, finding products could be a problem. Carolyn Walton, an analyst once informed that it took them three days to find a box of a specific hair spray in the back room which resulted in lost sales. If the box had been tagged with RFID, it could have been found in minutes with a hand-held scanner.

ABC invests a considerable amount of time in the research labs of its technology partners — working with universities and companies to understand the technologies useful to apply to ABC's problems.

In 2004, the heart of the system was a 423-terabyte Teeradata system used to store and analyze the main sales data. Data was collected from the stores on an hourly basis, cleaned and transferred to the data warehouse. Managers could monitor sales in real time and make almost real time corrections on the sales floor. In terms of e-commerce, the company eventually moved to IBM's WebSphere system, mostly to take advantage of its scalability.

A secondary benefit of the centralized approach was that the data warehouse (RetailLink) was provided to the suppliers — who could also monitor sales in real time to help plan production runs. The system enabled them to track the status of ships through the distribution centers to the retail stores providing additional method in tracking shipments and sales.

By 2010, ABC was processing over one million customer transactions an hour; generating databases estimated to contain at least 2.5 petabytes. In 2011, ABC appeared to have shifted part of its online strategy. Two leading managers, Raul Vazquez – In charge of Global e-commerce in developed markets and Steve Nave – who ran the California based ABC.com left the company. The company announced that it was ending the sale of music downloads which it had taken years before also. The restructuring appeared to shift e-commerce responsibility to managers in individual nations. Regional managers were appointed to be in charge of nations within specific sectors, such as Latin America, Asia and Europe.

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

14

- a) Describe the terms of Data and Information. Explain the importance in business management.
- b) Discuss the strategic role of MIS in an organisation.
- c) Explain the devices and tools for interaction with MIS.



3. Write short notes on **any two** of the following : **14**
 - a) Human Resource Management Information System
 - b) Decision Support System
 - c) Knowledge Management.

 4. Answer **any two** of the following : **14**
 - a) Describe data resource management and advantages of database management system.
 - b) Discuss principal causes of information system failure.
 - c) Explain role and importance of information systems.

 5. Explain in detail the Marketing Management Information System and the flow of data of Marketing Management Information System along with inputs and analysis in the system. **14**

 6. Discuss various types of support systems that enhance management decision making. **14**

 7. Discuss modern database environments, logical and physical view of data and advantages of database management system. **14**
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M.B.A. – II (Semester – III) Examination, 2016
Group – A : MARKETING MANAGEMENT (Paper – II)
Paper – XX : Sales and Strategic Marketing

Day and Date : Friday, 6-5-2016
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

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

14

Mr. Chidanand was a mechanical engineering student at IIT, Mumbai in the early 1980s. He was attracted by commercial decisions, and not by engineering design. He did his MBA from IIM-B in 1985. His first job was that of a sales manager at Pond's India. He was not fascinated by the staff functions of brand and product management. He wanted to be out in the field, and Pond's allowed him full freedom. The company's culture was action-oriented and put emphasis on the line function. Though now at a mature age, he understands the importance of brands, back then it was just wishy-washy shift. He was associated with western region office in Mumbai and was on the road in M.P. the star performers was Pond's talcum powder, commanding up to 90 percent market share in some areas. He interacted with the salespersons, stockiest and veterans of this trade. He spent six and half years at ponds.

He then joined Citi and in 1994 he left citi to join GE Capital. GE started Gecis in 1997 and laid the foundation for the Indian BPO industry. Mr. Chidanand, along with Mr. Kalake and Mr. Gadade pioneered the basic call centre concept, providing in-house BPO services. Later Gecis became Gepact, and Independent company, and BPO became the buzzword. Which different personality characteristics stand out in Mr. Chidanand. Instead of doing his existing job why he is attracted towards sales.

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

14

- A) Virtual Marketing.
B) Green Marketing.
C) Porter's three generic competitive strategies.

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3. Write a short note on following (**any two**) : **14**
A) Sales Training.
B) Sales Meeting.
C) Affiliate Marketing and Contextual marketing.
4. Write a short note on following (**any two**) : **14**
A) Qualitative Sales Forecasting method.
B) Sales Budget.
C) Personal Selling and Relationship Management.
5. What is sales organization ? Why there is need of sales organization and explain in detail different structures of sales organization ? **14**
6. What is sales management ? Explain its nature and role with qualities of successful salesman. **14**
7. What is Strategic Marketing ? Explain the offensive and defensive competitive strategies. **14**
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M.B.A. (Part – II) (Semester – III) Examination, 2016
Group B : FINANCIAL MANAGEMENT (Paper – II)
Paper – XX : Strategic Financial Management

Day and Date : Saturday, 7-5-2016
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

1. Case Study.

14

From the following particulars, prepare a statement of sources and applications of funds for the year ended 31-12-2013 of Vikas and Co. Ltd.

- Vikas & Co. Ltd. issue 1,000 shares of Rs. 100 each at a premium of Rs. 20 and all the shares are subscribed and fully paid up.
- The company has redeemed preference shares of Rs. 100,000 at 10% premium.
- Investments are sold for Rs. 50,000 (resulting in a profit of Rs. 20,000).
- Sale of machinery during the year Rs. 30,000 (resulting in a loss of Rs. 5,000).
- Purchase of fixed assets Rs. 120,000.
- Dividend paid Rs. 40,000 and Income tax paid Rs. 35,000.
- Working capital of the company was Rs. 120,000 on 01-01-2013 and Rs. 180,000 on 31-12-2013.
- Closing balance in Profit & Loss a/c was Rs. 45,000 more than opening balance as per balance sheet.
- Depreciation provided for the year was Rs. 50,000 and preliminary expenses written off was Rs. 10,000.



2. Write short notes on (**any two**) : **14**
- a) Economic value added approach
 - b) Cost of debt and cost of retained earnings
 - c) Cash flow statement analysis.

3. Attempt **any two** : **14**
- a) Financial aspects of supply chain management
 - b) Hire purchase
 - c) Aman Corporation is acquiring Wellness company. Aman corporation will pay 0.5 of its shares to the shareholders of Wellness for each share held by them. The data for the two companies are as given below :

	Aman	Wellness
Profit after tax (Rs. lakh)	150	30
Number of shares (lakh)	25	8
Earnings per share (Rs.)	6.00	3.75
Market price of share (Rs.)	78.00	33.75
Price earning ratio	13	9

Calculate the earnings per share of the surviving firm after the merger. If the price-earnings ratio falls to 12 after the merger, what is the premium received by the shareholders of Wellness (using the surviving firm's new price) ? Is the merger beneficial for Aman's shareholders ?

4. Attempt **any two** : **14**
- a) Types of lease
 - b) Design and implementation of VRS



c) Rajkumar Ltd. has the following capital structure :

Common shares (200,000 shares)	Rs. 20,00,000
10% Preference shares	Rs. 05,00,000
14% Debentures	Rs. 15,00,000
	Rs. 40,00,000

The share of the company sells for Rs 10/-. It is expected that the company will pay next year a dividend of Rs. 2/- per share which will grow at 7% for ever. Assume a 50% tax rate.

- a) Compute the weighted average cost of capital based on the existing capital structure.
- b) Compute the new weighted average cost of capital if the company raises an additional Rs. 10,00,000 debt by issuing 15% debentures. This would increase the expected dividend to Rs. 3/- and leave the growth rate unchanged, but the price of share will fall to Rs. 7/- per share.

5. Sharma Company has the following income statement for the year 2013.

Particulars	Amount (Rs.)
Sales	500,00,000
Less : Variable operating costs	100,00,000
Fixed operating costs	200,00,000
Earnings before interest and taxes (EBIT)	200,00,000
Less : interest	50,00,000



Earning before taxes (EBT)	150,00,000
Less : Tax 40%	60,00,000
Earnings after taxes (EAT)	90,00,000
Less : preference dividend	10,00,000
Earnings available to equity shareholders	80,00,000
Number of equity shares issued – 400,000	

Compute :

- 1) EPS
 - 2) Degree of operating leverage, financial leverage and combined leverage.
 - 3) If sales increases to 550,00,000, what is your forecast for EPS ? **14**
 6. Explain the concept of merger and acquisition. Discuss in brief the legal and procedural aspects of merger.
 7. What is meant by the term strategic financial management ? Explain the 9-s model of SFM.
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M.B.A. – II (Semester – III) Examination, 2016
Group E : PRODUCTION AND MATERIALS MANAGEMENT (Paper – II)
Paper – XX : Logistics and Supply Chain Management

Day and Date : Saturday, 7-5-2016
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

- Instructions :**
- 1) Question No. **One** is **compulsory**.
 - 2) Attempt **any two** 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. LMN 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 at 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 | 5 |
| b) Identify the problem | 2 |
| c) Find out alternative solutions. | 5 |
| d) Give the best solution. | 2 |
| 2. Write short notes on (any two) : | 14 |
| a) Supply Chain Security | |
| b) Transportation cost strategies | |
| c) Various technologies used to implement Supply Chain. | |



3. Write short notes on **(any two)** : **14**
 - a) Service Driven Logistics Systems.
 - b) Design principles of warehouse.
 - c) Role of information in overall performance of logistics and supply chain management.

 4. Write short notes on **(any two)** : **14**
 - a) 3PL and 4PL
 - b) Principles of Supply Chain Management
 - c) Role and importance of IT in supply chain.

 5. Describe the process for Logistics strategy development and planning. **14**

 6. List and describe in brief the economic factors that drive transportation. **14**

 7. Describe role of packaging and material handling equipments used in warehouses. **14**
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M.B.A. – II (Semester – III) Examination, 2016
Paper – XX : Group C : HUMAN RESOURCE MANAGEMENT
Paper – II : Training and Development

Day and Date : Monday, 9-5-2016

Max. Marks : 70

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

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

1. Analyse the case.

14

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

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

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

- 1) Analyse the case. 5
- 2) Identification of Problem. 2
- 3) Identification of alternatives. 5
- 4) Best Solution. 2



- 2. Write short answers (**any 2**) : **14**
 - 1) Electronic Performance support system.
 - 2) Cross cultural training.
 - 3) Competency based training.

 - 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) Principles of training.
 - 2) Kirkpatrick design.
 - 3) Goal setting and planning.

 - 5. Define Management Development. Elaborate the objectives and techniques to Management Development. **14**

 - 6. Discuss the various models of evaluation. Elaborate on post training evaluation. **14**

 - 7. Define career. Elaborate career planning and its stages. State individual and organisational career development. **14**
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M.B.A. – II (Semester – III) Examination, 2016
Paper – XX : Group F – AGRICULTURE AND CO-OPERATIVE
MANAGEMENT (Paper – II)
Agricultural Marketing

Day and Date : Monday, 9-5-2016

Max. Marks : 70

Time : 10.30 a.m. to 1.30 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. Case Study :

14

In early 2010 Drink Fresh (cold drink) launched a new advertisement campaign featuring one of the leading Bollywood actors.

The advertisement was targeted at rural and semi-urban consumers. According to company sources, the idea was to position Drink Fresh as a generic brand for cold drinks.

The campaign was launched to support Drink Fresh's rural marketing initiatives. The intention of Drink Fresh was to focus on the rural market in the early 2005s in order to increase volume.

This decision was not surprising ; the size of the untapped rural market in India is very huge. With flat sales in the urban areas, it was clear that Drink Fresh would have to shift its focus to the rural market. Ms. Mehata, spokeswoman - Drink Fresh, said, "The real market in India is in the rural areas. If you can crack it, there is tremendous potential."

It has observed that, the poor rural infrastructure and consumption habits that are very different from those of urban people. These two were the major obstacles to cracking the rural market for Drink Fresh.



Because of the inconsistent power supply most grocers in rural areas do not stock cold drinks. Also, people in rural areas had a preference for traditional cold beverages such as 'lassi' and 'lemon juice'. Further, the price of the beverage is also a major factor for the rural consumer.

- 1) Analyse the Case
 - 2) Identify the major issues
 - 3) Recommend alternative solution
 - 4) Suggest the best solution.
2. Write short note (**any two**) : **14**
- 1) AGMARK
 - 2) Transportation
 - 3) Processing and Value addition.
3. Write short note (**any two**) : **14**
- 1) Classification of Market
 - 2) Contract Marketing
 - 3) Innovative marketing Channel.
4. Write short note (**any two**) : **14**
- 1) State Trading
 - 2) Marketing of agricultural and manufactured goods
 - 3) Components of Market Structure.
5. Discuss in detail the Government intervention and Role in Agricultural Marketing. **14**
6. What do you mean by Marketing of Farm Inputs ? Discuss marketing Pattern and Price policy of any two important farm inputs. **14**
7. Define Rural Marketing. Discuss various Components of Rural Marketing. **14**
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M.B.A. – II (Semester – III) Examination, 2016
Paper – XX : Group G – INTERNATIONAL BUSINESS : Paper – II
International Trade Procedures and Documentation

Day and Date : Tuesday, 10-5-2016
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

1. Analyze the following Case, Identify the problem, Generate possible alternatives and choose the best alternative. 14

Indian leather export, an important foreign exchange earner for the country, has been reportedly hit hard by the decision of some major US retail chains like Eddie Bauer, L. Bean, Timberland and Casual Corner, and a German company Bader to boycott leather goods from India in protest against the ill-treatment of animals here. This move came shortly after a decision by global retail chains Gap, Marks and L. Spencer, Liz Claiborne and J. Crew not to buy Indian leather goods. This development has a lot to do with the lobbying by the US-based animal rights group People for Ethical Treatment of Animals (PETA) for ban on leather goods from India by documenting evidence of 'cruelty to animals' killed for making leather. It has been reported (not the overseas firms have officially communicated to the Indian outfit of PET) not be sourcing leather products from India until there is strict enforcement of animal protection laws. Following this, the Mumbai-based Teja Industries, the official supplier of leather goods for Marks and Spencer in India, started outsourcing leather from other countries to manufacture products for the global chain. In the light of the above, discuss the implications of social activist groups for business. With reference to this case, discuss the failure of the governments, Council for Leather Exports and the leather industry and the lessons of this case. What should the governments, Council for Leather Exports and the leather industry do to overcome the problem ?



2. Write a short note on following **(any two)** : **14**
- A) Import of Capital Goods
 - B) Cargo Loss Claims
 - C) Foreign Trade Act, 1992.
3. Write a short note on following **(any two)** : **14**
- A) FERA
 - B) Export Promotion Council
 - C) EDI.
4. Write a short note on following **(any two)** : **14**
- A) Income Tax benefits
 - B) INCO Terms
 - C) SEZ.
5. What is letter of credit ? Explain in detail process and types of letter of credit. **14**
6. State the concept export and import. Explain current trends of Indian Import and Export in global trade. **14**
7. What is the term EXIM ? Explain the nature and characteristics feature of EXIM documents. **14**
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Seat No.	
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M.B.A. (Semester – III) Examination, 2016
ERP and SPD
Paper – XX Group – D SYSTEM MANAGEMENT : Paper – II

Day and Date : Wednesday, 11-5-2016

Max. Marks : 70

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

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

1. Analyze the following case and answer the given questions :

14

NishAgra Foods Inc. is one of North America's largest packaged food companies. It also provides food and ingredients to major food service establishments and commercial customers worldwide. NishAgra Foods' brands and products help fill the pantries of 95% of America's households. While NishAgra Foods relies on ABC software to power a number of its enterprise business processes, it was using more than 11 disparate systems—none from ABC—for supply chain management. Wanting to substantially improve sales and earnings while dramatically cutting costs, FishAgra Foods turned its attention to supply chain performance. The company decided to start by reducing its overall inventory. Specifically, it wanted to reach the top quartile of the industry in terms of case-fill on-time rate and forecasting accuracy. Given the sheer complexity of running a large company with many brands and distribution centers.

FishAgra Foods knew it could not execute inventory decisions effectively without a consistent approach across all locations. The company's first order of business was to select a single, integrated application suite to replace its disparate systems. After evaluating a number of solutions from a variety of vendors, it found what it was seeking. It selected the ABC Supply Chain Management application and the ABC Advanced Planning and Optimization (ABC APO) component of the ABC Business Suite family of business applications. With that foundation in place, FishAgra Foods began to consider how to optimize its inventory.

SmartOps, an ABC software solution partner, had contacted FishAgra Foods during this time frame. The two companies began to explore how SmartOps Multistage Inventory Planning and Optimization, an ABC-endorsed business solution, might address the company's issues. ABC participated in key meetings to ensure that FishAgra Foods understood the extent of the synergies between the SmartOps and ABC solutions. FishAgra.

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Foods ultimately chose the SmartOps solution for two reasons : ABC had validated the technical underpinning of the SmartOps solutions, and the applications work smoothly with each other and with all of FishAgra Foods' ABC applications. SmartOps is a member of four groups within the Industry Value Network program—including the Industry Value Network group for consumer products. Using industry-specific expertise gained via its participation in the program, SmartOps enabled a fast deployment. Specifically, a tailored implementation methodology along with SmartOps' in-depth knowledge of ABC APO and industry-specific best practices helped FishAgra Foods implement in seven months and within budget. Leveraging the ABC ecosystem also enabled FishAgra Foods to maximize the value of its existing investment in ABC software. With the ABC and SmartOps solutions in place, FishAgra Foods can dynamically and automatically update inventory targets across the enterprise to drive order quantities within the ABC applications. Since deploying the solutions, the company has increased its forecasting accuracy by 30% and its case-fill rate by 0.2%, while reducing finished goods inventories in targeted operations by 7%.

- a) Discuss the key challenges for FishAgra and benefits they got through ABC software.
 - b) Discuss various reasons why FishAgra succeeds in its ERP implementation.
2. Write short notes on **any two** of the following : 14
- a) Delays in Business Processes.
 - b) Features of Modern GUI.
 - c) Software Project Manager.
3. Answer **any two** of the following : 14
- a) What is ERP ? Describe in brief its related technologies.
 - b) Describe questionnaire technique of requirement gathering.
 - c) What are common myths for ERP ?
4. Write short notes on **any two** of the following : 14
- a) ERM (Entity Relationship Management).
 - b) BPR.
 - c) Code Design.
5. With a neat labelled diagram, describe in detail various steps involved in ERP implementation. 14
6. Describe System Analysis phase in detail. 14
7. Describe in detail Customer Relationship Management. 14
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M.B.A. (Part – II) (Semester – IV) Examination, 2016
ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT
(Paper – XXVI)

Day and Date : Thursday, 12-5-2016

Max. Marks : 70

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

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

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

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

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

1. Case Study.

14

Ramesh had just passes his commerce graduation and was looking for a job. All of a sudden his father's friend, Narayan Jain, asked him to join him as assistant in his company for which he would not get anything for one year. He assured him that in case he proves useful, he will be paid a good salary after this period is over. Ramesh was not keen to serve free and thought that Mr. Narayan is miser. However his father suggested Ramesh to discuss this matter with Narayan.

When Ramesh met Mr. Jain, the latter could see dissatisfaction on the face of Ramesh and asked for the reason. He explained that when he started this business, no one gave him anything and he worked for 12 hours a day with a hope that he may get some profit out of business. He spent almost three years. Now he was in a position to employ others. He must know what he has to offer by his service and how far he would be helpful. "You treat the way you have spent for education and at least you are not paying anything for getting experience," suggested Mr. Jain. Ramesh stood firm but on his father's pressure he joined. Mr. Jain found that Ramesh is learn fast and working very hard. He also many times handed over keys of his business premises to open and close. After a year Mr. jain informed that he is happy and would like to give him something. He asked to Ramesh how much he expects and Ramesh told him Rs. 3000/-. But at the end of the month he got a salary cheque of Rs. 5000/-.



Ramesh could not believe it and went to tell Mr. Jain that he might have been given a wrong cheque. Mr. Jain told him that he appreciated the work Ramesh has learned and his readiness to do all types of work. He said in life you first deserve and then desire.

- 1) Analyse the above case.
 - 2) Identify problem in the case.
 - 3) Suggest alternative solutions.
 - 4) Identify best alternative.
2. Write short notes on **(any 2)** : **14**
- 1) Difference between entrepreneur, intrapreneur and manager.
 - 2) ICICI.
 - 3) Role of DIC.
3. Write short notes on **(any 2)** : **14**
- 1) Reasons and remedies of entrepreneurial success and failure.
 - 2) Innovation theory of Schumpeter.
 - 3) Theory of profit by Knight.
4. Write short notes on **(any 2)** : **14**
- 1) Challenges to woman entrepreneurs.
 - 2) Entrepreneurial Traits.
 - 3) Venture Capital.
5. What is feasibility report ? Explain the importance of Feasibility Report. Write in detail various types of feasibilities. **14**
6. Explain the role of Govt. in Entrepreneurship Development and what are the subsidies or grants for Export Oriented Units. **14**
7. Explain the external influencing factor like socio-cultural, Political, Economic and personal affecting over Entrepreneurial Development. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2016
EXCELLENCE FOR MANAGEMENT (Paper – XXVII)**

Day and Date : Friday, 13-5-2016

Total Marks : 70

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

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

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

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

1. Solve the following case study :

14

JEEMCO Spinner started in 1990 with the vision to provide excellent cotton yarn to export with the higher value. The vision was become true in 2005 and in India JEEMCO was the main leader in exporting cotton yarn with non-comparable quality. But, the vision had an end in 2007 and there were many competitors in cotton industries who has provided quality cotton yarn with low price.

One day a managing director Mr. Sushilkumar called a meeting and discussed this problem which is decrease in market and demand for the JEEMCO yarn. Many of them suggested that they should use qualitative measures for increase in quality at lowest price. Some of them suggested Six Sigma but, confused about its application.

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

14

A) Team leadership

B) Business Process Reengineering

C) E-commerce Indian Experience.



3. Write short notes (**any two**) : **14**
- A) Charismatic Leadership
 - B) Quality Standards
 - C) Total Productivity maintenance.
4. Write short notes (**any two**) : **14**
- A) Visionary leadership
 - B) ISO series
 - C) Skills for Excellence.
5. Define emotional intelligence and explain how to use it for excellent leadership. **14**
6. What is excellence ? Explain foundations of excellence. **14**
7. Define six sigma. Explain its different stages. **14**
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M.B.A. – II (Semester – IV) Examination, 2016
MARKETING MANAGEMENT
Group – A : (Paper – III)
Integrated Marketing Communication and Consumer Behaviour

Day and Date : Saturday, 14-5-2016
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

1. Analyse the case.

14

Ramesh Sikand and his family lived in a comfortable two-bedroom flat in a respectable locality in a large city. He was employed with a general insurance company in a supervisory capacity. His wife, Sumita was a teacher in an English medium public school. Both their children, Rachit aged 10 and Sarita aged 8 years were studying in the same school where Sumita was employed.

Just before Diwali in 2002, one Friday evening the family went shopping. Besides clothes for children and few other things, they bought a 27 litre. Excel microwave from an outlet with good reputation. Sumita was very happy and the children were excited with this new purchase. Both the children were anticipating quick cooking of a variety of dishes they liked. They were expecting that everyday their Mom would give them school Tiffin-boxes packed (J with noodles and other Chinese food. To celebrate, Sumita invited two of her school colleagues for dinner and prepared a few dishes in her brand new microwave. Both her friends observed her cooking with great interest. On the dinner table most talk was around difficulties of both spouses being employed and the shortage of time to attend to so many household chores. The friends, Ramesh and the kids profusely praised the dishes and how quickly everything for the dinner was ready. What really took most time was cooking the Chapatis. Sumita said, "How nice and convenient it can be if some portable chapati preparing gadget was available".

Ramesh said, "It was my idea to buy a microwave." Sumita said, "Why ? You have forgotten. It was I who two years ago during exam time suggested that it would be good if we buy a microwave." Both of them were trying to take credit for type purchase. Finally; both of them agreed that the idea to buy a microwave was discussed after they attended the dinner at a friend's place where for the first time they saw a microwave in operation.

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One of Sumita's friends asked, "Why did you buy this particular brand ? I have read in the newspaper just a few days back that there are attractive schemes on some brands". Sumita and Ramesh spoke simultaneously, "In fact, both of us have read advertisements and articles in magazines within the last six months about what features and benefits every brand offers". Sumita said, "As and when I got the opportunity, I consulted some of my knowledgeable friends who have owned microwaves for quite some time, what to look for and what brands to consider." "You know, I came across some scaring information about the safety of microwaves. Now the technology is so advanced that all those scaring tit bits of information are quite baseless." Ramesh said, "Whatever we learned from magazine articles and experienced friends has helped us quite a lot in buying this brand." Sumita said, "About schemes, you are right. We too got a set of three bowls to be used for microwave cooking. Besides, we have paid just a thousand rupees and the rest would be paid in fifteen interest free installments. There is an extended warranty of three years, and if we are not satisfied with the machine, we can return it within the first 30 days of purchase and no questions asked. Our Rs. 1,000 would be refunded in cash".

One of Sumita's friends said, "Recendy, one of my relations in Delhi told me her bad experience with this brand. She went to the extent of suggesting me never to buy this brand of microwave.

Ramesh said, "I don't know what to say about your relation's experience ? What information we could collect goes quite in favour of this brand ? Those who recommended it have had few years use experience without any complaints". Sumita's friend said, " You may be right Bhaisaheb. But one thing we all know is that these are machines and they are not perfect. Excellent cars with unmatched reputations like BMW; Rolls Royce and Mercedes too, need repairs. "She smiled and said, "Haven't you heard of Murphy's Law "If a thing can go wrong, it will".

At about 10.30 p.m., the friends thanked Sumita and Ramesh and congratulated them for owning a microwave and left. Sumita and Ramesh were a bit pensive after their departure. They felt somewhat uneasy about the correctness of their decision in choosing this particular brand of microwave. They knew their money was safe, but it would be embarrassing if they had made a mistake. They agreed to discuss the matter with some of their experienced friends.

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



2. Short notes on **(any two)** : **14**
 - a) What is the impact of social class on consumer behaviour ?
 - b) What is the role of communication in the diffusion process ?
 - c) Describe types of advertising media. Discuss their merits and demerits.

 3. Short notes on **(any two)** : **14**
 - a) What do you understand by public relations ?
 - b) How are changing family roles influencing the marketing efforts in India ?
 - c) Differences between advertisement and sales promotion.

 4. Short notes on **(any two)** : **14**
 - a) What types of influences a reference groups can have on consumers ?
 - b) Direct marketing.
 - c) What are the effects of consumerism ?

 5. “Television media is the best media for effective advertising in rural and urban areas in India”. Discuss the statement in the light of media planning. **14**

 6. What are the factors affect the diffusion of innovations ? Discuss the diffusion process of an innovation. **14**

 7. Develop a promotion strategy for white goods manufacturing company; elaborate various steps you would take. **14**
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M.B.A. – II (Semester – IV) Examination, 2016
FINANCIAL MANAGEMENT (Paper – III) (Group B)
Project Planning and Working Capital Management

Day and Date :Monday, 16-5-2016

Total Marks : 70

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

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

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

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

1. a) The total available budget for a company is Rs. 20 lakhs. The projects listed below have been ranked in order of profitability. The firm has already accepted Project X whose cost is assumed to be Rs. 13 lakhs and it has the profitability index of 1.40.

Project	A	B	C	D	E
Cost (in lakhs)	6	5	7	2	5
Profitability index	1.50	1.25	1.20	1.15	1.10

Which projects, including X should be acquired by the company ?

7

- b) A company is considering two different investment proposals A and B. The details are as under :

Particulars	Proposal A (Rs.)	Proposal B (Rs.)
Investment cost	95,000	200,000
Cash inflows		
1	40,000	80,000
2	40,000	80,000
3	45,000	120,000

Suggest the most attractive proposal on the basis of the NPV method considering that the future income are discounted @ 12%. Also find out the IRR of the two proposals.



The present value of Rs. 1 at 12%, 15%, and 18% discount rate is as follows :

Year	1	2	3
PVF@12%	0.893	0.797	0.712
PVF@15%	0.870	0.756	0.658
PVF@18%	0.847	0.718	0.609

7

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

14

- a) Generation and screening of ideas
- b) IFCI
- c) ABC analysis

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

14

- a) Motives of holding cash and strategies of managing surplus fund.
- b) From the following information of ABC Ltd. Compute re-order level, minimum level, maximum level, and average stock level. The company uses component X for manufacturing a product.

Normal usage	100 units per week
Minimum usage	50 units per week
Maximum usage	150 units per week
Re-order period	4 to 10 weeks
Re-order quantity	600 units

- c) A Ltd. has a present annual sales level of 10,000 units at Rs. 300 per unit. The variable cost per unit is Rs. 200 per unit and the fixed cost amount to Rs. 300,000 per annum. The present credit allowed by the company is one month. The company is considering a proposal to increase the credit period to two months and has made the following estimates :

Credit policy	Existing	Proposed
	One month	Two month
Increase in sales	--	15%
% of Bad debts	1%	3%

The company plans on a pre-tax return of 20% on investment in receivables. You are required to compute the most paying credit policy for the company.



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

14

- a) Define venture capital. What are the possible disinvestments avenues available to venture capital firm in India ?
- b) Receivables management various costs.
- c) While preparing a project report on behalf of a client, you have collected the following facts. Estimate the net working capital (NWC) required for the project.

Estimated cost per unit of production

Raw material	Rs. 80
Direct labor	30
Overheads (including depreciation, Rs. 5)	65
Total	175

Additional information :

Selling price, Rs. 200 per unit; Level of activity-104,000 units of production per annum; Raw material in stock; average 4 weeks; Work in progress (assume full unit of raw material required in the beginning of manufacturing; other conversion costs are 50 per cent), average 2 weeks.; Finished goods in stock, average 4 weeks; Credit allowed by suppliers, average 4 weeks; Credit allowed to debtors, average 8 weeks; Lag in payment of wages, average 1.5 weeks; Cash in bank (desired to be maintained), Rs. 25,000/-

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

5. From the following particulars prepare a monthly cash budget for the quarter ended 31st March 2015.

Month	Sales (Rs.)	Purchases (Rs.)	Wages (Rs.)	Expenses (Rs.)
November	50,000	10,000	20,000	4,000
December	60,000	20,000	20,000	4,000
January	40,000	30,000	22,000	5,000
February	50,000	20,000	22,000	5,000
March	60,000	10,000	24,000	5,000

**Additional information :**

- 1) 10% of sales and purchase are on cash.
 - 2) Credit to debtors: 1 month, on an average-50% of debtors will make payment on the due date while the rest will make payment one month thereafter.
 - 3) Credit from creditors: 2 month, 10% cash discount will be received if payment is made within one month and it is estimated that 50% of purchase-advantage of cash discount will be taken.
 - 4) Wages: To be paid twice in a month on the 1st and 16th respectively.
 - 5) Expenses generally paid within the month.
 - 6) Plant costing Rs. 10000/- will be installed in February on payment of 25% of the cost in addition to the installation cost of Rs. 500. Balance to be paid in three equal monthly installments from the following month.
 - 7) Opening cash balance Rs. 20,000/- **14**
6. Define the term 'Sick Company'. List the symptoms which might indicate that sickness lies ahead. What are the components of revival programme for a sick unit ? **14**
7. Define the term 'working capital'. Explain the various sources of financing working capital. **14**
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Seat No.	
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M.B.A. – II (Semester – IV) Examination, 2016
Group E : PRODUCTION AND MATERIAL MANAGEMENT
Paper – III : Industrial Engineering

Day and Date : Monday, 16-5-2016
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

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

One morning in August 1985, the CEO of Velbo received a phone call from his Delox sales manager informing that General Class Motors was dropping Velbo from its highest supplier quality rating to the next to lowest level, four (on a one to five scale). GCM allowed Velbo 90 days time period to set up and start a program of total productivity quality control or else face the loss of not only an important customer (General Classic Motor) but also Velbos most promising growth market.

At this time, Velbo had 23 quality control people in their plant. To the machine operators, quality was the responsibility of quality control people. The quality control people are stationed at certain points and they would inspect on a sample basis and say whether the particular rub was good or bad. What was bad was scrapped. Nobody changed the process and there was no pressure on anybody to make a change to improve quality and reduce wastage.

It is wrong to assume that the production employee were causing the waste and to blame them for it without giving them the tools to deal with the problem would have been a bigger mistake. Under such conditions, production employee was afraid to report defects in products produced and the scrap was being disposed off to scrap yard during the third shift. The management felt that it was necessary



to train the operators in quality control and more attention to be given to operator, machine repair and redesign and to measurement and reporting techniques that tracked result, focused on responsibilities and establish up and down communications.

The pressure on production employee to reduce wastage was lacking due to the attitude of supervisor who took the wastages due to bad quality very lightly. The supervisor in fact was a big barrier to making the operators responsible for quality.

Velbo installed the “Statistical Process Control system, which went a long way towards pin pointing where the production process went wrong and needed improvement. The charting mechanism of SPC put pressure on the line operator who had difficulty with the idea that quality and quantity are not mutually exclusive. The production employees were reluctant to speed up production for the fear of making more mistakes and thereby increase wastage or scrap. Gradually, the quality control people will pull out of stations early in the process and then out of point later in the process entrusting the production employee the job of maintaining quality in their work. The number of mistakes declined as a result.

Questions :

- | | |
|---------------------------------------|---------------|
| a) Analyze the case | 5 |
| b) Identify the problem | 2 |
| c) Find out alternative solution | 5 |
| d) Give the best solution. | 2 |
|
2. Short notes (any 2) : |
14 |
| a) Production System | |
| b) Multiple Activity Chart | |
| c) Method Study Procedure. | |



3. Short notes (**any 2**) : **14**
 - a) BRP in productivity improvement.
 - b) Types of Allowances.
 - c) Flow Chart Process.

 4. Short notes (**any 2**) : **14**
 - a) Performance System
 - b) Productivity Measures.
 - c) Need for Allowances.

 5. Define productivity. Discuss various factors affecting productivity. **14**

 6. Define work study. Explain its objectives and steps involved in work study. **14**

 7. What do you mean by Ergonomics ? Discuss the various factors considered in Ergonomics. **14**
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M.B.A. – II (Semester – IV) Examination, 2016
Group – C : HUMAN RESOURCE MANAGEMENT
Industrial Relations and Labour Regulations (Paper – III)

Day and Date : Tuesday, 17-5-2016
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

1. Analyze the following case :

14

Prathamesh Steel (Pvt.) Ltd. founded 15 years before by Mr. A. M. Bapat was having booming time. At that time, Mr. Bapat, worked both in the office and in the factory and knew his mean and they knew him. Production standard were always maintained and labour turnover was practically non-existing. As the business mushroomed, the number of employees has progressively increased. Thus, Mr. Bapat's greetings and conversation with his workers became less frequent. In fact, he had so many things to do, that he could no longer supervise the factory. Thus, he hired another man, Mr. Godse as a plant supervisor. As this time though the number of workers increased to about 500, labour turnover and absenteeism increased along with the labour cases. The only thing that decreased was productivity. In order to meet the situations, Mr. Bapat granted substantial increase in wages which were already high and made some arrangements for increment earnings based on merit rating on seniority.

Yet labour turnover and absenteeism continue at a high rate. On investigation, it was found that the new plant supervisor lacked the patience and understanding which is necessary for dealing with the employees. When something was found wrong, he was scolding the employees but no attempt was made to find the case of faulty work. Meanwhile, labour unrest developed. The Worker began to complain about working on Saturdays and not having either time or facilities change from work clothes to original dresses after work, about toilet facilities etc. Some of the claims were' not found sufficiently justified or easy to meet. Mr. Bapat offered to workers as compensation, a new rise in wages with more liberty in allowing vacation time all of which the company could well afford.

Analyse the above case.



2. Write short notes (**any 2**) : **14**
 - 1) Karl Marx's approach
 - 2) Standing orders
 - 3) Role of labour welfare officer.

 3. Write short notes (**any 2**) : **14**
 - 1) Provident Fund
 - 2) Duties of trade unions
 - 3) Methods of providing social security.

 4. Write short notes (**any 2**) : **14**
 - 1) Gratuity Act
 - 2) Employee Pension Scheme
 - 3) Causes of Industrial Disputes.

 5. Define collective bargaining. Explain in detail the types of collective bargaining. **14**

 6. Explain in detail the grievance and disciplinary procedure adopted in the organization. **14**

 7. Explain the Minimum Wage Act and Factories Act in terms to its object, applicability and provisions. **14**
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M.B.A. (Part – II) (Semester – IV) Examination, 2016
Gr.F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT (Paper – III)
Agricultural Production Management

Day and Date : Tuesday, 17-5-2016

Total Marks : 70

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

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

1. Case Study.

Kasegaon is such place, where the climatic conditions are very favourable to the cultivation of banana. Most growers produce their bananas in isolation, selling to collectors, who only buy small quantities at highly variable prices. Faced with this situation, the producers in the Kasegaon region decided to take action in 1995 and started to look for ways to facilitate the flow of products to the market. At the end of 2001, the Kasegaon Banana Producers Union (KBPU) was officially created. Shortly after, the Kasegaon Banana Merchants Association was established, with support and encouragement from KBPU.

In 2007, KBPU had 2750 members, of which 1938 were men and 612 were women. There are lots of merchants in the Banana Merchants Association, but those who have regular dealings with KBPU numbered around 35 in 2007.

The bananas are sold through the traders in Pune region. Recently, KBPU has also searched for other outlets both in Pune as well as in Mumbai and Nagpur. After some experiments that tried to get out of local merchants, it was apparent that the development of the system would have to be done in partnership with regular local buyers. KBPU set up a partnership with the association of banana merchants on the ground. Both parties meet to discuss prices three times per year. Every Thursday, the Banana Merchants Association meets at the office of the KBPU to discuss the quantity that will be delivered to Pune, Mumbai and Nagpur. Once the advance is paid and the bananas are ready, the producers weigh them in front of the merchants and collect the remaining balance from the buyers. The balance is then paid.

This has evolved into a kind of miniature commodities market for Kasegaon bananas, with regular negotiation of prices and planning of marketing between producers and merchants from Nagpur.



The KBPU is an interesting example of the effective organization of producers, with a well planned marketing strategy to address the difficulties of marketing and intensifying the production of banana in a new market. It is a dynamic economic force, which has established its own rules, along with a trade agreement between associated local merchants.

- 1) Analyse the case. 5
 - 2) Explain consequences of the KBPU initiative. 2
 - 3) Comment on KBPU's marketing strategy. 5
 - 4) Suggest means for further expansion from agricultural point of view. 2
 2. Write short note **(any two)** : 14
 - a) Irrigation management.
 - b) Scope of modern agriculture.
 - c) Problems on cost estimation.
 3. Write short note **(any two)** : 14
 - a) Land tenure systems.
 - b) Causes of low productivity.
 - c) Effects of new technology.
 4. Write short note **(any two)** : 14
 - a) Green houses.
 - b) Law of diminishing returns.
 - c) Demand for agricultural products.
 5. Explain in detail Co-operative Farming, Capital farming and Corporate farming with suitable examples. 14
 6. Explain farm records and farm accountancy with reference to farm efficiency and measures. 14
 7. Explain occupational structure and agricultural production and productivity trends. 14
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Seat No.	
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M.B.A. (Part – II) (Semester – IV) Examination, 2016
Group – D : SYSTEM MANAGEMENT
Paper – III : Relational Database Management System

Day and Date : Wednesday, 18-5-2016
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

- Instructions :** 1) Q. No. 1 is **compulsory**.
2) Solve **any two** questions from Q. No. 2, 3 and 4. Solve **any two** questions from Q. No. 5, 6 and 7.
3) Figures to the **right** indicate marks to a question or sub-questions.

1. Case study :

14

A college offers correspondence courses to students. Each course lasts 20 weeks and is based on a weekly study module and progress test. At the end of the course students sit an invigilated examination.

The college Registrar deals with enquiries and applications and students applying who have sufficient qualifications are asked to register by completing and submitting an application form.

After approval by the Academic Director, the application form is returned to the Registrar who creates a student file. The Accounts department receive the application form and using information from the student file creates an invoice that is sent to the student. Payments made are registered on the invoice file. The first batch of student material and tests is issued from the library only to students who have paid fees (this information is taken from the invoice file).

Progress tests are marked by academic staff and the results, together with comments, are sent out with next week's study block. The library will only issue study material/progress tests when a student has returned test answers from the previous week.

For the above case, draw ERD for the case.

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

14

- i) Network Database
- ii) Create Command
- iii) Sys_date and next_day functions.



3. Write short notes on **any two** : **14**
- i) Operators in SQL
 - ii) Relational Algebra
 - iii) Functional dependencies.
4. Write short notes on (solve **any two**) : **14**
- i) Joins
 - ii) Entity Relationship Diagram
 - iii) Users of RDBMS.
5. Explain normalization in details. **14**
6. Consider following tables :
- MANUFACTURER (MANUFNAME, COUNTRY, SALESREPNAME, SALESERPHONE)
- CAR (CARNUM, MODEL, YEAR, CLASS, MANUFNAME)
- MAINTENANCE (REPAIRNUM, CARNUM, DATE, PROCEDURE, MILEAGE, REPAIRTIME)
- CUSTOMER (CUSTNUM, CUSTNAME, CUSTADDR, CUSTPHONE)
- RENTAL (CARNUM, CUSTNUM, RENTALDATE, RETURNDATE, COST)
- i) Write CREATE queries to create above table. **5**
 - ii) Write SELECT query to “List the manufacturers whose names begin with the letter C and that are located in JAPAN.” **3**
 - iii) Write SELECT query to “Number of car models manufacturers do in Italy make.” **3**
 - iv) Write SELECT query to “List CARs manufactured in year 2003.” **3**
7. Explain architecture of RDBMS. Also explain advantages and limitations of RDBMS. **14**
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Seat No.	
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M.B.A. – II (Semester – IV) Examination, 2016
INTERNATIONAL BUSINESS
Group – G : (Paper – III)
International Marketing

Day and Date : Wednesday, 18-5-2016

Max. Marks : 70

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

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

1. Analyze the case :

14

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

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

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

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

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

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

SIA replaced older aircraft older aircraft with newer and better models on a regular basis. It was one of the first companies to have operated the Boeing 777 and Boeing 747 jumbo jets. The company further sub branded the aircraft into 747-megatop and 777 Jubilee to distinguish its brand from those of competitors. SIA boasted of a young and modern fleet of aircraft. It will be the first airline to operate the world’s largest aircraft, the Airbus A 380, in the first quarter of 2006.



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

- 1) Do you think the creation of the icon “Singapore Girl” helped Singapore Airlines to become a distinguished brand in Asia ? Justify your stand.
- 2) Do you thing Singapore Airlines will be successful in warding off the competition from low-cost carries without any reduction in its price range ? Justify your stand.

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

- a) How does the standardized-versus-localized debate apply to advertising ?
- b) What is transfer price ? How does it differ from regular price ?
- c) What are the differences among a local, a national, an international and a global product or brand ? Cite examples.

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

- a) What factors influence the channel structures and strategies available to global marketers ?
- b) Which strategic options for market entry would a small company be likely to pursue ?
- c) What are the criteria used for targeting in international marketing ?

4. Short notes on **(any two)** : **14**

- a) What is dumping ? Is dumping an attractive competitive price strategy for a company ?
- b) Outline the basic steps of marketing research process.
- c) Benefits of global advertisement campaigns.

5. Describe in detail various combinations of product/communications strategies available to global marketers. When is it appropriate to use each ? **14**

6. Discuss the role of advertising agency. What are the advantages of taking the help of an advertising agency ? **14**

7. What is meant by cross cultural influences ? Why are such influences important for marketers ? Have there been cultural shifts in India affecting consumer’s behaviour ? **14**



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M.B.A. – II (Semester – IV) Examination, 2016
MARKETING MANAGEMENT (Paper – IV) (Group – A)
Retail and Rural Marketing

Day and Date : Thursday, 19-5-2016
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

1. Case study :

Modern Department Store had been in business for 10 years in a small town. The department store sold all items such as shoes, gifts, small appliances and apparel from children to adults. The store was hit by recession and was out of touch with its customers. It faced plunging sales and soaring debt. About 60 % of its sales were on credit charge accounts and as the recession deepened, customers fell way behind on payments causing a cash, squeeze for the store. To find out problem, they surveyed the town's traffic pattern, competitor's, merchandise and shopping habits at a new mall opened recently. They discussed with local media about store's advertising strengths and weaknesses.

Survey concluded finding that the store was trying to sell everything to everybody. So it was recommended that Modern Department Store should eliminate least profitable lines: shoes, gifts, small appliances and the children's department. Store reduced major appliance display area to make room for expanded ladies' and men's apparel. The ladies' and men's garments had high volume and higher profit margins. It was found people driving out of the town to buy sheets and towels at a distant store. Modern therefore, added a linen department.

To get shoppers, the store announced a three-month "Fight for Survival" sale offering discounts of as much as 50%. Previously Modern had discounted only 20 % or less. Modern also revamped its merchandise buying. They found suppliers



who could offer better prices on furniture and apparel. Instead of buying from middlemen, Modern went to manufacturers' showrooms. These efforts provided 10 to 30 % savings on most apparel and also allowed store to update its fashions more frequently. These changes finally paid off. The store's sales went up for two months, in a row. Profits were slim but at least the cash started coming in. Morgan feels that its fight for survival is far from over.

1. Analyse the case. 5
 2. Why was Morgan Store about to fail ? 5
 3. What other actions should Morgan take to continue on the road to profitability ? 4
 2. Write short notes on (**any two**) : 14
 - a) Non-store Retailing
 - b) Rural Vs Urban Marketing
 - c) Floor Space Management.
 3. Write short notes on (**any two**) : 14
 - a) Franchising
 - b) Merchandising
 - c) Marketing of Agricultural Inputs.
 4. Answer the following (**any two**) : 14
 - a) What are various retail formats ?
 - b) How IT can be sustainable tool for Rural Development ?
 - c) What are challenges and opportunities in Rural Marketing ?
 5. What are the prospects of retailing in India and explain challenges and opportunities for Foreign Direct Investment in India ? 14
 6. Explain importance Rural Marketing and need for paradigm shift in strategic perspective of rural markets. 14
 7. Discuss in detail store location planning and store design with consideration to effective retail space management. 14
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M.B.A. (Part – II) (Semester – IV) Examination, 2016
INVESTMENT MANAGEMENT
Group – B : Financial Management (Paper – IV)

Day and Date : Friday, 20-5-2016
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

Instructions : Q. No. 1 is compulsory.

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

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

Figures to **right** indicate marks.

1. Ravishankar has prepared the following information regarding two investment under consideration. Explain which investment should be accepted and calculate the below investment's expected return, variance and its standard deviation. **14**

Security ABC		Security XYZ	
P	R	P	R
0.30	27	0.20	15
0.50	18	0.30	6
0.20	-2	0.40	10
		0.10	4

2. Write short notes (**any two**) : **14**
- a) Investment V/s Speculation
 - b) Reward of Financial Planning
 - c) Random Walk Theory.



3. Write short notes (**any two**) : **14**
 - a) Bond portfolio management
 - b) Selection of securities in portfolio management
 - c) Tax saving avenues.

 4. Write short notes (**any two**) : **14**
 - a) Investment Avenues
 - b) Types and features of bonds
 - c) Characteristics of investment.

 5. Explain the fundamental and technical analysis as a tool of investment analysis. **14**

 6. Explain the term investment. Give the difference between investment and speculation. **14**

 7. Define the portfolio management in detail. Prepare portfolio, assuming six lakhs annual income of Mr. X. Suggest Mr. X various investment avenues which will give tax saving benefits to Mr. X. **14**
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M.B.A. – II (Semester – IV) Examination, 2016
Group – E : PRODUCTION AND MATERIAL MANAGEMENT
Paper – IV
Quality Management

Day and Date : Friday, 20-5-2016
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

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

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

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

Questions :

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

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| 2. Short notes (any 2) : | 14 |
| a) Benefits of control chart. | |
| b) Quality audit. | |
| c) Crosby's philosophy. | |
| 3. Short notes (any 2) : | 14 |
| a) Objectives of ISO 9000. | |
| b) Cost of quality. | |
| c) Importance of quality policy. | |
| 4. Short notes (any 2) : | 14 |
| a) Statistical Process Control. | |
| b) Importance of Reliability in TQM. | |
| c) Quality circle. | |
| 5. Explain the 10 steps involved in Juran's Quality Management. | 14 |
| 6. Discuss the Baldrige Award Criteria framework with neat diagram. | 14 |
| 7. Explain 12 implementation steps in Six Sigma Management. | 14 |
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M.B.A. – II (Semester – IV) Examination, 2016
Group – C : Human Resource Management
PERFORMANCE MANAGEMENT AND COMPENSATION (Paper – IV)

Day and Date : Monday, 23-5-2016

Max. Marks : 70

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

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

1. Analyze the following case.

14

Mr. Kiran is a talented and well experienced human resources manager of Kent Company. He undertakes his role of HR manager by being an administrative expert and a change agent. He has always been an inspiration for his subordinates and the employees whose performance is measured and appraised by him. It is because of Mr. Kiran 15 years of experience of working in HR departments helped him to get acquainted with various Performance Appraisal methods for evaluating the performance of his employees in a better way every time.

He had always been implementing only those methods which he found result-oriented in terms of enabling the employees to know about their performance in the organization, to help them in providing adequate training, if required, to increase their potential, to provide concrete feedback and evaluate their current job performance to determine transfer, retention and termination of employees. He has been working in Kent since last 5 years and has gained good amount of respect and faith from his employees due to his appropriate and fair performance appraisal techniques that facilitated to uses of performance appraisal. The mostly used techniques by him are Checklist method, 360° Feedback and Assessment centers.

Because of Mr. Kiran's good rapport and close relations in the recent months with his subordinates Ram Kumar and P.K. Gupta, he has developed a new tendency to appraise the performance of those employees known to Kumar and Gupta with leniency and because he finds them similar to him (personality and

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knowledge wise). As a result of this unfair and inappropriate appraisal of Mr. Kiran, he also evaluates the performance of the employees taking into account their recent performances only. Hence, most of the employee's productivity has reduced and is inefficient, even some of the good employees have become irresponsible towards their tasks along with different behavior showing no interest to put in their best efforts to realize the goals and mission of the company. Some employees are planning to resign as no proper feedbacks are provided when required and no better prospects for promotions are expected to see the light of the day.

Analyse the above case.

2. Write short notes (**any 2**) : **14**
 - 1) Challenges to remuneration.
 - 2) Benefits to Human Resource Accounting.
 - 3) Factor comparison method.

 3. Write short notes (**any 2**) : **14**
 - 1) Health and safety.
 - 2) Assessment centre.
 - 3) Advantages of Performance Management.

 4. Write short notes (**any 2**) : **14**
 - 1) Challenges to appraisal.
 - 2) Implications of Management Process.
 - 3) Old age retirement scheme.

 5. Define Performance Appraisal. State the various methods to appraisal. **14**

 6. Elaborate on the concept to Job Evaluation and state its methods to evaluation. **14**

 7. Explain the various pre-requisites to incentive system. State the incentive schemes given to individuals, professional employees and salespersons. **14**
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M.B.A. (Part – II) (Semester – IV) Examination, 2016
Gr.F. : AGRICULTURE BUSINESS MANAGEMENT (Paper – IV)
Agro-Processing Industries and Rural Industrialization

Day and Date : Monday, 23-5-2016

Total Marks : 70

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

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

1. Case study :

NANDINI is a private dairy unit in Solapur district, well known for a wide range of dairy products, principally High Fat milk, Standard milk, and Shrikhand, Amrakhand, Basundi and Pedha in Solapur region. Currently, NANDINI buys milk from 136 small - and medium-scale milk producers, of which 79 are NANDINI members, in the Solapur zone and the Southern region of the Solapur. Producers own dairy farms with eight to ten Buffalos and deliver an average of 65 liters of milk daily. Members give six percent of their production to the company in order to build capital savings, which is used to fund operations. NANDINI employs the latest technology and has a processing capacity of 20,000 liters per day. The plant is currently operating at 47 percent capacity.

NANDINI has promoted the development of production units of small - and medium - sized producers through guaranteed demand, fair prices, provision of complementary services and access to mechanisms of participation and decision-making. NANDINI has generated direct and indirect employment for an estimated 2,200 people.

In view of the huge demand from the market NANDINI decided to expand its business by entering in to new regions of Pune, Mumbai, Aurangabad and Nasik and kept in mind Gujarat as future expansion plan. As soon as they started implementing the plan they started facing problem of short supply in local market of Solapur. Solapur market only gave name and fame to NANDINI and retailers

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started complaining about short supply of milk and milk bi products. NANDINI PEDHA was sold at higher price than competitors in the market because of quality also started facing short supply. On the other hand NANDINI could not manage the pure raw milk procurement as per requirements of production department. Expanded regions were strong with other existing plays in the market.

The NANDINI exceeded its launching budget for new regions as a marketing tool. All other problems started developing such as overtime to workers, transportation vehicles shortage, weekly payments to milk suppliers, vendor payment, bank payments, on time salaries and many more. NANDINI started conducting meetings to sort out the matters and even late night meeting as well.

- 1) Analyse the case. 5
 - 2) Identify the problem. 2
 - 3) Explain causes and consequences of the company initiative. 5
 - 4) Comment on the alternatives from agricultural point of view. 2
 2. Write short notes on **(any two)** : 14
 - 1) Promotional measures of KVIC
 - 2) Co-operative Spinning Mills
 - 3) Problems of SSI.
 3. Write short notes on **(any two)** : 14
 - 1) Fluctuations in Agricultural prices
 - 2) Co-operative Sugar Industries
 - 3) Importance and functions of Agro processing co-operatives.
 4. Write short notes on **(any two)** : 14
 - 1) Dairy Co-operatives
 - 2) Subsidies and Incentives of KVIC
 - 3) Role of SSI.
 5. Discuss in detail role of National Bank for Agricultural and Rural Development (NABARD) for in India. 14
 6. What do you mean by Rural Industrialisation ? Also explain in detail role of agriculture in Rural Industrialisation. 14
 7. Explain in detail systems of Urban co-operative Banks and Urban Credit Societies in India. 14
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IV Semester M.B.A. Examination, 2016
SECURITY AND CONTROL INFORMATION SYSTEM
Paper – IV : Group D System Management

Day and Date : Tuesday, 24-5-2016
Time : 10.30 a.m. to 1.30 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, 7.*
3) *All questions carry equal marks (14 marks).*

1. Aetna is one of the United States leading providers of health care, dental, pharmacy, disability and long-term care insurance and employee benefits. Prior to 1987, information security at Aetna was the responsibility of three corporate level entities. The computer security function established information systems security policy, the information systems function handled the computer center backup and disaster recovery planning and the facilities risk management group was responsible for other security, safety and insurance activities. In 1998, the company implemented a comprehensive information security awareness program managed by ISPP group of five employees. The goal is to persuade all of its users to employ good security practices and behaviour.

The key element of Aetna's security program is its mandatory web based InfoSec exam accessible through SecurNet to be completed by all users, every year, including managers. Moreover, these exams are role based and users are accordingly trained. Implementation of InfoSec exam is done in phased manner. One week before InfoSec exam becomes operational; ISPP sends mail to Helpdesk to warn them of potential increase in user calls for assistance.

After a few days, managers are notified to remind the purpose and importance of security. All employees are similarly informed by mail about the InfoSec exam in increments to avoid undue burden on infrastructure and Help support group. New users are sent special notification on first day of employment providing link to Orientation program including Information Security overview that also includes link to InfoSec exam to be completed within one month of hire.



Employees must go through online registration process for exam. User can complete the exam module wise at their convenience and do not need to be finished all at once. Each employee can printout a personalized certificate of completion with a customized information security message after the exam is finished. Employees display these certificates in their work areas which serve to reinforce the importance of security throughout the organization.

ISPP group regularly analyses exam statistics to evaluate completion progress according to individual employee groups. Management can keep track of employees' exam completion and e-mail reminders are sent from ISPP to management further to specific users who need to complete their exams.

Aetna's comprehensive monitoring and communication plans have resulted in an impressive compliance rate. All its users and managers have completed every InfoSec exam each year since 2000.

- 1) Analyse the case. 7
 - 2) Discuss how was Aetna able to succeed when many organizations tried and failed implementation of successful information security awareness program. 7
 2. Answer **any two** of the following : 14
 - a) Explain Logical Security in detail.
 - b) Discuss different types of security threats.
 - c) Discuss the concept of Cryptography.
 3. Write short notes on **any two** of the following : 14
 - a) Authentication
 - b) Access control
 - c) Security Audit
 4. Answer in brief on **any two** of the following : 14
 - a) Explain the importance of Auditing and Intrusion Detection.
 - b) Discuss substitution cryptography.
 - c) Discuss the applications of Message Digests.
 5. What is meant by malicious software ? Discuss security techniques against Malicious Software. 14
 6. What do you mean by Access Control ? Discuss Discretionary, Mandatory and role based access control in detail. 14
 7. Discuss the risks to Information system data and resources and need for security and control. Also discuss the concept of confidentiality, integrity and availability in data security. 14
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Seat No.	
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M.B.A. (Part – II) (Semester – IV) Examination, 2016
International Financial Systems and Markets
Group – G : INTERNATIONAL BUSINESS (Paper – IV)

Day and Date : Tuesday, 24-5-2016

Max. Marks : 70

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

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

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

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

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

1. The multinational firms become multinational when they conduct business around the world, i.e., when they undertake foreign direct investment. The foreign investment decision results from a complex process that is significantly different from that governing the domestic investments decision. A more wider and complicated set of strategic, economic and behavioral considerations are usually the motivating factors behind the foreign investments. It has been observed that MNCs can reduce their risk substantially by increasing their degree of international business. The alternatives to increase international business are

Joint ventures

Mergers and acquisitions

Licensing and

Franchising

In this context, it is notable that the Asian Crisis appears to have acted as a watershed in several of the key relationships affecting the financial institutional investor flows to India. This is not an overly surprising result. Research has demonstrated that the Asian crisis caused several major changes in the financial relationship among European countries half-way across the globe. In fact, the crisis appeared to have altered several of the 'ground rules' of international portfolio investing around the world. Why exactly the relationship analyzed here demonstrates a structural break at the outbreak of the Asian crisis is a matter of speculation. However, it is plausible that the crisis and India's relative



imperviousness to it increased India's attractiveness to portfolio investors particularly as many other emerging markets began to appear extremely risky. This substitution effect may well have drowned other long-term relationships. Besides, investors may have started paying closer attention to obtaining and processing information in destination countries in the wake of the Asian crisis causing an 'information effect' that could have altered the past relationship as well. Finally, behavioral changes among international portfolio investors following the crisis cannot be ruled out either.

- 1) Analyze the above case.
 - 2) Discuss the motives for direct foreign investment by MNCs.
 - 3) Comment on the impact of Asian crises on India's foreign investment policy. **14**
2. Write short notes **(any two)** : **14**
- a) Bretton Woods System
 - b) FDI
 - c) BOP Theory
3. Write short notes **(any two)** : **14**
- a) Exchange Rate Mechanism
 - b) Factoring
 - c) European Monetary System.
4. Write short notes **(any two)** : **14**
- a) International Development Banking
 - b) Purchase Power Parity
 - c) Recent Changes in Global Financial Markets.
5. What is debt servicing ? Discuss the problem of debt servicing related to developing countries with special reference to India. **14**
6. What are the issues involved in financial decisions of a multinational firm ? Briefly explain various sources of commercial borrowings in these firms. **14**
7. What is international securities market ? Discuss various instruments of international market. **14**
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M.B.A. (Part – II) (Semester – IV) Examination, 2016
INTERNATIONAL MARKETING
Group – A : Marketing Management (Paper – V)

Day and Date : Wednesday, 25-5-2016
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

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

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

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

1. Analyze following case study, state the problem, find various alternatives and state suitable alternative :

14

Procter and Gamble (P and G), a global consumer products giant, “stormed the Japanese market with American products, American managers, American sales methods and strategies. The result was disastrous until the company learnt how to adapt products and marketing style to Japanese culture. P & G which entered the Japanese market in 1973 lost money until 1987, but by 1991. Became its second largest foreign market.”

P & G, acclaimed as “The world’s most admired marketing machine” entered India, which has been considered as one of the largest emerging markets, in 1985. It entered the Indian detergent marketing in the early nineties with the *Ariel* brand through P & G India (in which it had a 51 percent holding which was raised to 65 percent in January 1993, the remaining 35 percent being held by the public). P & G established P & G Home products, a 100 percent subsidiary later (1993) and the Ariel were transferred to it. Besides soaps and detergents, P & G had or introduced later product portfolios like shampoos (Pantene) medical products (Viks range, Clearasil and Mediker) and personal products (Whisper feminine hygiene products, pampers diapers and Old Spice range of men’s toiletries).



The Indian detergents and personal care products market was dominated by Hindustan Lever Ltd. (HLL). In some segments of the personal care products market the multinational Johnson and Johnson has had a strong presence. Tata group's Tomco, which had been in the red for some time, was sold to Hindustan Lever Ltd. (HLL). HLL, a subsidiary of P & G's global competitor, has been in India for about a century. The takeover of Tomco by HLL further increased its market dominance. In the low priced detergents segment Nirma has established a very strong presence.

Over the period of about one and a half decades since its entry in India, P & G invested several thousand crores. However, dissatisfied with its performance in India, it decided to restructure its operations, which in several respects meant a shrinking of activities – the manpower was drastically cut, and thousands of stockiest were terminated. P & G however holds that, it will continue to invest in India. According to Gary Cofer, the country manager, "it takes time to build a business category or brand in India. It is possibly an even more demanding geography than others."

China on the other hand, with business worth several times than in India in less than 12 years, has emerged as a highly promising market for P & G. When the Chinese market was opened up, P & G was one of the first MNCs to enter. Prior to the Liberalization, Chinese consumers had to content with shoddy products manufactured by government companies. Per capita income of China is substantially higher than India's and the Chinese economy was growing faster than the Indian. Further, the success of the single child concept in China means higher disposable income.

Further it is also pointed out that for a global company like P & G, understanding Chinese culture was far easier since the expat Chinese in the US was not very different from those back home where as most Indian expats tended to adapt far more to the cultural nuances of the immigrant country. One of P & G's big bets in India was the compact technology premium detergent brand Ariel. After an initial show, Ariel, however, failed to generate enough sales.



Consumers seem to have gone by the per kilo cost than the cost per wash propagated by the promotion. To start with, P & G had import the expensive state-of-the-art ingredients, which attracted heavy customs duties. The company estimated that it would cost Rs. 60 per kilo for Ariel compared to Rs. 27 for Surf and Rs. 8 for Nirma. Because of the Rupee valuation of the early 1990s, the test market price of Rs. 35 for 500 gms was soon Rs. 41 by the time the product was launched. HLL fought Ariel back with premium variants of Surf like Surf Excel.

It is pointed out that, “In hindsight, even P & G managers privately admit that bringing in the latest compact technology was a big blunder. In the eighties, P & G had taken a huge beating in one of its most profitable markets, Japan, at the hands of local company Kao. Knowing the Japanese consumer’s fondness for small things, Kao weaved magic with its new-found compact technology. For a company that prided itself on technology, the drubbing in Japan was particularly painful. It was, therefore, decided that compacts would now be the lead brand for the entire Asia-Pacific region. When P & G launched Ariel in India, it hoped that the Indian consumer would devise the appropriate benchmarks to evaluate Ariel. As compacts promised economy of use, P & G hoped that consumers would buy into the low-cost-per-wash story. But selling that story through advertising was particularly difficult, especially since Indian consumers believed that the washing wasn’t over unless the bar had been used for scrubbing. Even though Ariel was targeted at consumers with high disposable income, who represented half the urban population, consumers simply balked at the outlay.

Thereafter, one thing led to another. Ariel’s strategy of introducing variants was a smart move to flank Lever at every price point by cleverly using the brand’s halo effect. And by supporting the brand in mass media and retaining the share of voice. By 1996, it had become clear that Ariel’s equity as a high-performance detergent had begun to take a beating. Its equity as a top-of-the-line detergent was getting eroded ... Nowhere in P & G’s history had a concept like Super Soaker been used to gain volumes ... It was decided that Super Soaker would no longer be supported, nor would Ariel bar be supported in media.



2. Write a short note on following (**any two**) : **14**
- a) WTO
 - b) Principal Export Documents
 - c) Marketing programme in global marketing.
3. Write a short note on following (**any two**) : **14**
- a) Indo-Sri Lanka Free Trade Agreement
 - b) Global Market Segmentation
 - c) Global media decisions.
4. Write a short note on following (**any two**) : **14**
- a) Challenges and opportunities in global marketing.
 - b) Foreign Trade strategy in India
 - c) Global Product Positioning.
5. What is International Marketing ? Explain the various market entry strategies in global market. **14**
6. What is Product ? Briefly discuss the product decisions and product life cycle in global market. **14**
7. Explain the term Global Marketing Environment and its various components. **14**
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M.B.A. (Part – II) (Semester – IV) Examination, 2016
Group B – FINANCE MANAGEMENT (Paper – V)
International Finance

Day and Date : Thursday, 26-5-2016

Max. Marks : 70

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

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

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

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

Figures at **right** indicate marks.

1. Following is the proposal regarding the acquisition of self propelled guns for the Indian army.

1) Total quantity required 200 guns

2) Delivery time 4 years

a) costs :

i) cost per gun at factory premises \$ 0.6 million

ii) freight and insurance charges 5% of the cost

iii) training of users Rs. 50 million

b) mode of payment :

i) cost of gun, freight and insurance to be paid in three equal installments in dollars. The first installment to be paid immediately and thereafter every one year.

ii) cost of training to be paid in rupees after two years.

c) additional information :

i) cost of dollar

present rate Rs. 35/\$

after one year Rs. 36/\$

after two years Rs. 37/\$

ii) cost of capital 14 percent

You are required to calculate present value of total cash outflows for this proposal

Year	1	2
D.F. @ 14%	0.877	0.769

SLR-I – 67



2. Write short notes (**any two**) : **14**
- a) EXIM Bank
 - b) International Banking
 - c) Supplier's Credit.
3. Attempt **any two** : **14**
- a) FDI
 - b) United States inflation rate is expected to average about 4 percent annually. Whereas Indian inflation rate is expected to average 12 percent annually.
If the spot rate is 1 Rs. = \$ 0.0285 what is expected rate after two years ?
 - c) Arbitrage
4. Write short notes (**any two**) : **14**
- a) Interest Rate Parity
 - b) Future and Forward Market
 - c) Importance of International Finance.
5. Discuss various techniques of covering risk in international business. **14**
6. Given the following data :
- Spot rate-Rs. 35.0020=\$1
- 6 months forward rate-Rs. 35.9010 = \$1
- Annualized interest rate on 6 months rupee is 12 percent
- Annualized interest rate on 6 months dollar is 7 percent
- Work out the arbitrage possibilities **14**
7. Define globalization. Explain India's financial sector reforms in detail. **14**
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M.B.A. – II (Semester – IV) Examination, 2016
Group – E : Production and Material Management
Paper – V
WORLD CLASS MANUFACTURING

Day and Date : Thursday, 26-5-2016
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

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

Level operations are small company located in eastern Pennsylvania. It produces a variety of security devices and safes. The safes come in several different designs. Recently, a number of new customers have placed orders, and the production facility has been enlarged to accommodate increase demand for safes. Production Manager Stephanie Coles is currently working on a production plan for the safes. She needs a plan for each day of the week. She has obtained the following information from the marketing department on projected demand for the next five weeks :

Model	Weekly Quantity
S1	120
S2	102
S7	48
S8	90
S9	25

The department operates five days a week. One complexity is that partially completed safes are not permitted; each cycle must turn out finished units.



After discussion with engineering, stephanie determined that the best production sequence for each cycle is S7-S8-S9-S1-S2.

Questions :

- a) Analyze the case. 5
 - b) Identify the problem. 2
 - c) Find out alternative solution. 5
 - d) Give the best solution. 2
2. Short notes (**any 2**) : 14
- a) Group Technology.
 - b) Effect of industrial pollution on human health.
 - c) Kanban System.
3. Short notes (**any 2**) : 14
- a) Just-In-Time manufacturing system.
 - b) Maintainability and its improvement.
 - c) Cellular Manufacturing system.
4. Short notes (**any 2**) : 14
- a) Role of IT in WCM.
 - b) Globalization of business and its challenges.
 - c) World class performance.
5. What is meant by Benchmarking ? Discuss the reason for benchmarking stating their advantages and disadvantages. 14
6. Explain types of automation in manufacturing with suitable example. 14
7. Define the term Total Preventive Maintenance (TPM). What are the activities involved in TPM ? 14
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M.B.A. (Part – II) (Semester – IV) Examination, 2016
Group – C : HUMAN RESOURCE MANAGEMENT (Paper – V)
Global Human Resource Management

Day and Date : Friday, 27-5-2016

Total Marks : 70

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

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

1. Solve the following case study : 14

Kirti Spinners the leading market leader established in 2001 at Solapur. The main production of this organization was Cotton Yarn with excellent quality. After 5 years the Managing Director Mr. Ramesh thought that he should start different yarns which would be export in other countries. With the dream of Ramesh, Kirti Spinners extended his business in Terrylenes and Woolen yarn.

In 2010 with the globalization of cotton industries Kirti Spinners had started to acquire spinning mills at foreign land. At the time of acquisition, they determined to change human resource policies into international human resource policies for improvement in quality and quantity. But, the determination remained only a thought and vanished with the time. In 2014 again after the failure in market all directors came together at Solapur headquarter for discussion and all were confused about international human resource policies. Help Mr. Ramesh to form international human resource policies for foreign branches.

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

- A) HR managers global challenge
- B) International staffing
- C) Knowledge management in MNC.



3. Write short notes (**any two**) : **14**
 - A) Impact of inter country differences on HRM
 - B) A global pay system
 - C) International Corporate Social Responsibility.

 4. Write short notes (**any two**) : **14**
 - A) Traveling with Google Mps
 - B) Best practice in international rewards
 - C) International Labor Relation.

 5. Explain in detail managing HR in challenging times. **14**

 6. State in detail human resource management practices in Multinational companies. **14**

 7. What is global human resource management ? Explain legal and political affecting factors on GHRM. **14**
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M.B.A. – II (Semester – IV) Examination, 2016
Group – F : AGRICULTURE BUSINESS MANAGEMENT
(Paper – V)
International Trade and Agriculture

Day and Date : Friday, 27-5-2016
Time : 10.30 a.m. to 1.30 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

Dairy Production and Industrialization Association DPIA Costa Rica, produces a wide range of dairy products, principally long-life milk, which represents an estimated 41 percent of sales, powdered milk and ice-cream (25 percent), yoghurt and custard (20 percent) and cheese and fresh milk. Currently, DPIA buys milk from 136 small- and medium-scale milk producers, of which 79 are DPIA C members, in the Pérez Zeledón zone and the southern region of the country. Producers own dairy farms with eight to ten cows and deliver an average of 65 litres of milk daily. Members give six percent of their production to the company in order to build capital savings, which is used to fund operations. DPIA employs the latest technology and has a processing capacity of 20,000 litres per day. The plant is currently operating at 47 percent capacity.

Dairy products are widely consumed in Costa Rica, with annual per capita consumption at 152 kg, the highest in Central America. The market for dairy products is growing in Central America and the Caribbean thanks to improved quality, and the application of quality standards for raw materials.

DPIA and the organizational and productive structure that supports it do not have specific linkages or chains in the region, other than those associated with procurement of milk and manual labour, and informal linkages with private businesses, public institutions, academia, NGOs and community-based organizations, in accordance with the different areas of company development. Agricultural and veterinary inputs, such as refrigeration and milking technology, are mainly imported, as are pulp for the production of beverages and some ice-creams and concentrates. Association needs to frame training programme and supportive services.

P.T.O.



- 1) Analyze the Case.
 - 2) Identify the major issues.
 - 3) Recommend alternative solution.
 - 4) Suggest the best solution.
2. Write short note (**any two**) : **14**
- 1) Factor Mobility.
 - 2) GATT.
 - 3) IBRD.
3. Write short note (**any two**) : **14**
- 1) AGMARK.
 - 2) Bilateral Trade.
 - 3) IMF.
4. Write short note (**any two**) : **14**
- 1) WTO.
 - 2) Tariffs and Quota.
 - 3) International capital flows.
5. What do you mean by international trade ? Explain in detail theory of comparative advantages. **14**
6. Discuss in detail Strength, Weakness, Opportunity and Threats of Cereals from the point of the view of exports. **14**
7. Explain in detail SDR Mechanism and its working. **14**
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Seat No.	
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M.B.A. (Part – II) (Semester – IV) Examination, 2016
Group D : System Management
Paper – V : PROGRAMMING CONCEPTS AND ADVANCED EXCEL

Day and Date : Saturday, 28-5-2016
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

- Instructions:** 1) *Q.No. 1 is compulsory.*
2) *Solve any two questions from Q.No. 2, 3 and 4. Solve any two questions from Q.No. 5, 6 and 7.*
3) *Figures to the right indicate marks to a question or sub question.*

1. Write an algorithm for calculating and displaying factorial from 1 to 10. Also draw flowchart for the same. 14
 2. Solve **any two** : 14
 - a) Difference between structured programming and OOP.
 - b) Character Codes.
 - c) Explain Increment and Decrement operators.
 3. Short note on **any two** : 14
 - a) Data Filters in Excel.
 - b) User defined functions.
 - c) Security in Excel-Cell Level, Sheet Level, Book Level.
 4. Solve **any two** : 14
 - a) Explain SWITCH-CASE with example.
 - b) LOOKUP function in Excel.
 - c) Explain IF statements in detail.
 5. Explain data types. Explain each data type in detail. 14
 6. What are Pivot Tables ? What is use of it ? Describe the steps of creating Pivot Tables in Excel. 14
 7. What do you mean by Algorithm and Flowchart ? With suitable example, explain them in detail. 14
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Seat No.	
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M.B.A. – II (Semester – IV) Examination, 2016
Group G : INTERNATIONAL BUSINESS (Paper – V)
International Logistics

Day and Date : Saturday, 28-5-2016
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

1. Analyse the case :

14

Martin Corporation the manufacturers of calculating machines had offices located in Delhi, Mumbai, Calcutta and Chennai, its sales were quite substantial. Martin Corporation was a small company as compared to other giants in the calculating machine industry. The calculating machines were sold from ten thousand to thirty thousand rupees. The higher cost machines were very sophisticated and were used by banks and other governmental institutions. They offered storage, memory, separate keyboards for calculation and automatic balancing of rows and columns of large tables.

This company also had a sales force of its own and was selling to industrial distributors, wholesaler of electronic machines and also directly to customers. It had four sales managers, covering all the four metropolitan cities as given above. The machines were also popular in Bangladesh and the agency was managed by Abdul Rahman Enterprises, who were booking orders from Bangladesh as well as asking the company (Martin Corporation) to ship the goods to Bangladesh. The commission earned by Abdul Rahman Enterprises was 50% on the sales made by them. However, when the order was placed to Martin Corporation and the company had to ship the goods the commission given was only 10%. The marketing manager of the company was not satisfied with the sales made by the agency. Their salesmen were busy in domestic territories and could not give marketing support to the agency. He however felt that the agents had very big territory to themselves and very good sale potential. He therefore tried to make an in-depth study of the causes of the low sales. He came to know that the

P.T.O.



agents also had a subsidiary plan for repairing machines. The old machines were repaired at a low cost ranging from 5,000-10,000 rupees and these repaired machines performed very well and were in great demand.

The agents wanted the company to share advertising expenses in Bangladesh and also wanted long term agreement with the company rather than a contract on two-year renewals which was existing at the moment.

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

2. Short notes on **(any two)** : **14**
 - a) Characteristics of global supply chains.
 - b) Factors influencing mode and carrier selection decision.
 - c) Considerations for hiring 3PL and 4PL service providers.
 3. Short notes on **(any two)** : **14**
 - 1) Role of intermediaries and alliances in global logistics.
 - 2) Importance of transport in global logistics.
 - 3) Intermodal transportation in international operations.
 4. Short notes on **(any two)** : **14**
 - a) Interface between marketing and logistics management.
 - b) Structure of international transportation.
 - c) What are customer service priorities and standards ?
 5. What are the determinants for outsourcing decisions ? What is a role of outsourcing in global supply chain management ? **14**
 6. What are the approaches to Inventory Management in Global Supply Chain Management ? State the symptoms of poor Inventory Management. **14**
 7. What is an importance of coordination in supply chain ? Describe Bullwhip Effect in co-ordination. **14**
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