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**M.B.A. – I (Semester – I) Examination, 2014**  
**PERSPECTIVES OF MANAGEMENT (Paper – I)**

Day and Date : Saturday, 6-12-2014  
Time : 3.00 p.m. to 6.00 p.m.

Total 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

Hari Nayak had been employed with Trident Data System for five years. During that time, he progressed from programmer to senior programmer analyst. He was generally pleased with the company and enjoyed the creative demand of his job.

One Saturday afternoon during the tennis game with his friend and coworker Ramesh, Hari discovered that his department had hired a recent university graduate as a programmer analyst. Although Hari was good-natured, he got upset when he learned the new person's starting salary was only Rs. 500 lesser than him. Hari was confused and felt that he was being treated unfairly. He started thinking continuously on this issue. The following Monday morning, Hari, went to Devdas Shenoy, the personnel director and asked whether what he heard was true. Devdas Shenoy admitted that it was true and tried to explain company's situation. He said "Hari, the market of programmer analyst is very tight. In order for the company to attract qualified prospects, we have to offer a premium starting salary. We desperately needed another analyst and this was the only way we could get one".

Hari Nayak asked Devdas Shenoy whether his salary would be increased accordingly. Devdas answered "your salary will be evaluated at the regular performance appraisal time. You are doing a good job and I am sure the boss recommends the increase in salary". Hari thanked Devdas for spending his time but left the office with very low spirit and demotivated. Hari was worried about his future with the company.

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



2. Write short notes on (attempt **any two**) : **14**
- a) Levels of Management
  - b) Quality and Management
  - c) Leadership styles.
3. Write short notes on (attempt **any two**) : **14**
- a) Essentials of Effective Control System
  - b) Span of Management
  - c) Management by Exception.
4. Write short answers (attempt **any two**) : **14**
- a) What is and reinventing organizations ?
  - b) Explain situational leadership model.
  - c) What is delegation of authority and steps involved in it ?
5. Discuss staffing as a management function. What different processes are involved in staffing ? **14**
6. Explain Maslow's need theory and critically analyse it. **14**
7. Explain Controlling function and Management by Exception. **14**
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**M.B.A. – I (Semester – II) Examination, 2014**  
**FINANCIAL MANAGEMENT (Paper – X)**

Day and Date : Friday, 21-11-2014

Max. Marks : 70

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

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

2) Attempt **any two** from Question No. **two to four**.

3) Attempt **any two** from Question No. **five to seven**.

1. ABC Ltd. Is considering the purchase of machinery two machines X and Y are available each costing Rs. 1,00,000. Company uses Straight Line Depreciation method.

14

Year	Machine X	Machine Y
1	40000	20000
2	50000	40000
3	50000	50000
4	40000	70000
5	30000	40000

Consider tax rate is 35%. Which machine should be purchased ? With the help of the above given information you are required to calculate :

1) Payback period

2) ARR

3) Net Present Value at 10%

4) PI.

(PV@ 10% 1) 0.909, 2) 0.826, 3) 0.751, 4) 0.683, 5) 0.621)



2. Write note on **(any two)** : **14**
- a) Domestic Vs. International Financial Management
  - b) Stock Split
  - c) Angle of Incidence.
3. Write note on **(any two)** : **14**
- a) Bonus Share
  - b) Foreign exchange dealings
  - c) Role of finance manager in India.
4. Write note on **(any two)** : **14**
- a) Objectives of financial management
  - b) Margin of safety
  - c) Financing of working capital.
5. Royal cement Ltd. Sell its products on a gross profit of 20% on sales. The following information is extracted from its annual accounts for the year ended 31<sup>st</sup> December. **14**

<b>Particulars</b>	<b>Rs.</b>
Sales at 3 months credit	40,00,000
Raw material	12,00,000
Wages paid 15 days in arrears	9,60,000
Manufacturing expenses paid one month in arrears	12,00,000
Administrative expenses paid one month in arrears	4,80,000
Sales promotion expenses payable Half yearly in advance	2,00,000
Income tax payable quarterly last instalment falls due in next year	4,00,000

The company enjoys one month's credit from the suppliers of raw material and maintains 2 months stock of raw materials and one and half month's of finished goods. Cash balance is maintained at Rs. 1,00,000. Assuming 10% margin for contingencies. Find out the working capital requirements of Royal Cement Ltd.



6. Following are the financial statements of ABC Ltd. for the year 2012-13 14

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

<b>Liabilities</b>	<b>Rs.</b>	<b>Assets</b>	<b>Rs.</b>
7% Preference share capital	2,00,000	Buildings	6,00,000
Equity share capital	8,00,000	Plant and Machinery	4,00,000
General Reserves	9,00,000	Furniture	2,00,000
Retained Earnings	25,000	Patents	50,000
6% Debentures	1,00,000	Cash	2,20,000
Long term loan	80,000	Bank	1,30,000
8% bond	20,000	Short term investment	1,80,000
Creditors	60,000	Sundry Debtors	1,15,000
Bills Payable	20,000	Bills Receivables	80,000
Bank overdraft	20,000	Stock	3,00,000
Outstanding expenses	20,000	Prepaid expenses	20,000
Proposed dividend	50,000		
<b>Total</b>	<b>22,95,000</b>		<b>22,95,000</b>

**Additional Information for the year ended 31-3-2013 :**

Sales	24,00,000
Less : Cost of goods sold	16,00,000
Gross profit	8,00,000
Expenses	7,00,000
Net profit	1,00,000

You are required to compute the following ratios :

- 1) Current Ratio
- 2) Acid test Ratio
- 3) Gross profit Ratio
- 4) Debt-Equity Ratio
- 5) Net Profit Ratio
- 6) Total Assets Turnover Ratio
- 7) Operating Ratio.

7. What do you mean by long term financing ? Discuss various sources of long term financing ?



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**M.B.A. – I (Semester – II) Examination, 2014**  
**HUMAN RESOURCE MANAGEMENT (Paper – XI)**

Day and Date : Saturday, 22-11-2014  
Time : 3.00 p.m. to 6.00 p.m.

Total Marks : 70

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

1. Analyze the following case :

14

ABC Industries, is a national chain of retail outlets specializing in creative toys and innovation learning materials for children. The company caters to the upper end of the market and focuses on customer service for a competitive advantage. It provides workshops for parents and children on topics such as learning with the computer and indoor gardening and offers crafts classes ranging from paper-machine to pottery.

ABC Industries plans to expand and to open five new retail outlets in the coming quarter. This may mean up to 200 new hires and the executive team wants to make sure that the best people are hired and retained. It has issued a challenge to its retail management personnel to design a staffing process that will accomplish these goals.

The children's market in which ABC Industries operates demands service personnel who are endlessly patient; knowledgeable about children, toys and learning; and perhaps most important, sociable, enthusiastic and engaging. Excellent customer service is the top priority at ABC Industries and obtaining the desired performance from personnels has meant a major investment in training. Unfortunately, new workers often leave within a year of being hired. This means that the company barely gets an adequate return on the training it has invested in its new hires. Apparently, turnover is due (at least in part) to the demanding nature of the job. Recently, ABC Industries has been emphasizing the establishment of work teams to improve the quality of its services, identify and fix any problems in service delivery and brainstorm new opportunities. The approach has yielded better than anticipated results, so the team concept will be central to the new outlets.



2. Write short notes (**any 2**) : **14**
- 1) Dual Career groups.
  - 2) Job description and job specification.
  - 3) Succession planning.
3. Write short notes (**any 2**) : **14**
- 1) Advantages and problems to job evaluation.
  - 2) Factors affecting wage and salary levels.
  - 3) Virtual organisation.
4. Write short notes (**any 2**) : **14**
- 1) Modern sources to recruitment.
  - 2) Career stages.
  - 3) Difference between P.M. and H.R.M.
5. Define HRM. State the various function to Human Resource Management. **14**
6. Define Recruitment and Selection. Explain selection procedure in detail. **14**
7. Elaborate the concept to Performance Appraisal. State the various methods to appraisal. **14**
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**M.B.A. (Part – I) (Semester – II) Examination, 2014**  
**PRODUCTION AND MATERIALS MANAGEMENT (Paper – XII)**

Day and Date : Monday, 24-11-2014

Total Marks : 70

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

- 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. LMN Industries Pvt. Ltd. is a medium scale manufacturing company producing auto components for major Indian automobile companies. Some of its parts are directly sold through retail shops also. The General Manager of company Mr. Bhagawat was a visionary and always looking for new markets and innovative products. The production manager of the company Mr. Devkar was an experienced engineer having creative mind and zeal for precision. Mr. Devkar found that there is some scope to innovate the product line which may help the company to grow. The new product line needs considerable investment in imported technology. So he decided to talk to G. M. on this matter. Mr. Bhagawat was convinced about the investment but asked Mr. Devkar to discuss with Finance Manager Mr. Deshpande. Finances of the company were very short of need so Mr. Deshpande refused to release the funds for new technology. He said that the company was already cutting on the expenses and could not think of capital investment. Mr. Devkar went to G. M. stating that he has marketing departments report which is favourable for new products. Mr. Bhagawat asked Mr. Deshpande about it but Mr. Deshpande was firm on his decision and added that the trained labour is not available to handle imported technology. Mr. Bhagawat was able to see the future market with this investment but unable to convince his finance manger.

Analyse the case on following points :

- |   |   |
|---|---|
| 1) What are the reasons behind the conflict ? | 5 |
| 2) Identify the problem in the case.          | 2 |
| 3) Alternative solutions                      | 5 |
| 4) Best solution.                             | 2 |

P.T.O.





2. Write short notes (**any two**) : **14**
    - a) Intermittent production systems
    - b) Total quality management
    - c) Supply chain management
  
  3. Write short notes (**any two**) : **14**
    - a) Cost of quality
    - b) ABC analysis
    - c) Functions of PPC.
  
  4. Write short notes (**any two**) : **14**
    - a) Lean manufacturing system
    - b) Elements of scheduling
    - c) Nature of production function.
  
  5. Define plant layout. Describe the types of plant layout with suitable diagrams. **14**
  
  6. What is the importance of maintenance ? Explain the types of maintenance. **14**
  
  7. What do you mean by materials management ? Explain its primary and secondary objectives. **14**
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**M.B.A. (Part – I) (Semester – II) Examination, 2014  
ECONOMIC ENVIRONMENT FOR BUSINESS (Paper – XIII)**

Day and Date : Tuesday, 25-11-2014  
Time : 3.00 p.m. 6.00 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, six and seven**.  
4) Figures to the **right** indicate **full** marks.

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

The dominant modern belief is that the soundest foundation of peace would be universal prosperity. One may look in vain for historical evidence that the rich have regularly been more peaceful than the poor, but then it can be argued they have never felt secure against the poor; that their aggressiveness stemmed from fear; and that the situation would be quite different if every body were rich. Why should rich man go to war ? He has nothing to gain. Are not the poor, the exploited the oppressed most likely to do so, as they have nothing to loose but their chains ? The road to peace, it is argued is to follow the road to riches.

This dominant modern belief has an almost irresistible attraction as it suggests that the faster you get one desirable thing the more securely do you attain another is doubly attractive because it completely bypasses the whole question of ethics. There is no need for renunciation or sacrifice on the contrary ! We have science and technology to help us along the road to peace and plenty, and all that is needed is that we should not behave stupidly, irrationally, cutting in to our own flesh. The message to the poor and discontented is that the must not impatient by upset or kill the goose that will assuredly, in due course, lay golden eggs also for them. And the message to the rich is that they must be intelligent enough from time to time help the poor, because this is the way by which they will become richer still.



Gandhi used to talk disparagingly of “dreaming of systems so perfect that no one will need to be good.” But is not precisely this dream which we can now implement in reality with our marvelous powers science and technology ? Why ask for virtues which main may never acquire when scientific rationality and technical competence are all that is needed.

- 1) “The road to peace, it is argued is to follow the road to riches”. Discuss.
- 2) What is the message for the poor ?
- 3) “Unless rich people help to poor, they also will not enjoy peace and prosperity.” Why ?
- 4) What was Gandhiji’s dream for “Peace in Plenty” ?
- 5) Write a note on Ethics and Prosperity.

2. Write short answers on **any two** : **14**
    - 1) Role of Agriculture in Indian Economy.
    - 2) Agricultural Marketing.
    - 3) Support Price.
  3. Write short answers on **any two** : **14**
    - 1) Industrial Policy 1991.
    - 2) Monetary Policy.
    - 3) Reforms in Banking Sector.
  4. Write short notes on **any two** : **14**
    - 1) Spot Rate of Exchange.
    - 2) MNC’s.
    - 3) Economic Planning.
  5. Define Agricultural Labour. Explain the problems of Agricultural Labour. **14**
  6. What do you mean by International Liquidity ? What are the efforts made by the IMF to solve the problems ? **14**
  7. Define Industrial sickness. What are the stapes taken by BIFR to solve the problem ? **14**
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**M.B.A. (Part – 1) (Semester – II) Examination, 2014  
MANAGERIAL COMMUNICATION – II (Paper – XIV)**

Day and Date : Wednesday, 26-11-2014  
Time : 3.00 p.m. to 6.00 p.m.

Total Marks : 70

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

1. Case study :

Mr. Sujay Sakare is the project manager at Al Saba Construction Company in Dubai. It is a flourishing company with several construction projects in Dubai and abroad. It is known for completing projects on time and with high quality construction. The company's chairman is a rich and highly educated Omani. A German Engineer is Sujay's Vice-President for urban and foreign construction projects.

Three months ago, Al Saba had submitted a tender for a major construction project in Kuwait. Its quotation was for US\$40 million, in Kuwait. The project was sponsored and announced by a US based construction company called Fema. According to Al Saba, their bid of 40 million dollars was modest but had included a high margin of profit.

On 25th March, Sujay was asked to go to Kuwait to find out from the Fema project manager the status of their construction proposal. Sujay was delighted to know that Fema had decided to give his company the construction project work, the project meant a lot for Al Saba as they had already put a lot of effort and money in planning the proposed construction in Kuwait.

But before Sujay could thank the Fema project manager he was told that their bid should be raised to \$43 million. Sujay was surprised. He tried to convince the Fema project manager that his company had the best reputation for doing construction work in a cost effective way. However he could always raise the bid by \$3 million. But he wanted to know why he was required to do so.



The Fema manager's reply was "That is the way we do our business", in this part of the world. \$1 million will go to our MD in USA, I shall get \$1 million, you Mr. Sujay will get \$1 million in a specified account in Swiss bank.

Sujay asked "but why me" ? "So that you will never talk about it to anyone" the fema manager said. Sujay promised never to leak it out to anyone else, and he tried to bargain to raise the bid by \$2 million. Sujay was familiar with the practice of "Pay of Ts", involved in doing business with the middle east. But he was never personally involved in any such thing. He thought it was against his loyalty to his company and his personal ethics.

Sujay promised the Fema project manager that the bid would be raised to \$43 million and fresh paper would be put in. He did not want to lose the job.

He came back to Dubai and kept trying to figure out how he should place the whole thing before his German Vice President. He was obviously at a loss.

**Questions :**

- 1) Analyze the case 5
- 2) Analyze the reason for Sujay Sakare's dilemma. 4
- 3) In your view what should Sujay Sakare do ? Should he disclose it to his German Vice President ? 5
2. Answer in brief **(any two)** : 14
  - a) Why should you practice and rehearse a presentation ?
  - b) Explain the principles of effective writing.
  - c) State at least fifteen common questions, which are asked in an interview.
3. Write short notes on **(any two)** : 14
  - a) Press conference
  - b) Press release
  - c) Do's and don'ts of Group Discussion.
4. Attempt **any two** from the following : 14
  - a) Assume that you are Pushpa Jadhav, the Regional Sales Manager of Happy Home Appliances, Pune. You have to write a memo to Reena Patil, Assistant Manager (Sales) explaining a new procedure for reporting monthly sales performance. The special features of the new procedure include :



- Use of double entry system to record monthly sales performance instead of the existing single entry system;
- A separate format for sales performance below quota and
- A computerized database.

The new procedure will be go into effect from 1<sup>st</sup> January 2013.

- b) Explain the concept 'culture' and problems of language due to culture difference.
  - c) Explain the steps in the interview process.
5. Write a covering letter and a resume in response to the "Marketing Manager" position advertised in Indian Express dated 21<sup>st</sup> April 2013, assuming your name as Karan Arjun Kapoor.

The incumbent should be MBA (Marketing) degree holder from a reputed institute with at least 3 years of experience in relevant field. Knowledge of Marathi language in essential. Pay band for the post is Rs. 15,600 – Rs. 39,100 with grade pay Rs. 6,600/- per month. Additional increments can be considered for higher qualification/experience. The company name and address is : Shah and Sons, M. G. Road, Pune – 01.

14

6. Explain the importance of etiquettes with respect to :

- a) Email
- b) Telephonic conversation.

14

7. What is oral presentations ? Write the advantages and disadvantages of Oral Presentation. How can you get and keep the audience's attention ?

14

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**M.B.A. (Semester – II) Examination, 2014  
RESEARCH METHODOLOGY (Paper – XV)**

Day and Date : Thursday, 27-11-2014  
Time : 3.00 p.m. to 6.00 p.m.

Total Marks : 70

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

1. Case study :

**Wealth from Waste**

Over the last few years, recycling of household waste has become an extremely important behaviour across the nations. However, in India this fluctuates from one state to the other. Though these are essentially policy driven or community driven initiatives, there are a number of attitudinal and motivational barriers to recycling at an individual level.

Mr. Anand Bhutada a engineering graduate and post graduate in management with a keen interest in environmental issues, read about this in a special report in the newspaper. He recognized a potential business opportunity in recycling of household waste. He understood the scope of potentially lucrative business related to some aspect of household recycling. Anand Bhutada decided that a door-to- door recycling service may be a profitable way to get people to recycle. He believed that households would be willing to pay a small fee to have their waste collected on a day today basis, from outside their home. Anand discussed this idea with a few friends, who were very receptive, reinforcing. Anand views that this was indeed a good business opportunity. However, before he developed a detailed business plan, he decided it was necessary to confirm his thoughts and suspicions regarding the consumer's views about recycling. In particular, he needed to check that his ideas, about convenience and recycling, were on the right track. To do this, he decided to conduct some research into attitude ~ towards household recycling.

- 1) What is the kind of research design you would advocate here ?
- 2) Give the statement of problem and objectives of the study.
- 3) Prepare Research Design.
- 4) Prepare Questionnaire for the research (Minimum 10 questions).



2. Write short notes (**any two**) :
    - a) Objective of research and motivation for research
    - b) Management Question VS Research Question
    - c) Layout of Research Report.
  3. Write short notes (**any two**) :
    - a) Interval and Ratio level of measurement
    - b) Interviews
    - c) Primary Data v/s Secondary Data.
  4. Write short notes (**any two**) :
    - a) Research Design – concept, importance and features of good research design.
    - b) Concept of Measurement. Characteristics of sound measurement.
    - c) Questionnaire.
  5. What do you mean by Hypothesis ? What are the qualities of good hypothesis ? Explain testing of hypothesis.
  6. What do you mean by scaling in research ? Explain any three scaling techniques with examples.
  7. Why we need sampling in research ? Describe non-probability sampling techniques ?
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**M.B.A. (Part – I) (Semester – II) Examination, 2014  
OPERATIONS MANAGEMENT (Paper – XVI)**

Day and Date : Friday, 28-11-2014  
Time : 3.00 p.m. to 6.00 p.m.

Total Marks : 70

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

1. A company manufactures two types of products bicycles and scooters. Both types pass through two processes shaping, setting. The standard man-hours for each process per unit and available man-hours for each process are given in the table below :

14

Departments	Required Man-hours		Available Man-hours
Shaping	6	4	120
Setting	3	10	180
Profit	Rs. 45	Rs. 55	

Formulate as Linear Programming Problem and Solve Graphically. How many units of bicycles scooters to be produced to maximize profit ?

- a) Various constraints.  
b) Indicate by shaded area where the optimum manufacturing quantities may be found.

2. Solve **any two** :

14

- a) A project consists of four major jobs for which four contractors have submitted tenders. Tender amounts are quoted in lakh of Rs. are given in the matrix. Find the assignment which minimizes the total cost of project. Each contractor has to be assigned to at least one job.

Jobs Contractors	A	B	C	D
1	10	24	30	15
2	16	22	28	12
3	12	20	32	10
4	9	26	34	16

What are job assignments to minimize cost ? Find out minimum cost.

P.T.O.



- b) The tools in a factory are issued to workmen at a window by a clerk on first come first served basis. The service time for receipt and issue of tools is distributed negative exponentially with mean service rate as 12 workers per hour. If workers arrive singly and at random and served an average service rate of 15 per hour, determine :
- I) Average number of workers waiting at window
  - II) Average waiting time in queue
  - III) Percentage time the clerk is sitting idle.
- c) What is Decision Theory and what are various decision making environments ?

3. Solve **any two** :

14

- a) A firm produces three products. These products are processed on three different machines. The time required to manufacture one unit of each of the three products and the daily capacity of the three machines are given in the table below :

Machine	Time Per Unit (minutes)			Machine Capacity (Minutes per day)
	Product 1	Product 2	Product 3	
M1	2	3	2	440
M2	4	-	3	470
M3	2	5	-	430
<b>Profit per unit</b>	Rs. 4	Rs. 3	Rs. 6	

Formulate Linear Programming model for the problem for maximising profit.

- b) A firm has three plants –  $P_1, P_2, P_3$  and three warehouses –  $W_1, W_2$  and  $W_3$ . The transportation cost per unit dispatched along each route with capacity of each plant and requirement of each warehouse is given in the table below :

Plants	Warehouse			Capacity of the plant
	$W_1$	$W_2$	$W_3$	
	Cost per Unit (Rs.)			
$P_1$	40	70	90	300
$P_2$	12	80	30	400
$P_3$	60	90	45	200
<b>Requirement</b>	300	300	300	

Determine basic feasible solution by North West Corner Rule Method and compute cost.

- c) Write a note on Markov Chain and its applications.



4. Solve any two :

14

a) Solve the following game. Find the saddle point and find value of game.

		<b>Player B</b>					
		<b>B1</b>	<b>B2</b>	<b>B3</b>	<b>B4</b>		
<b>Player A</b>	A1	[	1	7	3	4	]
	A2	[	5	6	4	5	]
	A3	[	7	2	0	3	]

b) Explain steady state condition of Markov Chain with procedure for determining steady state.

c) Write a note on game theory explaining its various applications.

5. A company has three factories where goods are produced and four warehouses to store that. The requirement at warehouse and capacities of factories are given below. Table contains transportation cost from each factory to each warehouse. 14

Plant	Warehouse				Capacity
	W1	W2	W3	W4	
<b>F1</b>	10	30	50	10	7
<b>F2</b>	70	30	40	60	10
<b>F3</b>	40	8	70	20	18
<b>Requirement</b>	5	8	7	15	

Determine initial basic feasible solution using Vogel’s Approximation Method while minimizing transportation cost and then test for optimality. Find optimal solution using MODI method.

6. What is meant by operations research ? What are various advantages and disadvantages ? Write a detail note on various applications of operations research.

14



7. A departmental store purchases Christmas trees which can be ordered only in lots of 100. Each tree costs Rs. 25 and sells at Rs. 40 each. Unsold trees, however have no salvage value. The probability distribution obtained from analysis of past sales data is given below :

<b>Trees Sold</b>	<b>Probability</b>
100	0.20
200	0.35
300	0.25
400	0.15
500	0.05

- I) Set up payoff table by considering available strategies and state of nature.
  - II) Calculate EMV
  - III) How much quantity should the departmental store buy to maximize its profit ?
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**M.B.A. (Semester – I) Examination, 2014  
MARKETING RESEARCH (Paper – IX) (Old)**

Day and Date : Saturday, 20-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. Solve the following :

14

A) Fill in the blanks :

- 1) \_\_\_\_\_ is the process by which data are prepared for subsequent coding.  
a) Editing                      b) Coding                      c) Analysis                      d) Presentation
- 2) \_\_\_\_\_ comprises sorting of data into different categories and counting the number of cases belongs to each category.  
a) Tabulation                      b) Graph                      c) Questionnaire                      d) Interview
- 3) A part of population or subset from set of units is \_\_\_\_\_  
a) Sample                      b) Frame                      c) Unit                      d) Element
- 4) In case of \_\_\_\_\_ focus is on the discovery of ideas.  
a) Exploratory research                      b) Descriptive research  
c) Causal research                      d) Natural research
- 5) \_\_\_\_\_ is the plan, structure and strategy of investigation conceived.  
a) Research design                      b) Sampling design  
c) Data collection                      d) Interview

B) Match the pairs :

- |                                   |                               |
|-----------------------------------|-------------------------------|
| 1) Sales force report             | 1) Secondary data             |
| 2) Industry and trade association | 2) Primary data               |
| 3) Annual reports of ministries   | 3) Non probability sampling   |
| 4) Questionnaire                  | 4) Non government publication |
| 5) Systematic sampling            | 5) Probability sampling       |
|                                   | 6) Government publication     |



C) State the following sentences either **true** or **false** :

- 1) Quota sampling is a type of non-probability sampling.
- 2) Convenience sampling is a type of probability sampling.
- 3) In case of exploratory research, the focus is on the discovery of ideas.
- 4) Causal design gives the relation between cause and effect.

2. Write a short note on following **(any two)** : **14**
    - a) Scope and limitation of marketing research
    - b) Marketing information system
    - c) Evaluation and control of marketing research.
  3. Write a short note on following **(any two)** : **14**
    - a) Sources of secondary data
    - b) Designing of questionnaire
    - c) Sampling process.
  4. Write a short note on following **(any two)** : **14**
    - a) Research report
    - b) Application of research
    - c) Probability sampling.
  5. What is primary data ? Explain in detail the various sources of primary data. **14**
  6. What is research design ? Explain the various types of research design used in research. **14**
  7. Assume you are the head of marketing research department of 'X' mobile phone company, you are going to study the satisfaction level of the customer towards your brand , prepare the questionnaire with considering all type of questions. **14**
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**M.B.A. (Semester – III) Examination, 2014**  
**CORPORATE PLANNING AND STRATEGIC MANAGEMENT (Paper – XVII)**

Day and Date : Saturday, 6-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

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

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

14

DD is the India's premier public service broadcaster with more than 1,000 transmitters covering 90% of the country's population across on estimated 70 million homes. It has more than 20,000 employees managing its metro and regional channels. Recent years have seen growing competition from many private channels numbering more than 65, and the cable and satellite operators (C and S). The C and S network reaches nearly 30 million homes and is growing at a very fast rate.

DD's business model is based on selling half – hour slots of commercial time to the programme producers and charging them a minimum guarantee. For instance, the present tariff for the first 20 episodes of a programme Rs. 30 lakhs plus the cost of production of the programme. In exchange the procedures get 780 seconds of commercial time that he can sell to advertisers and can generate revenue. Break-even point for procedures, at the present rates, thus is Rs. 75,000 for a 10 second advertising spot. Beyond 20 episodes, the minimum guarantee is Rs. 65 lakhs for which the procedures has to charge Rs. 1,15,000 for a 10 second sport in order to break-even. It is at this point the advertisers face a problem – the competitive rates for a 10 second spot is Rs. 50,000. Procedures are

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possessive about buying commercial time on DD. As a result the DD's projected growth of revenue is only commercial time on DD. As a result the DD's projected growth of revenue is only 6-10% as against 50-60% for the private sector channels. Software suppliers, advertisers and audiences are deserting DD owing to its unrealistic pricing policy. DD has options before it. First, it should privatise, second it should remain purely public service broadcaster and third, a middle path. The challenge seems to be exploit DD'S immense potential and emerge as a formidable player in the mass media.

- a) Analyse the case.
  - b) From the above case what are the two reasons for failure of ERP solutions ?
  - c) What should have been the realistic operating scenarios for success ?
2. Write short notes on **any two** of the following : **14**
- a) Vision and Mission Statement.
  - b) GAP Analysis.
  - c) Organization Design and Change.
3. Answer **any two** of the following : **14**
- a) What are the distinctive advantages and disadvantages of network structure of organization ?
  - b) What is SWOT analysis ? How does it help an organization to decide strategy ?
  - c) What is synergy and dysergy ? How does it help an organization to achieve competitive strategy ?
4. Answer **any two** of the following : **14**
- a) Explain Value Chain Analysis technique.
  - b) What functional issues should be addressed while implementing a strategy ?
  - c) Describe different factors affecting strategic choice.
5. Explain various approaches to strategic decision making. **14**
6. Explain different internal environment factors of an organization and its role in strategic choice. **14**
7. Explain corporate level strategy. What are four alternatives of Corporate Level Strategy ? **14**
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**M.B.A. (Part – II) (Semester – III) Examination, 2014  
MANAGEMENT ACCOUNTING (Paper – XVIII)**

Day and Date : Monday, 8-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. For production of 10,000 Electrical Automatic Irons the following are budgeted expenses :

14

	Per Unit (Rs.)
Direct materials	60
Direct labour	30
Variable overheads	25
Fixed overheads (Rs. 1,50,000)	15
Variable expenses (Direct)	5
Selling expenses (10% fixed)	15
Administration expenses (Rs. 50,000 rigid for all levels of production)	5
Distribution expenses (20% fixed)	5
Total cost of sale per unit	<b>160</b>

Prepare a flexible budget for production of 6,000, 7,000 and 8,000 irons showing distinctly marginal cost and total cost.

2. a) From the given information calculate :
- i) Material cost variance
  - ii) Material price variance
  - iii) Material usage variance

7



iv) Material mix variance.

	Standard			Actual		
	Qty.	Price	Value	Qty.	Price	Value
	Kgs.	Rs.	Rs.	Kgs.	Rs.	Rs.
Material A	100	5	500	100	4	400
Material B	80	4	320	90	5	450
Material C	40	2	80	50	3	120
	<b>220</b>		<b>900</b>	<b>240</b>		<b>1,000</b>

b) Explain modes of reports. 7

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

a) Differentiate between cost accounting and management accounting

b) Cost drivers

c) Types of reports.

4. Define "Audit". Explain objectives and types of audit. 14

5. The following information is obtained from Joseph and Co. in the year 2010-11 : 14

Sales Rs. 2,50,000

Variable costs

Material Rs. 1,00,000

Labour Rs. 50,000

Fixed cost Rs. 75,000

Units 10,000

a) Find P/V Ratio, Break Even Point and Margin of Safety at this level.

b) Calculate effect of the following on P/V Ratio, Break Even Point and Margin of Safety :

i) Rs. 5,000 increase in fixed costs

ii) 10% increase in labour cost per unit

iii) 10% decrease in sales volume

iv) 10% decrease in selling price per unit

v) 10% decrease in material cost per unit.



6. a) A company manufacturing two products furnishes the following data for a year : 7

Product	Annual output (units)	Total Machine hours	Total number of purchase orders	Total number of set-ups
A	5,000	20,000	160	20
B	60,000	1,20,000	384	44

The annual overheads are as under :

	Rs.
Volume related activity costs	5,50,000
Set-up related costs	8,20,000
Purchase related costs	6,18,000

You are required to calculate the cost per unit of each product A and B based on :

- i) Traditional method of charging overheads
- ii) Activity based costing method.

b) Explain the concept of management accounting. 7

7. Explain management control system. Discuss the management control system in Non Profit Organisation. 14

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**M.B.A. (Part – I) (Semester – I) Examination, 2014**  
**ACCOUNTING FOR MANAGEMENT (Paper – II)**

Day and Date : Monday, 8-12-2014  
Time : 3.00 p.m. to 6.00 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.

1. Following is the Trial Balance of Ramesh traders : 14

Particulars	Debit (Rs.)	Particulars	Credit (Rs.)
Cash in hand	1,500	Capital	56,000
Cash at bank	3,000	Sales	2,50,000
Purchases	1,10,000	Return outwards	2,000
Return inwards	1,500	Accounts payable	30,000
Wages	20,000		
Power and fuel	8,000		
Carriage outwards	6,000		
Carriage inwards	5,000		
Opening inventory	6,000		
Land	10,000		
Building	80,000		
Machinery	30,000		
Patents	15,000		
Salaries	12,000		
Sundry expenses	6,000		

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Insurance	1,000	
Drawings	8,000	
Accounts receivable	15,000	
	<b>3,38,000</b>	<b>3,38,000</b>

You are required to prepare Trading and Profit and Loss Account for the year 31<sup>st</sup> March 2012 and Balance Sheet as on that date. Adjustment to be made are given below :

- 1) Closing inventory Rs. 20,000
- 2) Depreciation 10% on all assets
- 3) Provision for bad and doubtful receivables at 5% on debtors
- 4) Outstanding salary Rs. 5,000 and outstanding wages Rs. 3,000.

2. A) Explain the errors in Trial Balance. 7
- B) Journalise the following transactions in the books of M/s Natasha Traders for the month of June, 2012. 7

Particulars	Rs.
01 Commences business by introducing capital	1,50,000
02 Bought furniture from Sunder traders for cash	5,000
05 Purchased goods for cash	1,00,000
09 Sold goods to Aarti	50,000
11 Received a cheque in full settlement of the transaction from Aarti	49,000
16 Purchased goods from Raj on credit	25,000
20 Drawn cash for personal use	1,000
24 Settled Raj account by payment in cash	24,500
26 Bought a machinery for Rs. 28,000 and installed the same at cost of Rs. 2,000.	
30 Paid wages Rs. 5,000 and rent Rs. 4,000.	



3. A) X Company purchased a second hand machinery on 1<sup>st</sup> January 2009 for Rs. 3,70,000 and immediately spent Rs. 20,000 on its repairs and Rs. 10,000 for installation. On 1<sup>st</sup> July 2010, it purchased another machine for Rs. 1,00,000.

On 1<sup>st</sup> July 2011, it sold off first machine for Rs. 2,50,000 and bought another machine for Rs. 3,00,000. Depreciation was provided on the machine @ 10% on original cost annually on 31<sup>st</sup> December. With effect from 1<sup>st</sup> January 2012, the company changed the method of providing depreciation and adopted W.D.V. method and the rate of depreciation was 15% p.a.

Prepare machinery account for four years.

7

- B) Prepare the stores ledger account from the following transactions under the LIFO method.

**April 2013**

- 1 Received 1000 units @ Rs. 5 per unit
- 5 Received 500 units @ Rs. 5.50 per unit
- 11 Issued 700 units
- 16 Issued 600 units
- 19 Received 800 units @ Rs. 7 per unit
- 24 Issued 600 units
- 27 Issued 300 units

7

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

14

- 1) Ledger posting
- 2) SLM and WDV methods of depreciation
- 3) Elements of cost.

5. Explain accounting concepts in detail.

14

6. The following is the extract of costing information related to Jagruti Handicraft Association for the month of December, 2012.

Particulars	Rs.
Stock on 1-12-12	
Raw materials	2,50,000
Finished goods	1,70,000
Purchase of raw materials	3,00,000

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Direct wages	1,70,000
Work expenses	88,000
Office expenses	30,000
Selling and distribution expenses	40,000
Work in process 1-12-12	80,000
Stock on 31-12-12	
Raw materials	2,60,000
Finished goods	1,60,000
Sale of finished goods	6,70,000
Income tax	2,00,000
Dividend	10,000
Work in process 31-12-12	90,000

Prepare cost sheet. **14**

7. Prepare a three column cash book from the following transactions. **14**

**January, 2013****Rs.**

1 Cash in hand	1,000
1 Cash at bank	15,000
3 Received cash from Mohan after allowing discount of Rs. 1 50	12,850
4 Cash sales	20,000
5 Paid rent	4,000
6 Cash purchases	26,000
7 Paid to Harish by cheque	10,000
8 Stationary purchased	2,000
9 Goods sold for cash	25,000
10 Paid salary	6,000
12 Paid to Ram Prakash after accepting discount of Rs. 500	20,500
15 Cash sales	10,000
16 Received a cheque from Prem Dass against sales of Rs. 16,000	15,600
22 Amount paid for charity	1,000
25 Travelling expenses paid	3,000
29 Amount paid into bank	5,000

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**M.B.A. (Semester – III) Examination, 2014**  
**Paper – XVIII : BUSINESS ETHICS**

Day and Date : Tuesday, 9-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

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

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

14

Raghu is running a small shop in a small town is content with earning his limited living. He is religious in outlook and compassionate towards others. One afternoon, when it was raining, an old man, a poor vendor of herbs named Satya comes to his shop. He is suffering from high temperature. Raghu provides him food, shelter and needed care to recover from his illness. In the morning, the visitor is again provided hospitality. He then leaves for another destination leaving behind a pouch containing six gold coins and a ring studded with gems. Raghu waits for several months for the visitor to return to collect the valuables. At last, on the persuasion of his wife Jamuna, he sells the contents of the pouch one by one, sets up a bigger shop, and builds a comfortable house for himself to live in. He starts life with dignity in society.

One fine day, suddenly Satya makes his appearance. Raghu is shocked. He is not as hospitable as before. On the contrary, he wishes that Satya leaves quickly. As Satya is about to leave, conscientious Raghu asks : “Did you leave behind something here when you visited last time ?” Satya says : “I don’t know. God knows everything.”

- Analyse the above case.
- Identify the problem in the above case.
- Provide alternate solutions to the problem identified
- Identify the best solution and justify.





2. Write short notes on (**any two**) : **14**
- a) Air pollution
  - b) Morality and rationality
  - c) Need of business ethics.
3. Answer in brief (**any two**) : **14**
- a) Discuss principles of business ethics.
  - b) Discuss the meaning and importance of corporate governance.
  - c) Describe the social responsibilities of business towards employees.
4. Write short notes on (**any two**) : **14**
- a) Waste management
  - b) Ethical dilemma
  - c) Responsive management.
5. Discuss the changing concepts and objectives of business. Also describe in detail the social responsibilities of a business organization. **14**
6. Define ethics and business ethics. Describe in detail ethics in marketing and media. **14**
7. Describe elements of environment management and environmental regulations with respect to protection of environment. **14**
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**M.B.A. – II (Semester – III) Examination, 2014**  
**MARKETING MANAGEMENT (Paper – I) (Group – A)**  
**Product and Brand Management (Paper – XIX)**

Day and Date : Wednesday, 10-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total 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. Twelve years ago computer chips, in the eyes of consumers, were a generally unknown component of PCs – a commodity product. From a competitive standpoint, a computer chip is a typical commodity. Chips are something most customers don't see, many don't understand, and large numbers don't care about. But Intel has built a brand around a commodity. Intel already had an established reputation as a quality producer of microprocessors amongst the OEMs. However, Intel needed to differentiate itself from its competitors and build a consumer brand. Intel believed it could position its chips as a premium product, which it could in turn sell at a premium price to computer manufacturers. To give computer manufacturers and their retail customers more reason to identify Intel in their marketing, Intel chose to market its product as a branded component. They chose to invest in "ingredient" branding – the creation of equity as an input brand. In 1991, Intel launched the successful co-op program in which they convinced manufacturers to place the "Intel inside" logo unit in their advertising and other marketing material. The name "Intel inside" became the first trademark in the electrical component industry. This campaign focused the entire organization around the brand and created a highly effective advertising campaign. The Intel Inside campaign aimed to educate both the retail sales associated and the consumers about the value of Intel microprocessors, and to explain to them the differences between the microprocessors- without the technical jargon. Ten years into the campaign, products that dont boast the presence of Intel inside are bound to arouse suspicion among consumers. People will wonder, "Why don't they use Intel chips ? Are they using something cheaper, or not as good ?"



“Intel inside” was the first, and arguably the best, “ingredient” branding and thanks to that campaign everyone knows that Intel chips are inside computers. But the success of that ad push, which made its debut in 1991, created an image of Intel as a staid chipmaker. ‘Intel inside’ did a great job of making a brand out of something like chips at a time when ingredient branding was unheard of. But 10 or 20 years later, their whole identity was wrapped up in that little ‘Intel inside’ logo. So the tech titan turned to a new marketing strategy, called “Sponsors of Tomorrow”, to change those perceptions. ‘Sponsors of Tomorrow’ is more than a tagline; it is clearly the DNA of Intel. It highlights intel’s “amazing” talent and their “future-looking” abilities, while showing consumers what Intel can do for them.

- 1) Discuss how Intel could be successful in ingredient branding. 5
  - 2) What do you think are the major sources of brand equity for Intel ? 5
  - 3) Despite of success in ‘Intel inside’ campaign, what is the new strategy adopted by Intel and why ? 4
  2. Write short notes **(any two)** : 14
    - a) Applications of BCG matrix in product management
    - b) Co-branding
    - c) Brand personality types.
  3. Write short notes **(any two)** : 14
    - a) Management of product strategy over product life cycle
    - b) Brand-product matrix
    - c) Brand extension.
  4. Write short notes **(any two)** : 14
    - a) Sources of brand equity
    - b) Global brands
    - c) Factors affecting product packaging.
  5. “Brands affect consumer behaviour more than products”. Comment on the statement with role and importance of branding with examples. 14
  6. What is brand visioning ? Explain the importance of organization culture on brands. 14
  7. Explain the stages in new product development process. 14
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**M.B.A. (Part – II) (Semester – III) Examination, 2014**  
**Indian Financial System (Paper – XIX)**  
**Group – B : FINANCIAL MANAGEMENT (Paper – I)**

Day and Date : Thursday, 11-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

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

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

1. Case Study.

14

Mr. Amar, B.Tech. is working in one of the top MNC on reputed post, earning amounting Rs. 60,000/- per month. Still he is single and shouldering responsibilities of his widow mother, one brother studying in Engineering (passed in second class) and one sister completed her graduation and not thoroughly interested in further education as well as doing job. He own his house and living happily with his family. He is single earner and holding lot of responsibilities on his shoulder like marriage of his sister and education of his brother and his own settlement. Help Mr. Ram for safe and secure retirement life.

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

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

14

- a) Derivatives on stock exchange.
- b) E-Trading
- c) Constituents of secondary market.



3. Write short notes (**any two**) : **14**
- a) Organisation Structure of IFS
  - b) IFS in 1991
  - c) Components of formal financial system.
4. Write short notes (**any two**) : **14**
- a) Core Banking
  - b) NBFC
  - c) Money market concept and its features.
5. Define mutual fund in detail. Write history of mutual fund and structure. Explain the concept of SIP, STP, SWP and NAV. **14**
6. Explain the role of various regulator working in India like SEBI, RBI and IRDA with its establishment, structure and functions. **14**
7. Explain various instruments available in international capital market in India. Explain two top listed stock exchanges in world stock market. **14**
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**M.B.A. – II (Semester – III) Examination, 2014**  
**Group – E : PRODUCTION AND MATERIAL MANAGEMENT (Paper – XIX)**  
**Paper – I : Purchasing and Inventory Management**

Day and Date : Thursday, 11-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

- Instructions :** 1) Question No. 1 is **compulsory**.  
2) Attempt **any two** questions from Q. 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 questions given at the end.

CASA Co. was named the first ever ERP implementer in the Canadian Industry when it transformed one of its MIS 4 projects into an ORACAL ERP implementation in a large sized steel manufacturer in Canada. Although having proficiency in IT as their core competence CASA Co. has so far used its skill in developing several solutions for E-commerce and E-government, hence standing among the leading transaction and infrastructure solution provider in both sectors. An interview with a system analysis expert in purchasing system resulted in the following practicalities.

First and foremost, companies are interested in adopting IT based purchasing management systems in order to ;

- Have their purchasing cycle and activities organized;
- Omit manual communications, all redundant work, and their inevitable errors ;
- Ensure about the effectiveness of company guidelines on all purchases;
- Find purchasing bottleneck;
- Obtain a comprehensive database of supplier, and suitable tools to evaluate them;
- Increase the purchasing visibility for managers; enhance the collaboration between purchasing and other departments;
- Unify the documentation; and
- Reducing total purchasing costs.



On the negative side, there are always problems and hardships with implementation such a system. Among all the tendency for keeping business data private, rather than sharing it ; fear from being monitored amongst operational levels; natural resistance to change; lack of knowledge about the customers; suppliers resistance to change; and human factors related to strict obedience of the IT based purchasing systems working methods.

- 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) Responsibilities of purchase department
  - b) Functions of stores department
  - c) Zero Inventory.
3. Write short notes on **(any two)** : 14
- a) Negotiation and price determination
  - b) Purchasing using internet
  - c) Documents in Inventory.
4. Write short notes on **(any two)** : 14
- a) Mater Production Schedule
  - b) Classification of Inventory
  - c) Demand forecasting.
5. Define Purchase Management. What are the major factors affecting accuracy of forecasting ? 14
6. Explain various legal aspects of purchasing in detail. 14
7. What is meant by Store layout ? Discuss the factors considered while planning layout of stores. 14
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**M.B.A. (Part – II) (Semester – III) Examination, 2014**  
**Gr.C : HUMAN RESOURCE MANAGEMENT (Paper – I)**  
**Paper XIX : Strategic Human Resource Management**

Day and Date : Friday, 12-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

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

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

1. Case study.

14

Arvind was not in a mood to talk to his wife. He sat in his room, lit a cigarette, disrespectfully surprised and worried over his experience with a company he loved most. Arvind, who has an educational qualification of M.Com and an ICWA, joined the finance department of a Mumbai based electric company Maharashtra Electricals Ltd. (Unit – I), which claims of an annual turnover of Rs. 800 crores. He was not only smart, intelligent, but hardworking also. He took initiatives in introduced several new systems in record-keeping and was responsible for cost reduction in several areas. Arvind developed few friends in and outside the organization. Though richly deserved he missed four promotions.

Unexpectedly one day Arvind was shifted to Unit – 2 where he was posted in purchasing. Arvind took it as a challenge especially he did a lot of work in purchasing function in respect of introducing new purchase system, vendor development. Being honest himself, Arvind ensured that nobody else made money through questionable means. After two years in purchasing, Arvind was surprisingly shifted to stores. It was difficult for Arvind accept from finance to purchasing to stores.

He was unable to control his anger and burst out before unit head. Arvind put in his papers too. The unit head was shocked at this development but did nothing to

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support Arvind. He forwarded the papers to the V.P. Finance, Unit – I. The V.P. Finance called in Arvind, heard him for a couple of hours, advised him not to lose heart, assured him that his interests would be taken care of and requested him to resume duties in purchasing in Unit – 2. Arvind was also assured that no action would be taken on papers he had put in.

After six months when the list of promotes was announced and to his disappointment, Arvind found that his name was missing. Angered, Arvind met the unit head who calmly told Arvind that he could collect his dues and pack off to his house for good. It was great disloyalty for Arvind.

- |  |    |
|--|----|
| 1) Analyse the case  | 5  |
| 2) Identify the problem  | 2  |
| 3) Alternative solutions   | 5  |
| 4) Best solution.  | 2  |
| 2. Write short note on <b>(any two)</b> :  | 14 |
| 1) Job design and approaches   |    |
| 2) Competency mapping  |    |
| 3) Selection instruments   |    |
| 3. Write short notes on <b>(any two)</b> :   | 14 |
| 1) Merit based promotions  |    |
| 2) Cross cultural training   |    |
| 3) Employee market segmentation.   |    |
| 4. Write short notes on <b>(any two)</b> :   | 14 |
| 1) Economic value added  |    |
| 2) ESOP's  |    |
| 3) Elements in redesigning work system.  |    |
| 5. Explain concept and process of strategic management. Discuss in detail the difference between traditional HR and strategic HR.                            | 14 |
| 6. "The HR environment is changing and so is the role of HRM to adopt the changing trends". Comment your opinion by discussing environmental factors of HRM. | 14 |
| 7. Define HR planning. Explain the process of HRP. Explain in various methods of employee forecasting.   | 14 |
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**M.B.A. (Part – II) (Semester – III) Examination, 2014**  
**Gr. F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT (Paper – I)**  
**Paper – XIX : Fundamentals of Agriculture and Co-operative  
Management**

Day and Date : Friday, 12-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

- Instructions :** 1) Question No. 1 is **compulsory**.  
2) Attempt **any two** questions from Q. No. 2, 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

Papaya has been identified as a crop with the potential to be very profitable for smallholder and commercial farmers in Solapur District. However, small farmers have been facing several constraints in this chain : highly restricted quarantine regulations/requirements, food safety and quality requirements, expensive inputs, small dispersed land holdings with difficult access to the road network, competition from larger countries, and poor communication and information sharing among value chain actors. Nature's Care Cooperative (India) Ltd. (NCCL) was formed in 1995 to undertake mandatory quarantine treatment on behalf of Indian fruit export industry. The company has over 120 shareholders, vast majority of the shareholders are small farmers who, without the services provided by NCCL, would not have access to export markets.

A domestic market for the red papaya has emerged that works through sales channels such as hotels, restaurants, market vendors and supermarkets. NCCL managed to mobilize stakeholders along the value chain, including input suppliers, growers (11 larger papaya farmers and 100 small farmers), transport agents, and exporters (4 major export companies). In addition, a number of domestic buyers compete with exporters for the produce.

There is no government interference in the operations of the business. The role of Government has been confined to the initial provision of capital and in the



A carrying out of core quarantine functions. Since NWC has meanwhile, attracted donor funding and retained Government support, different project initiatives are now being coordinated by a group of stakeholder representatives, who meet regularly.

- |  |    |
|--|----|
| 1) Analyse the case.   | 5  |
| 2) Identify the problem  | 2  |
| 3) Explain causes and consequences.  | 5  |
| 4) Explain the alternatives from agricultural point of view.   | 2  |
| 2. Write short notes on <b>(any two)</b> :   | 14 |
| 1) Principles of Co-operation  |    |
| 2) Power and duties of Chairman  |    |
| 3) Cropping pattern.   |    |
| 3. Write short notes on <b>(any two)</b> :   | 14 |
| 1) Causes and measures of plant diseases   |    |
| 2) Manures and fertilizers   |    |
| 3) Self Help Groups.   |    |
| 4. Write short notes on <b>(any two)</b> :   | 14 |
| 1) Primary Co-operative Credit Societies   |    |
| 2) National seed corporation   |    |
| 3) Characteristics of agricultural labour.   |    |
| 5. Explain in detail agricultural and Non-agricultural co-operatives in India.                           | 14 |
| 6. Describe in detail Natural Environment in India with its significance in utilization for agriculture. | 14 |
| 7. Explain in detail State Cooperative Banks at different levels in Maharashtra.                         | 14 |
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**M.B.A. – II (Semester – III) Examination, 2014**  
**Group – G : INTERNATIONAL BUSINESS (Paper – I)**  
**International Business Environment (Paper – XIX)**

Day and Date : Saturday, 13-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

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

1. Analyze the following case :

14

Travel Wise is a small firm with 25 employees based outside Denver, Colorado. “We take travel to new height,” is the firm’s slogan, referring to Denver’s mile-high elevation above sea level. For more than a decade, Travel Wise has manufactured and sold travel accessories-wallets, passport holders, travel purses, money belts, and the like. Most of the goods outsourced to overseas manufacturers, where labor and materials are less expensive than they would be in United States. However, Travel Wise founder Cindy Kirsch works closely with her suppliers in India and China, visiting them frequently to ensure that workers are paid well and treated fairly, earning an income that affords them a comfortable living.

Kirsch wants Travel Wise to expand, and she has discussed her plans with her design, production, marketing and financial managers. Although each person has an area of expertise, the size of the company dictates that everyone must know the inner workings of the firm. And Kirsch welcomes ideas from all corners. First, Kirsch wants to number of products offered, adding a line of travel clothing. Second, she wants to investigate the possibility of producing the firm’s own guidebooks to exotic destinations. Third, she wants to expand the firm’s Web site to include blogs, travel information services, and the like. Each of these initiatives requires a strategy that must take into c the global business environment. Adding a line of clothing would mean evaluating design and manufacturing alternatives, both in the United States and abroad. Creating a series of travel guides would mean hiring travel writers; establishing relationships with travel bureaus, agencies, and governments; and learning the publishing business. Expanding the Web site would mean determining in which regions of the world most of her customers live and where travel and investigating what types of services consumers might want from the site.

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Kirsch and her management staff have several lively discussions before coming up with a plan for the growth of Travel Wise. Then she gathers the entire staff together to discuss the new goals and plans. She solicits ideas from them, and later incorporates those that appear to be viable. Ultimately, Travel Wise has a strategy for its next level of growth. Kirsch is excited but nervous, knowing that her employees are counting on the firm's success. But she knows that they will work around the clock if necessary to make Travel Wise the brand that travellers turn to for more than just accessories-now it will be clothing, guidebooks and online support. In the next few years, Travel Wise will be taking travel to even greater heights.

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

2. Write short note (**any two**) : **14**
    - a) Differences between licensing and franchising.
    - b) Major differences between international business and national business.
    - c) Advantages and risks of mergers and acquisitions.
  3. Write short note (**any two**) : **14**
    - a) Challenges of globalization
    - b) Factors influencing a market entry strategies
    - c) Functions and role of World Bank.
  4. Write short notes (**any two**) : **14**
    - a) Countertrade
    - b) SAARC
    - c) Non-Tariff Barriers.
  5. Explain factors influencing globalization. Critically examine the impact of globalization on India. **14**
  6. Explain the implications of the differences in socio-cultural environment for business. **14**
  7. Reasons for growing dominance of MNCs. Discuss the role of MNCs in India. **14**
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**M.B.A. (Semester – III) Examination, 2014**  
**MANAGEMENT INFORMATION SYSTEM (MIS)**  
**Paper – XIX (Group – D) : Systems Management Paper – I**

Day and Date : Monday, 15-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

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

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

14

Unique Traders are in the business of the buying and selling a wide range of electronic components. Unique traders having a computerized billing system. For each component, a standard selling price is stored in a table. Every time the sale takes place across the counter, an invoice is generated on a printer connected to the PC on the counter. The software picks up the price for the item from the master table stored in the database.

However, at times, the sales person at the counter has to make an on-the-spot decision to offer a discount to the customer to the customer. There are various reasons due to which such a discount is to be offered. The software allows the sales person at the counter to visit the “price per unit” field in the screen and overwrite the price that is picked up from the master table in the database. Thus, the sales person at the counter can override the price per unit stored in the database and make an invoice at a special price.

The invoices generated through the system are checked by the auditors. There is generally a time gap of few weeks between the date of the invoice and the date on which they are audited. But, at the time of auditing, the auditors were asking the reason for special prices and the authentication of the person who gave the discount. But the person seating at the counter find it difficult to remember details.

Sales person as well as auditors spend considerable time in resolving such cases. Many times, auditors used to take objections and need manager’s time to resolve the issue.



As a solution to this ongoing hassle, the auditor suggested that whenever such special discount are offered, the salesperson should fill out a form noting the details and obtain an approval from the manager before preparing invoice.

The salespersons find it difficult as filing a form and getting approval will involve time and what if the manager is not in his seat ?

2. Write short notes on **any two** of the following : **14**
    - a) Uses of MIS
    - b) Group Decision Support System
    - c) Information as a strategic resources.
  
  3. Answer **any two** of the following : **14**
    - a) What are different information needs at different organization levels ? Which Information systems are used at these levels ?
    - b) Describe the major types of information system and relationship between them.
    - c) What are the causes of information system failure ?
  
  4. Answer **any two** of the following : **14**
    - a) What do you mean by data, information and knowledge ? Also explain the difference in it.
    - b) Explain in detail ESS.
    - c) What do you mean by computer and information system literacy ?
  
  5. Explain in detail the Accounting Information System and the flow of data in the Accounting Information System along with input elements and output reports expected. **14**
  
  6. What is MIS ? Explain various uses of MIS in different areas. **14**
  
  7. What is Database Management System (DBMS) ? Which role does DBMS play in information systems ? **14**
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**M.B.A. (Part – II) (Semester – III) Examination, 2014**  
**Paper – XX : Group – A : MARKETING MANAGEMENT**  
**Paper – II : Sales and Strategic Marketing**

Day and Date : Tuesday, 16-12-2014  
Time : 11.00 a.m. to 2.00 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 :

Vikram was a sales supervisor with a stationery company with around a twelve salesmen reporting to him. He was fond of good things in life and had a good lifestyle. Vikram had been appointed a supervisor on the strength of his seniority. He lacked the other qualities of a supervisory position. When he was a salesman, he obtained results by hook or crook. As a supervisor, he treated his subordinates as his pet (obey his orders). He wanted food, wine at the cost of his subordinates. His selling efforts was minimal. He wanted his subordinates to pay the bills of his journeys. He wanted them to provide him a pack of cigarettes every now and then.

Such behavior of Govind had its negative effect on his subordinates. Some left the job. A few who continued to work were working with a feeling of anger and displeasure. All this affected sales very badly.

Govind was replaced by a new supervisor. But what went wrong because of Govind would not be so easy to cure.

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

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

- a) Need for Sales organizations
- b) Green Marketing
- c) Market niche strategies.





3. Write short notes on **(any two)** : **14**
- a) Sales forecasting methods
  - b) Personal Selling
  - c) Harvesting strategies.
4. Write short notes on **(any two)** : **14**
- a) Promotional strategies for social websites.
  - b) Sales Managers Functions and Responsibilities
  - c) Types of calls.
5. Define sales management. What is its nature ? Explain the role of sales management in Marketing. **14**
6. What is a sale force ? What are its objectives ? Explain in detail motivation to sales force. **14**
7. Explain Porter’s three generic competitive strategies. **14**
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**M.B.A. (Part – II) (Semester – III) Examination, 2014**  
**Group B : FINANCIAL MANAGEMENT (Paper – II)**  
**Strategic Financial Management (Paper – XX)**

Day and Date : Wednesday, 17-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 80

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

1. Case study. 14

The following summarized balance sheet of S and S Co. Ltd.

**Balance Sheet**

Liabilities	2012	2013	Assets	2012	2013
Sundry creditors	79,000	82,270	Cash at bank	5,000	5,400
Bills payable	67,560	23,050	Sundry debtors	1,74,980	1,46,720
Bank overdraft	1,19,020	0	Stock	2,22,080	1,94,740
Provision for taxation	80,000	100,000	Land and Building	2,97,000	2,88,500
Reserves	100,000	100,000	Plant and machinery	2,25,900	2,32,400
Profit and Loss A/c	79,380	82,440	Goodwill	0	40,000
Share capital	4,00,000	5,20,000			
	<b>9,24,960</b>	<b>9,07,760</b>		<b>9,24,960</b>	<b>9,07,760</b>

Additional Information :

- During the year 2013, an interim dividend of Rs. 52000 was paid.
- The assets of another company were purchased for Rs. 1,20,000 payable in fully paid shares of the company. The assets consisted of stock Rs. 44,000, machinery Rs. 36,000 and goodwill Rs. 40,000.
- Purchase of plant for cash Rs. 11,200 was made in 2013.
- Income tax paid during 2013 Rs. 50,000.
- The net profit for the year 2013 before tax was Rs. 125,060.

Prepare the fund flow statement and statement showing changes in working capital.



2. Write short notes on (**any two**) : 14
- EBIT-EPS Analysis
  - Vendor Management
  - Lease financing V/s hire purchase financing.
3. Attempt **any two** : 14
- Cost of equity and cost of debt
  - Innovative Financial Engineering
  - The chief executive of a company thinks that shareholders always look for the earnings per share. Therefore, he considers maximization of the earnings per share as his company's objective. His company's current net profits are Rs. 80 lakh and EPS is Rs. 4. The current market price is Rs. 42. He wants to buy another firm which has a current income of Rs. 15.75 lakh, EPS of Rs. 10.50 and the market price per share of Rs. 85.
    - What is the maximum exchange ratio which the chief executive should offer so that he could keep EPS at the current level ?
    - If the chief executive borrows funds at 15 percent rate of interest and buys-out another company by paying cash, how much should he offer to maintain his EPS ? Assume a tax rate to 52 percent.
4. Attempt **any two** : 14
- Market value added approach
  - Types of employees and compensation strategy
  - A company has been following capital structure :

Capital Structure	Book Value (Rs)	After Tax cost (in percent)
Equity capital	8,50,000	15
Retained earnings	2,25,000	10
Preference capital	1,50,000	18
Debenture	10,00,000	06
	22,25,000	

From the above information, you are required to find out the weighted average cost of capital of a company.





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**M.B.A. (Part – I) (Semester – I) Examination, 2014**  
**Paper – III : MANAGERIAL ECONOMICS**

Day and Date : Tuesday, 9-12-2014  
Time : 3.00 p.m. to 6.00 p.m.

Total Marks : 70

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

1. Find the Total Cost, Average fixed cost, Average Total Cost and Marginal Cost from the following table :

14

Total Output	Total Fixed Cost	Total Variable Cost	Total Cost	Average Fixed cost	Average Total Cost	Marginal cost
1	300	300	–	–	–	–
2	300	400	–	–	–	–
3	300	450	–	–	–	–
4	300	500	–	–	–	–
5	300	600	–	–	–	–
6	300	720	–	–	–	–

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

14

- 1) Phases of business cycle
- 2) Oligopoly market
- 3) Examine Schumpeter's theory of profit.

**SLR-A – 3**



3. Attempt **any two** of the following : **14**
- 1) Dual pricing
  - 2) Price elasticity
  - 3) Types of inflation.
4. Attempt **any two** of the following : **14**
- 1) Hawtray's monetary theory of business cycle
  - 2) Importance of managerial economics in developing country
  - 3) Production function.
5. Critically examine the law of variable proportion. **14**
6. Define demand forecasting. Which are the methods of demand forecasting ? **14**
7. What do you mean by monopoly ? Explain price-output determination in monopoly market. **14**
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**M.B.A. – II (Semester – III) Examination, 2014**  
**Group – E : PRODUCTION AND MATERIALS MANAGEMENT (Paper – II)**  
**Logistics and Supply Chain Management (Paper – XX)**

Day and Date : Wednesday, 17-12-2014

Total Marks : 70

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

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

1. XYZ LTD. producing about 1,000 products ranging from household goods to personal care, has five of its warehouses situated in the four zones of India that receive products from all the production plants on a regular basis in container and by road transport. The company has more than 50 plants situated in various regions in India. The warehouses are responsible for taking care of stocks, order placement for next arrivals, loading and unloading, protective storage, stock recording, a part from order processing and transshipment of goods to C and F agents of respective zone whose numbers come around 150 per warehouse.

After receiving goods from various plants, these warehousing are first entered into the personal computer for inventory recording purpose, respective storage spaces are assigned after taking into considerations the quantity to be stored, physical dimension, characteristics of items, frequency of flow and availability of space. The racking, which are used for storage of goods, is back-to-back in pallet blocks which are 5 storied and in one block there are about 350-400 back-to-back racks.

In certain areas for selected heavy weight and bulky items, 50 selectors drive forklift trucks and in the remaining areas as many as 350 selectors pick the goods manually and use hand trolley. Selectors are normally less educated and highly experienced, who have well defined areas of selection.

Because of the above setup there has been under-utilization of space, traffic congestion in aisles, wrong assortment, difficult to track goods, difficult to fill one single order as it contains a variety of items, etc. Also a trucker is required



to collect items from different places of the warehouse to make up the order. Almost they have to wait for a full load. The driver then has to collect challan and other required papers. Normally this entire process took seven to ten days subject to availability of goods in the stock. In case of stock out items, it goes anywhere in between 15 to 30 days. That is why replenishment cycle time for nearby C and F agents is about 15 days and for others, it comes around 3 weeks.

- 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) Characteristics of Lean Supply Chain systems.
  - b) Components of logistics management.
  - c) Objectives of logistics.
3. Write short notes on **any two** : 14
- a) Features of supply chain management.
  - b) Steps to be followed in designing a layout of a warehouse.
  - c) Importance of IT in supply chain.
4. Write short notes on **any two** : 14
- a) 3PL and 4PL.
  - b) Various elements of transportation cost.
  - c) Logistical functions of packaging.
5. Classify and discuss the various material handling equipments used in logistics. 14
6. What are the emerging IT technologies that help expedite the flow of goods in logistics ? 14
7. Describe the process for logistics strategy development and planning ? 14
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**M.B.A. – II (Semester – III) Examination, 2014**  
**HUMAN RESOURCE MANAGEMENT (Group – C)**  
**Paper – II : Training and Development (Paper – XX)**

Day and Date : Thursday, 18-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

- Instructions:** 1) Question No. 1 is **compulsory**.  
2) Attempt **any two** questions from Q. No. 2, 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

ABCD – one of the major accounting firms provides accounting, auditing and tax service. Majority of its employees are Chartered Accountants. The company has ambitious plans for expansion in view of boom in consultancy industry consequent upon globalisation. Company's policy is promoting within and therefore, most of its senior level employees are promoted from entry-level accountants. In the view of its promotion policy, the company invest heavily on training of employees in the form of development of in-house educational and training facilities. Majority of training investment of the company is on technical and procedural training for entry-level accountants in the areas of accounting, finance, tax auditing, project report and report writing. Most of its employees receive training at frequent intervals in the company's training colleges. ABCD has problems in attracting dynamic and energetic young graduates. This situation sometimes discourages clients to continue with ABCD. This situation is due to the 'fast-in, fast-out style of bit time consulting. Employees are also lagging in interpersonal skills.

The training colleges of the company therefore suggested to provide training in interpersonal skills. But the line managers point out that the company has conducted training in client and customer relations, just two year back. They



added that there is no improvement in customer relations and the return on money spent on training can't be justified. The senior managers of the company feel that investment in training is unnecessary as some of the trained employees join other organisations. However most of managers feel that investment in training is essential, but the dilemma is that which part of the skill should receive more attention and investment.

- a) Analyse the case
- b) Identify the problem
- c) Suggest alternative solution
- d) Best solution for the case.

2. Write short notes on **(any two)** : **14**
    - a) Cross cultural training
    - b) Cost benefit analysis
    - c) Methods of management development.
  3. Write short notes on **(any two)** : **14**
    - a) Promotion and Transfer
    - b) On-the-job training
    - c) Career planning.
  4. Write short notes on **(any two)** : **14**
    - a) Electronic Performance Support System
    - b) Stages in expatriate training
    - c) Career stages.
  5. Define training evaluation and explain any two modules of training evaluation. **14**
  6. Explain the term organisational development and its techniques. **14**
  7. Explain various modern methods of training in detail. **14**
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**M.B.A. – II (Semester – III) Examination, 2014**  
**Group F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT (Paper – II)**  
**Paper – XX : Agricultural Marketing**

Day and Date : Thursday, 18-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. Case study :

14

So far contract farming exists only in certain pockets of India. Some examples are tomatoes, mustard, potatoes in Punjab, wheat in Madhya Pradesh, milk in Maharashtra, Maize horticulture and floriculture and gherkin (a small variety of cucumber).

Jay Kisan Pvt. Ltd. signed a contract with small farmers in Atamkur (Andhra Pradesh) and provided them with the required inputs and technical advice for cultivating lettuce. The same farmer then became a supplier of lettuce to five major hotel chains in the country, which previously used to import lettuce. Realising the potential of lettuce and its profitability, other farmers too entered the race and soon 300 farmers in Atamkur were growing lettuce.

Sometimes, companies face problems in enforcing contracts. When the open market price is significantly higher than the contract price, farmers may default on the contract and try to sell it in the market. It is interesting to note that, quite often the contacts themselves are only verbal commitments, with no written proof. Companies say that, taking the legal route in case of a default by farmer is quite cumbersome and so they find it easier to enforce the contracts through more informal ways, usually the companies simply boycott the defaulting farmers or even the entire group.

However, not everybody thinks contract farming is a good idea. Some rural economists say farmers could be exploited by the corporate.

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- 1) Analyse the case
  - 2) Identify the problem
  - 3) Recommend alternative solution
  - 4) Suggest the best solution.
2. Write short note (**any two**) : **14**
- 1) Market structure
  - 2) Transportation
  - 3) IIP.
3. Write short note (**any two**) : **14**
- 1) Marketing of Farm Inputs
  - 2) Contract Marketing
  - 3) Storage.
4. Write short note (**any two**) : **14**
- 1) State Trading
  - 2) Classification of Market
  - 3) AGMARK.
5. Define marketing channel. Explain available marketing channel for cereals, oilseeds and pulses in India. **14**
6. What do you mean by agricultural marketing ? Discuss how marketing of agricultural goods is different than the manufactured goods. **14**
7. Define rural marketing. Discuss various components of rural marketing. **14**
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**M.B.A. – II (Semester – III) Examination, 2014**  
**Group – G : INTERNATIONAL BUSINESS (Paper – II)**  
**International Trade Procedures and Documentation (Paper – XX)**

Day and Date : Friday, 19-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

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

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

14

Basmati is aromatic rice grown in Northern India and Pakistan. In September 1997, Rice Tec, a small food technology company based in Texas, United States, was granted a patent by the US patent office to call an aromatic rice variety developed in USA Basmati. India challenged the case, arguing that Basmati is unique aromatic rice grown in Northern India, and not a name Rice Tec could claim. In fact only inventions can be patented. Consequently, the US patent office accepted India's basic position, and Rice Tec had a drop 15 of the 20 claims that it had made. Of the remaining claims, Rice Tec managed to evolve three new varieties of rice for which it got a patent from United States Patent and Trademarks Office (USPTO), as India had not objected to these. The ruling has not handed over Rice Tec the Basmati brand. Rather, it provides it a patent for superior three strains' of Basmati developed by cross-breeding a Pakistani basmati with a semi-dwarf American variety.

According to the WTO Agreement, geographical indications like basmati can be legally protected and their misuse can be thus prevented. The unfortunate thing is that Government of India has not taken timely steps for protected over geographical indications and biodiversity. Although a Geographical indication of Goods Bill was introduced in Indian Parliament in 1999, even at the end of 2001, it had not become an Act. Can any of the following, viz., turmeric, neem and the name Basmati be patented ? Substantiate your answer. Evaluate the role played by Government of India in prevented the misuse of the name basmati.



2. Write a short note on following **(any two)** : **14**
    - A) FEMA
    - B) INCO Terms
    - C) EDI.
  
  3. Write a short note on following **(any two)** : **14**
    - A) Export Credit Insurance
    - B) Convertibility of Rupee
    - C) Import of Capital Goods.
  
  4. Write a short note on following **(any two)** : **14**
    - A) Foreign Trade Act, 1992
    - B) Export Promotion Council
    - C) Export in India.
  
  5. State the concept export and import. Explain current trends of Indian Import and Export in global trade. **14**
  
  6. What are export payment terms ? Explain in detail main features of payment terms. **14**
  
  7. What is the term EXIM ? Explain the nature and characteristics feature of EXIM documents. **14**
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**M.B.A. (Semester – III) Examination, 2014**  
**ERP AND SPD**  
**Paper – XX – Group – D (Paper – II) : System Management**

Day and Date : Saturday, 20-12-2014

Total Marks : 70

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

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

1. Read the following case, analyse it, state whether it is a success story or a failure story of ERP implementation. Justify your answer by giving at least five reasons with proper narrations. 14

MM Foods, a 50-year-old food and beverage manufacturer and distributor, has grown from a supplier to restaurants into a much larger customer base that now includes Trader Joe's, Costco, Sam's Club and Whole Foods. The company started with no functional ERP system, which put them at a disadvantage when it came to managing and tracking their business.

In a world full of ERP implementation failures, MM Foods conducted a very successful phased implementation of AGE ERP X3. The ERP now enables MM Foods to run its business more profitably by increasing data accuracy with more visibility into product and production data. This is especially critical as they transform from a food distributor to a manufacturer. According to Michael Siegmund, President of MM Foods, previously they had no capability for manufacturing or manufacturing resource planning prior to the implementation.

Siegmund was already familiar with AGE software products and their approach from his previous work as a food and manufacturing consultant. He used this experience to his advantage in establishing the foundation for a successful ERP implementation.



Siegmund and MM Foods approached the project by adopting their operating procedures to the software and not the other way around. “Then you start writing code and you get into trouble,” warns Siegmund. “Systems such as AGE, or any other ERP, are generally designed to accommodate not only common industry practices but more often than not worldwide best practices and standards,” says Siegmund. “For any company to say ‘My way is better’ is the height of conceit. It’s a whole lot easier to train users in the system than it is to rewrite code and then find that something screwed something up and you get into a hopeless mess.”

Siegmund explains the composition of his ERP implementation team by saying it’s most important to have people skilled with the business and how systems work within the business that you’re in.

“I had AGE consultants, but I also had my own consultants who were knowledgeable of the way I did things, what our business is about and some of the unique aspects about what we did and how we did it. MM Foods had employee representatives from logistics, manufacturing facility, finance and purchasing.”

This helped in instances particular to MM – like when MM Foods would lose 3 percent in yield in a particular process and then program that into the ERP routings telling how the product is being made for proper costing.

“This helped us do the implementation in such a way that everybody in effect was speaking the same language by talking through these interpreters who were the consultants. That included training, setup, and everything. We don’t have the most complex business, but at the time we were a \$ 120 million business so we weren’t chump change either.”

After the initial phase implementation, Siegmund advises, “Once that is mastered, you go onto the next feature or capability and prioritize as you see fit. If I were still in the distribution business, for example, I would choose to implement a bar code scanning device with the warehouse management system. That capability exists. If I were in mail order retail, I might choose to implement a website capability. There are so many things you can do, but you don’t have to do them instantaneously.”

MM Foods continues to use outside consultants on an ongoing basis to help phase in new ERP features. Siegmund said it was almost a year before they turned on lot control, for example. Spending the time to enter the data into the system is also key. Otherwise, you only achieve minimal function. Not entering data caused the MM Foods ERP implementation some issues in the accounting department.





2. Write short notes on **any two** of the following : **14**
    - a) Supply Chain Management : Concept
    - b) Skills required for Software Engineer
    - c) Decision Tables.
  
  3. Answer **any two** of the following : **14**
    - a) State the advantages of ERP.
    - b) What do you mean by User Interface Design ? What are characters of good UI ?
    - c) Why System Design is a crucial step in developing a software ?
  
  4. Answer **any two** of the following : **14**
    - a) What do you understand by post-implementation audit in an ERP implementation ? Explore the importance of it.
    - b) Describe role of ERP in Customer Relationship Management (CRM).
    - c) Describe the stakeholders involved and their roles in ERP implementation.
  
  5. What is ERP ? Explore the relationship of BPR, ERP and IT. **14**
  
  6. Describe in detail the fact finding techniques adopted while developing a software. **14**
  
  7. “Many ERP implementation tend to be failed”. It is true or false ? Justify your answer by giving suitable example. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2014**  
**ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT**  
**(Paper – XXVI) (Old)**

Day and Date : Thursday, 20-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

**Instructions :** 1) Q. 1 and Q. 7 are **compulsory**.

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

3) Attempt **any one** from Q. 5 and Q. 6.

1.A) Match the following :

7

- |                                      |   |
|--------------------------------------|---|
| 1) Entrepreneurial Development Cycle | a) Financing and Operating Guide                        |
| 2) NIESBUD                           | b) Individual Investment in Entrepreneurial Companies   |
| 3) SIDBI                             | c) Recommends Government for promotion of ED            |
| 4) NEDB                              | d) Simulatory, support, sustaining                      |
| 5) EDII                              | e) Developing programs for Entrepreneurship Development |
| 6) Angel Investor                    | f) Established by Government of India as an apex body   |
| 7) Business plan                     | g) Development of small scale sector                    |

B) Say **True** or **False** :

7

- 1) An entrepreneur is one of the important segments of Economic growth.
- 2) Providing venture capital involves very less risk.



- 3) Entrepreneur should be always highly qualified.
  - 4) Projects are in progress for long run and are never ending.
  - 5) First generation Entrepreneur in one who starts industrial unit by innovative skill.
  - 6) Corporate entrepreneurs are called as intrapreneur.
  - 7) Entrepreneurship does not include risk bearing.
2. Write short note on **(any two)** : **14**
- a) Venture Capital
  - b) Women Entrepreneurs
  - c) Entrepreneurial Traits.
3. Solve **any two** : **14**
- a) Explain innovation theory by Schumpeter.
  - b) Write a note on Entrepreneurial failure-reasons and remedies.
  - c) What is meant by Angel Capitalist ?
4. Write short notes on **(any two)** : **14**
- a) Entrepreneurship Development Cycle.
  - b) DIC
  - c) IDBI
5. Explain entrepreneurship as a career. What is role played by Central and State Government in promoting entrepreneurship ? **14**
6. Explain project management in context with entrepreneurship development. What various aspects of a project report ? **14**
7. Define Entrepreneur. Differentiate between entrepreneur, manager and intrapreneur and state need for entrepreneurship development. **14**
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**M.B.A. – II (Semester – IV) Examination, 2014  
MANAGERIAL EXCELLENCE (Paper – XXVII) (Old)**

Day and Date : Friday, 21-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

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

1. Define the following : 14
    - 1) Customer
    - 2) Charismatic leadership
    - 3) Versatility
    - 4) Competitors
    - 5) Sensitivity
    - 6) Culture Alloy
    - 7) Emotional Intelligence.
  2. Answer the following (**any 2**) : 14
    - A) Matching strategy and culture
    - B) Emotional Literacy
    - C) Stages of Six Sigma implementation.
  3. Answer the following (**any 2**) : 14
    - A) Assessing an organization culture
    - B) Importance of insight in selecting the successful strategy
    - C) Steps to building a positive attitude.
  4. Answer the following (**any 2**) : 14
    - A) Importance of focus in exploiting the change
    - B) Benefit of positive thinking
    - C) Importance of sensitivity in initiating strong culture.
  5. Define Strategy. Explain in detail the various process that are included in strategic thinking with examples. 14
  6. Define creative insights. Explain in detail the process of becoming a insightful executive. 14
  7. Define Visionary Leadership. Illustrate with examples the principles of Visionary Leadership C. 14
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**M.B.A. – II (Semester – IV) (Old) Examination, 2014  
BUSINESS ETHICS (Paper – XXVIII)**

Day and Date : Saturday, 22-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

- Instructions :** 1) *Q. 1 and Q. 7 are compulsory.*  
2) *From Q. 2, Q. 3 and Q. 4 attempt any two.*  
3) *From Q. 5 and Q. 6 attempt any one.*  
4) *Figures to the right indicate full marks.*

1. A) Fill in the blanks :

5

- 1) The original word 'ethos' means \_\_\_\_\_ in business ethics.
  - a) Character
  - b) Values
  - c) Duty
  - d) Moral
- 2) The Primary Security's Law i.e. SEBI Act was passed in the year \_\_\_\_\_
  - a) 1992
  - b) 1956
  - c) 1986
  - d) 1961
- 3) John Straut Mill profounded the \_\_\_\_\_ theory of business ethics.
  - a) Kantian
  - b) Utilitarian
  - c) Hybrid
  - d) Deontologist
- 4) Indian philosophical system is called as \_\_\_\_\_
  - a) Upanishad
  - b) Vedas
  - c) Arthashastra
  - d) None of the above
- 5) The concept that shapes beliefs, perception that forms an attitude is called as \_\_\_\_\_
  - a) Ethics
  - b) Values
  - c) Social Responsibility
  - d) All the above



B) Match the pairs :

5

**A**

**B**

- |                   |                                   |
|-------------------|-----------------------------------|
| 1) Utilitarian    | Theory based on end result        |
| 2) Kantian theory | Greatest good for greatest number |
| 3) Teleological   | Reputation and good-will          |
| 4) Deontological  | Creation of wealth                |
| 5) Artha          | System of rules                   |

C) Define (**any four**) :

4

- 1) Business ethics
- 2) Corporate governance
- 3) Values
- 4) CSR (Corporate Social Responsibility)
- 5) Consumerism.

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

14

- 1) Gandhian philosophy of wealth management
- 2) Inside trading
- 3) Ethics in HRM.

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

14

- 1) Corporate culture
- 2) Teleological theory
- 3) Ethics regarding women in advertising.

4. Answer in short (**any 2**) :

14

- 1) What are values ? What is the importance of value system in modern business ?
- 2) Explain in short the rights of consumer according to Consumer Protection Act 1986.
- 3) Explain various provisions of environmental regulations in India for environment protection.

5. What is ethical decision making ? Explain any one model of ethical decision making for business decisions.

14

6. Explain the concept of responsive management. Explain social responsibility of business towards the society.

14

7. What is business ethics ? Give an overview of traditional theories in business ethics.

14



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**M.B.A. – II (Semester – IV) Examination, 2014  
SERVICES MARKETING**

**Group A : Marketing Management (Paper – IV) (Paper – XXIX) (Old)**

Day and Date : Monday, 24-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

- Instructions :** 1) Q. 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. a) State whether **true** or **false** : **7**

- 1) Advertising is paid publicity. Transmitted through a wide variety of media.
- 2) Product can be used to get for more information across than an advertisement can do.
- 3) Dual pricing means as manufacturer sells the same product at two or more different prices.
- 4) In market penetration policy the prices of services are fixed a lower level to facilitate quick penetration into market.
- 5) Process is the environment in which the service is delivered and where the firm and customers interact and any tangible components that facilitate performance of communication of the service.
- 6) In market skimming strategy the high price for a service is fixed early stages for churning large profits.
- 7) Sealed bid pricing is adopted in the case of specific job works.

b) Match the pairs : **7**

- | <b>'A' group</b>     | <b>'B' group</b> |
|----------------------|------------------|
| 1) Service product   | a) Environment   |
| 2) Price             | b) Warehousing   |
| 3) Place             | c) Demonstration |
| 4) Promotion         | d) Penetration   |
| 5) People            | e) Insurance     |
| 6) Physical evidence | f) Human actor   |
| 7) Process           | g) Procedure     |



2. Write short notes (**any two**) : **14**
    - a) Service life cycle
    - b) Elements of promotion
    - c) Importance of service quality.
  
  3. Write short notes (**any two**) : **14**
    - a) Search. Experience and credence
    - b) Service failure and recovery
    - c) Service Guarantee.
  
  4. a) Explain “Reshaping demand using effective pricing”. **14**  
b) Challenges before services marketing in India.
  
  5. Give the characteristics of services marketing and explain how there is growing need and importance of services in India. **14**
  
  6. Explain the 7 p’s of Tourism industry in India. **14**
  
  7. Explain in detail the five gaps highlighted in the service quality model developed by PZB. **14**
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**M.B.A. – II (Semester – IV) Examination, 2014**  
**FINANCE MANAGEMENT (Gr. B) (Paper – IV)**  
**Investment Analysis and Portfolio Management (Old) (Paper – XXIX)**

Day and Date : Tuesday, 25-11-2014

Max. Marks : 70

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

- Instructions :** 1) Question No. 1 and 7 are **compulsory**.  
2) Attempt **any two** out of Question No. **two to four**.  
3) Attempt **any one** out of Question No. **five and six**.  
4) Figures to the **right** indicate **full** marks.

1. A) State **true** or **false** :

**7**

- 1) Rating of all types of securities is compulsory.
- 2) Technical analysis is a part of fundamental analysis.
- 3) Yield on bonds are calculated on maturity.
- 4) Usually betas are not found to be positive.
- 5) Market risk is a systematic risk.
- 6) Interest rate risk is an unsystematic risk.
- 7) Fixed deposit is a non marketable investment avenue.

B) Write the full form of following abbreviations :

**7**

- 1) GDR
- 2) CRISIL
- 3) NAV
- 4) STDR
- 5) NSDL
- 6) IRDA
- 7) CD.



2. Write short note (**any two**) : **14**
- 1) Portfolio Risk and Return
  - 2) CAPM
  - 3) Systematic Risk
3. Write short note (**any two**) : **14**
- 1) Random Walk Theory
  - 2) Unsystematic Risk
  - 3) Economic analysis.
4. Write short note (**any two**) : **14**
- 1) Bond pricing
  - 2) Interest rate risk
  - 3) Portfolio execution.
5. Discuss in detail technical analysis and its significance in analysis of investment. **14**
6. Mr. R. Venkatesh is a married person having two daughters, elder is of 12 years and younger is of 8 years old. He is working in a private organisation by holding Marketing Manager position and earning ₹ 45,000 salary p.m. in pocket. His wife Mrs. Suman is also working with MNC and getting ₹ 38,000 p.m. Prepare an investment plan for the family by considering age and future requirements (make necessary assumption). **14**
7. What do you mean by investment ? Explain any five non marketable investment avenues with its importance. **14**
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**M.B.A. – I (Semester – I) Examination, 2014  
ORGANISATIONAL BEHAVIOUR (Paper – IV)**

Day and Date : Wednesday, 10-12-2014  
Time : 3.00 p.m. to 6.00 p.m.

Max. Marks : 70

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

1. Analyze the following case.

14

Arun joins 'ZAPTO' chain of casual wear stores as a sales representative, immediately after the completion of graduation and a diploma in sales management. The firm was very happy with his extremely good performance. Arun was awarded the 'Star Performer Prize' for his continuous display of the highest sales volume record for 12 consecutive months. The General Manager of 'ZAPTO' chain of stores Rajkumar was informed by his Marketing Manager Madhuraj, that Arun was a very aggressive and dynamic sales representative having a strong target commitment and orientation.

Within a span of two years, based on his good performance appraisal, Arun was promoted to the position of Assistant Marketing Manager. Under his new assignment, Arun had 8 sales representatives reporting to him and also to ensure that the sales target of his shop was met. Arun took to his new promoted assignments with the same zeal and enthusiasm. Arun now set the targets to be met by his team members for the first month and communicated the same, clearly indicating that all the team members have to meet the target without fail.

P.T.O.



The eight team members (sales representatives) felt that the targets set was too ambitious but declined to comment on it directly. After the meeting, during the informal chat all the team members discussed the matter amongst themselves and then dispersed.

Arun called for a review meeting at the end of a fortnight to take stock of the situation and was shocked and disappointed to learn that all the representatives were well behind the target set for them. Arun could not control his disappointment and openly and bluntly condemned them for not reaching the target. He once again reiterated that he expected all his team members to achieve their targets by the end of the month. After the meeting, the team members amongst themselves admitted that they found Arun to be a difficult person with an unapproachable mind set. However, they also decided to give in their best efforts to achieve the targets assigned to them. But even with their sustained efforts they could achieve only 70 per cent of the target set by Arun, by the end of the month.

At the end of the month, when Arun reviewed the sales statements of his team, he was disappointed though slightly happy with the marginal improved efforts of his team. However, in the meeting instead of praising and encouraging his team's efforts, Arun communicated his displeasure and once again was emphatic and told his team that lack of commitment from them was stopping them from attaining their target, so they had to try hard once again. This outburst was not liked by his team. And in the next month end briefing, Arun was greeted with well below the target set. Arun now openly rebuked his sales representatives team, for their, slow performance and refused to accept that he had set too high targets for his team. Ultimately the team members met their Marketing Manager Madhuraj and conveyed everything to him. Madhuraj was shocked but promised to talk to Arun.



2. Write short notes **(any 2)** : **14**
    - 1) Types of Teams.
    - 2) Levels of OB.
    - 3) Functional and Dysfunctional conflict.
  
  3. Write short notes **(any 2)** : **14**
    - 1) Types of Attitude.
    - 2) Group Decision Making.
    - 3) Culture Creation.
  
  4. Write short notes **(any 2)** : **14**
    - 1) Classical and operant conditioning.
    - 2) Forces for change.
    - 3) Cognitive Dissonance Theory.
  
  5. Define Group. Explain its different types with the stages of group development. **14**
  
  6. Define Organisational Change. Explain why do people resist change and how to manage resistance to change. **14**
  
  7. Define perception. Explain the perceptual process in detail. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2014**  
**Group – E : PRODUCTION MANAGEMENT (Old)**  
**Paper – IV : Total Quality Management (Paper – XXIX)**

Day and Date : Tuesday, 25-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. A) State whether **true** or **false** : 7
- i) Services have inconsistent product definition.
  - ii) The best understanding of a process and how to improve it often lies with all people who perform the work each day, not cross functional teams or top management.
  - iii) Reason for making a product is to reduce inventory costs.
  - iv) Advantage of bench marking is that it is a panacea that can replace all other quality efforts.
  - v) Continuous improvement is based on the Japanese concept called Kanban.
  - vi) Seiro means to remove any irrelevant work tools, materials, equipment or paperwork.
  - vii) Under the philosophy of statistical quality control, the burden of quality rests with the operators themselves.

- B) Match the following pairs : 7

- | List A  | List B                |
|---|-----------------------|
| i) Pattern of human habits, beliefs and behavior                        | a) Flexibility        |
| ii) Willingness and ability of supplier to respond to changes in demand | b) Traffic management |
| iii) Can be achieved considerably by simplifying the design             | c) Reason for making  |
| iv) Features which customers expect to have                             | d) Cost reduction     |



- v) Overseeing the shipment of incoming and outgoing goods
- vi) Maintain organizational talent and to avoid layoff of personnel
- vii) Inspection applied to lots or batches of items before or after a process instead of during the process
- e) Acceptance sampling
- f) Basic feature of product
- g) Quality culture

2. Write short notes on **any two** : **14**
- i) Brainstorming.
  - ii) Cost of quality.
  - iii) Quality policy.
3. Write short notes on **any two** : **14**
- i) Cause and effect diagram.
  - ii) 'Quality as a means to business results'. Elaborate.
  - iii) Relevance of JIT to TQM.
4. Write short notes on **any two** : **14**
- i) Quality circle.
  - ii) Control charts.
  - iii) Six sigma.
5. Discuss the role of leadership for successful quality management. How does leadership relate to strategic planning ? **14**
6. Discuss the strengths and weaknesses of Deming's philosophy of quality management. **14**
7. Explain why Total Quality Management is considered important by organizations ? What are the causes for failure of TQM programmes ? **14**
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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2014  
PERSONNEL ADMINISTRATION – APPLICATION AND PROCEDURE  
Paper – XXIX : Group – C : Human Resource Management (Paper – IV)**

Day and Date : Wednesday, 26-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. A) Define following terms : 7
- 1) Charge Sheet
  - 2) House Rent Allowance
  - 3) Minimum Wage
  - 4) Living Wage
  - 5) Personnel Administration
  - 6) Suspension Order
  - 7) Circular.
1. B) State **true** or **false** : 7
- 1) Medical reimbursement is the form of direct compensation.
  - 2) Professional tax is not paid by each employee to government.
  - 3) Dearness allowance may change yearly.
  - 4) Public Provident Fund does not provide tax relief advantage to salaried employees.
  - 5) In piece rate, numbers of units produced are never considered for payment.
  - 6) Conveyance is the amount paid to employee for transportation facility.
  - 7) House rent allowance is fixed rate stated by employment law.
2. Write short notes (**any two**) : 14
- a) HR Manual
  - b) Components of remuneration
  - c) Suspension order.





3. Write short notes **(any two)** : **14**
- a) Transfer letter.
  - b) Minimum, Fair and Living wage.
  - c) Interview letter.
4. Write short notes **(any two)** : **14**
- a) PPF and EPF contribution.
  - b) Appointment order.
  - c) HRA and Conveyance.
5. Incentives are attractive weapon for employer to attract and satisfy the employees. What are the various employee incentives and recognition program implemented in the various organisations ? **14**
6. Define fringe benefits with its objectives. Explain its various types of fringe benefits. **14**
7. Define personnel administration. Write its nature, objective and principles which are followed in the organisation. **14**
-



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**M.B.A. – II (Semester – IV) (Old) Examination, 2014**  
**Group – F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT (Paper – IV)**  
**Agro processing Industries and Rural Industrialization (Paper – XXIX)**

Day and Date : Wednesday, 26-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

- Instructions :** 1) Question No. **1** and **7** are **compulsory**.  
2) Attempt **any two** from Question No. **two** to **four**.  
3) Attempt **any one** from Question No. **five** and **six**.  
4) Figures to the **right** indicate **full** marks.

1. A) State whether following statements are **true** or **false** : **7**
- 1) A cottage Industries Board was set up in 1947 itself.
  - 2) National Small industries Corporation Ltd. Was set-up in 1965.
  - 3) SIDO has now been renamed as MSMED organisation.
  - 4) The programme of Industrial Estates was initiated in 1960.
  - 5) The programme of District Industries Centre (DIC's) was introduced in May 1979.
  - 6) Traditional industry means “an activity which produces marketable products, using locally available raw material and skills and indigenous technology”.
  - 7) The Interest Subsidy Eligibility Certificate (ISEC) Scheme is the major source of funding for the Khadi programme.
- B) Explain in **one** sentence : **7**
- 1) PMRY
  - 2) CSO
  - 3) SSBE's
  - 4) SIDBI
  - 5) IID scheme
  - 6) LUCC
  - 7) PCARDB.



2. Write short note (**any two**) : **14**
- 1) Causes of rural unemployment
  - 2) Flowery culture
  - 3) Problems of cottage and small scale industries.
3. Write short note (**any two**) : **14**
- 1) Agro based industries
  - 2) Marketing of yarn
  - 3) Agreement on agriculture.
4. Write short answer on **any two** : **14**
- 1) Excess stock with sugar factories.
  - 2) Global challenges before cooperative spinning mills.
  - 3) Structure of Co-operative banks in India.
5. Describe in detail Dairy Cooperative in Maharashtra. **14**
6. Describe in detail Promotional measures of KVIC like subsidies, incentives and financial inputs. **14**
7. Describe in detail Cooperative Sugar Industry in Maharashtra. **14**
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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2014**  
**Gr. D. : SYSTEM MANAGEMENT**  
**Paper – IV : Relational Database Management System (Paper – XXIX)**

Day and Date : Thursday, 27-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

- Instructions :**
- 1) Question Number 1 and 7 are **compulsory**.
  - 2) Attempt **any two** questions from Question Number 2, 3 and 4.
  - 3) Attempt **any one** question from Question Number 5 and 6.
  - 4) **All** questions carry **equal** marks.

1. A) Choose the correct alternatives from the given alternatives : 5

- 1) The \_\_\_\_\_ compiler converts the data definition statements into a set of tables.
  - a) DDL
  - b) DML
  - c) DCL
  - d) All of these
- 2) \_\_\_\_\_ constraint specifies that tuple values under certain attributes cannot be null.
  - a) Referential Integrity Constraint
  - b) Primary Key Constraint
  - c) Not Null Constraint
  - d) None of these
- 3) The \_\_\_\_\_ between two union compatible relations contains all those tuples in the first relation that are not present in the second relation.
  - a) Union
  - b) Difference
  - c) Intersection
  - d) Cartesian product
- 4) \_\_\_\_\_ is a process of assigning attributes to entities.
  - a) Relational algebra
  - b) Normalization
  - c) Relational database
  - d) All these
- 5) The \_\_\_\_\_ clause of SELECT statement filters the required records depending on one or more conditions.
  - a) GROUP BY
  - b) ORDER BY
  - c) HAVING
  - d) WHERE

P.T.O.

B) State **True** or **False** :

5

- 1) The HAVING clause is used to eliminate certain groups for further consideration.
- 2) In ERD, optional refers to a condition in which one participating entity must be associated with one or more occurrences of the other participating entity in the relationship.
- 3) rtrim string function concatenates two strings.
- 4) SELECT is a DDL command.
- 5) INF form in normalization removes multivalued dependencies.

C) Define the terms (Answers must be to the point and in **one** or **two** sentences) : 4

- 1) Strong Entity
- 2) Tuple
- 3) View
- 4) Cartesian Product.

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

14

- a) Anomalies
- b) Equi join
- c) Unique key constraint.

3. Answer in brief (**any two**) :

14

- a) List and explain various data types in Oracle.
- b) What is Normalization ? Explain its process.
- c) What do you mean by database triggers ? Explain types of triggers.

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

14

- a) Insert table statement
- b) Architecture of RDBMS
- c) ALTER clause with example.



5. Explain different types of models used in RDBMS. **14**
6. Consider following relations of mail-order database  
EMPLOYEES (ENO,DNO,ENAME,ZIP,HDATE)  
DESIGNATION (DNO,DNAME)  
PROJECT (PNO, PNAME, DURATION, START\_DATE, END\_DATE,  
PROJECT\_MANAGER\_ID)  
COURSE (CNO, CNAME, DURATION, BONUS)  
APPOINTMENT(ENO,PNO,FROM\_DATE, TO\_DATE)  
COURSE\_COMPLETION (ENO,CNO,COMPLETION\_DATE)  
Note : Employees are appointed at different projects and are expected to complete the courses.
- a) Write statement to create the tables. **6**
  - b) Write SELECT statement to get the names and designation of employees and date of completion who have completed the CAD course. **2**
  - c) Write SELECT statement to get the names of employees who have been appointed on P01 project. **2**
  - d) Write SELECT statement to get the names of project whose manager id is E003. **2**
  - e) Write SELECT statement to get the names of project which have duration of more than 24 months. **2**
7. Explain in details various forms of SELECT statement with example. **14**
-



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**M.B.A. – II (Semester – IV) Examination, 2014  
INTERNATIONAL MARKETING (Paper – V) (Old)  
Paper – XXX : Gr. A : Marketing Management**

Day and Date : Friday, 28-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. A) Fill in the blanks :

14

- 1) Modification of both the product and communication to meet foreign need known as \_\_\_\_\_ strategy.
- 2) Same product and change in communication called as \_\_\_\_\_ strategy.
- 3) \_\_\_\_\_ refers to selling in foreign market at a price below the home market price.
- 4) Intense competition is occurred in \_\_\_\_\_ stage of PLC.
- 5) \_\_\_\_\_ decisions pertain to the type of products and product variants to be offered to the target market.

B) Match the pairs :

- |                  |                             |
|------------------|-----------------------------|
| 1) Ethnocentrism | a) Regional Orientation     |
| 2) Polycentrism  | b) World Orientation        |
| 3) Regiocentrism | c) Home Country Orientation |
| 4) Geocentrism   | d) Host Country Orientation |

C) State the following sentences **True** or **False** :

- 1) Spin-off benefit is not a motive or reason of International Marketing.
- 2) Trade restriction is a special problem in International Marketing.
- 3) Cost based pricing covers all types of cost.
- 4) Break even output is the level of output the total cost equal to total revenue.
- 5) The segment should be large enough to be profitable is a character of substantial segment.



2. Write a short note on following **(any two)** : **14**
- 1) Product Life Cycle (PLC) and International Marketing
  - 2) International Channel Systems
  - 3) Export Procedure.
3. Write a short note on following **(any two)** : **14**
- 1) New product development in global market
  - 2) Market Targeting
  - 3) Marketing Information System.
4. Write a short note on following **(any two)** : **14**
- 1) Global Market segmentation
  - 2) Marketing Research
  - 3) Pre-shipment Documents.
5. What is International Marketing Environment ? Explain in brief Economic, Social, Demographic and Political environment. **14**
6. What are pricing objectives ? Explain various pricing methods or approaches in global marketing with their advantages and disadvantages. **14**
7. What is advertisement ? Explain in detail the 5 M's of advertising with the problems in communication. **14**
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**M.B.A. – II (Semester – IV) Examination, 2014**  
**Group B : Finance Management (Paper – V)**  
**INTERNATIONAL FINANCE (Old)**  
**(Paper – XXX)**

Day and Date : Saturday, 29-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. A) Write full form of following abbreviations : 5
- 1) IMF
  - 2) FEDAI
  - 3) IBRD
  - 4) ADR
  - 5) WTO.
- B) Select the correct alternative : 4
- 1) Spread implies the difference between
    - a) Ask rate and bid rate
    - b) Ask rate and selling rate
    - c) Bid rate and spot rate
    - d) None of the above
  - 2) The purchasing power theory was promulgated by
    - a) Gustav Fernandez
    - b) Gustav Cassel
    - c) Gustav Dostovesky
    - d) None of the above
  - 3) Currency of Philippines is
    - a) Ringitt
    - b) Peso
    - c) Bhat
    - d) Dollar
  - 4) PRI stands for
    - a) Primary Rate Index
    - b) Political Risk Index
    - c) Political Return Index
    - d) None of the above



- C) Describe in **one** sentence : **5**
- 1) Ask price
  - 2) Call option
  - 3) Swaps
  - 4) Spread
  - 5) BOP.

2. Write short notes on (**any two**) : **14**
- 1) International bond market
  - 2) Factors influencing exchange rate
  - 3) NASDAQ.

3. Attempt **any two** : **14**
- 1) EXIM
  - 2) ECGC
  - 3) Convert the following rates into outright rates and indicate their spreads :

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

4. Write short notes on (**any two**) : **14**
- 1) Globalisation and India's financial sector reforms
  - 2) Convertibility
  - 3) 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 : 12 per cent
    - Annualized interest rate on 6-months dollar : 7 per cent
 Work out the arbitrage possibilities.

5. Discuss various techniques of covering risks in international business. **14**



6. The price index increased from 120 to 135 in U.S.A. over two years. For the same period the price index in Japan showed an increase from 110 to 115. If today's spot rate is US \$ = 125 ¥, what might be the spot rate after two years ? **14**
7. A US MNC is planning to install a manufacturing unit to produce 5,00,000 units of an automobile component in India. Setting up of the manufacturing plant will involve an investment outlay of Rs. 50 million. The plant is expected to have a useful life of 5 years with Rs. 10 million salvage value. MNC will follow the straight-line method of depreciation. To support the running of business, working capital of Rs. 5 million, will have to be invested; variable cost of production and sales will be Rs. 20 per unit. Additional fixed costs per annum are estimated at Rs. 2 million. The forecasted selling price is Rs. 70 per unit. The MNC will be subjected to 40 per cent tax rate in India and its required rate of return is 15 per cent.

It is forecasted that the rupee will depreciate in relation to US dollar @ 3 per cent per annum, with an initial exchange rate of Rs. 48/\$. Accordingly, the exchange rates for the relevant 5-year period of the project will be as follows :

You are required to advice the MNC regarding the financial viability of the proposal.

<b>Year</b>	<b>P.V. Factor at 15 per cent</b>
1	0.870
2	0.750
3	0.658
4	0.572
5	0.497



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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2014**  
**Group – E : PRODUCTION MANAGEMENT (Paper – V)**  
**World Class Manufacturing (Paper – XXX)**

Day and Date : Saturday, 29-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. A) Fill in the blanks : **(1×7=7)**
- 1) \_\_\_\_\_ deals with computing technologies that will allow machines to emulate the way the human processes information.  
a) SAP R/3 b) Computer Conferencing  
c) Artificial Intelligence d) Data Mining
  - 2) \_\_\_\_\_ is a plan for allowing workers to select their workday schedules.  
a) Job simplification b) Flex time  
c) Merit pay d) Job sharing
  - 3) Probability of a product not malfunctioning during a specific period is known as \_\_\_\_\_  
a) Conformance b) Reliability  
c) Performance d) Dependability
  - 4) \_\_\_\_\_ utilizes computers in both design and manufacturing process.  
a) Computer integrated manufacturing  
b) CAD  
c) Procedures  
d) Fortran



- 5) CNC refers to \_\_\_\_\_
- a) Controlled Network Coding
  - b) Computer Numerical Controlled
  - c) Controlled Numerical Coding
  - d) Computerized Network Controlled
- 6) \_\_\_\_\_ include those physical locations where an organization's goods and services are produced, stored and distributed.
- a) Facilities
  - b) Shop floor
  - c) Virtual Factory
  - d) Warehouse
- 7) \_\_\_\_\_ is a common way by which technology is transferred from one country to another and is common in pharmaceuticals, consumer products and high technology industries.
- a) Counter trade
  - b) Joint venture
  - c) Licensing
  - d) Direct Investment

B) State **true** of **false** :

**(1×7=7)**

- 1) Kanban is a fool proofing technique.
- 2) Decision support system is used by managers to access central data bases and apply specialized software to conduct analyses and reports.
- 3) Job enrichment allows workers to move periodically from one job to another.
- 4) Quality comes from defect prevention not defect correction.
- 5) Intermediate planning deals with strategic goals and strategic plans that usually cover from two to ten years.
- 6) World class manufacturing firms place less emphasis on short term financial pay offs and invest more in R and D.
- 7) Groups that are too large or too small suffer from communication problem.

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

**14**

- 1) Factors causing pollution
- 2) Automation in design and manufacturing
- 3) Relevance of world class manufacturing.



3. Write short notes on **(any 2)** : **14**
    - 1) TQM principles
    - 2) Effect of pollution on human health
    - 3) World class suppliers and world class customers.
  
  4. Write short notes on **(any 2)** : **14**
    - 1) Benefits of Optimized Production Technology
    - 2) Control of environment pollution
    - 3) Cellular Manufacturing Systems.
  
  5. Explain the relevance of world class manufacturers in today's global business environment. **14**
  
  6. Discuss the importance of JIT system in manufacturing firms. State the relevance of JIT to TQM. **14**
  
  7. Explain international business. Discuss some of the troublesome cross cultural issues that an international manager may encounter. **14**
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**M.B.A. – II (Semester – IV) Examination, 2014  
Gr.C – HUMAN RESOURCE MANAGEMENT (Old)  
Emerging Trends in HR Practices (Paper – V)  
(Paper – XXX)**

Day and Date : Monday, 1-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

- Note :** 1) Q. 1 and 7 are **compulsory**.  
2) Solve **any two** from 2, 3, 4 and **any one** from 5 and 6.  
3) Figures to the **right** indicate **full** marks.

1. A) State **true** or **false** : **4**
- i) Human Resource Planning is both a process and a set of plans.
  - ii) Succession Planning is the benefit from HRP.
  - iii) An objective of IHRM is to avoid cultural risks.
  - iv) Inability of spouse to adjust is reason for expatriate's failure.
- B) Define the following terms in **one** sentence : **10**
- 1) IHRM
  - 2) HRIS
  - 3) HRD
  - 4) TQM
  - 5) HRA
  - 6) Virtual Organization
  - 7) Telecommuters
  - 8) Expatriate
  - 9) Host country
  - 10) Parent Country.



2. Write short answers (attempt **any two**) : **14**
- a) Performance Management.
  - b) Computerized HRIS.
  - c) Difference between traditional and virtual organisation.
3. Write short answers (attempt **any two**) : **14**
- a) HR strategies to TQM.
  - b) HRD audit.
  - c) Global talent search.
4. Write short answers (attempt **any two**) : **14**
- a) HR planning.
  - b) Types of virtual organisation.
  - c) Quality circles.
5. Define Human resource Audit. What are its objectives, benefits and methods ? **14**
6. What is re-engineering HR ? State functions and process of re-engineering HR. **14**
7. Define globalization. Explain its impact on Employment, HR Development, wage and benefits. **14**
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**M.B.A. – II (Semester – IV) Examination, 2014**  
**AGRICULTURE AND CO-OPERATIVE MANAGEMENT (Paper – V) (Old)**  
**International Trade and Agriculture (Group – F) Paper – XXX)**

Day and Date : Monday, 1-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

- Instructions :** 1) Question No. 1 and 7 are **compulsory**.  
2) Attempt **any two** from Question No. **two to four**.  
3) Attempt **any one** from Question No. **five and six**.  
4) Figures to the **right** indicate **full** marks.

1. A) Fill in the blanks :

7

- 1) Majority of developed countries now have \_\_\_\_\_ exchange rates.
- 2) International financial system with the characteristics in control theory known as \_\_\_\_\_
- 3) Internationally-systemic equity crash took place on \_\_\_\_\_
- 4) \_\_\_\_\_ differences between developed and developing countries have been found to be mainly due to productivity differences.
- 5) The IMF was set up in \_\_\_\_\_ to encourage international cooperation on monetary matters.
- 6) The term \_\_\_\_\_ is used to denote a new industry which has prospects of becoming profitable in the long-term.
- 7) The law of \_\_\_\_\_ provides a logical explanation of international trade.

1. B) State **true** or **false** :

7

- 1) Increased globalisation has also made it easier for recessions to spread from country to country.
- 2) The Japanese asset price collapse in 1999.
- 3) Factor proportions theory was developed by two Swedish economists, David Heckscher and Richard.
- 4) The Gravity model of trade presents a more empirical analysis of trading patterns.
- 5) Ricardian trade theory ordinarily assumes that the labour is the unique input.
- 6) Tariffs are taxes imposed on exported goods.
- 7) The law of bilateral trade provides a logical explanation of international trade.



2. Write short note **(any two)** : **14**
    - 1) AGMARK
    - 2) Bilateral trade
    - 3) Factor mobility.
  
  3. Write short note **(any two)** : **14**
    - 1) International capital flows
    - 2) GATT
    - 3) IBRD.
  
  4. Write short note **(any two)** : **14**
    - 1) Tariffs and Quota
    - 2) IMF
    - 3) WTO.
  
  5. Discuss in detail strength, weakness, opportunity and threats of cereals from the point of the view of exports. **14**
  
  6. Explain in detail SDR mechanism and its working. **14**
  
  7. What do you mean by international trade ? Explain in detail theory of comparative advantages. **14**
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**M.B.A. – II (Semester – IV) (Old) Examination, 2014**  
**SECURITY AND CONTROL INFORMATION SYSTEM (Paper – XXX)**  
**Group – D : Systems Management (Paper – V)**

Day and Date : Tuesday, 2-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. A) Select correct option :

(1×7=7)

- 1) DOS is \_\_\_\_\_  
a) Disk Operations System  
b) Denial of Service  
c) Disk Operating Software  
d) Disk Omission Software
- 2) PAP is Password \_\_\_\_\_  
a) Protection for Authenticated Protocols  
b) Post Assess Protocol  
c) Password Authentication Protocol  
d) None
- 3) An encrypted code is called as \_\_\_\_\_  
a) Cipher Text  
b) Hyper Text  
c) Decoded Text  
d) Public key Text



- 4) There are 2 types of cryptography systems \_\_\_\_\_ and \_\_\_\_\_
- a) Local and Global
  - b) LAN and WAN
  - c) Secrete Key and Public Key
  - d) Primary Key and Foreign Key
- 5) TCP / IP is \_\_\_\_\_
- a) Transmission Control Protocol/Internet Protocol
  - b) Transfer Controlled Protocol/Internet Control Protocol
  - c) Transaction Control Protocol/Intranet Protocol
  - d) None of the above
- 6) IETF is \_\_\_\_\_
- a) Internet Emerging Task Force
  - b) Internet Engineering Task Force
  - c) Intranet Engineering Tarmac Force
  - d) Internet Electronic Task Force
- 7) MAC is \_\_\_\_\_
- a) Message Authentication Code
  - b) Malware Authentication Controller
  - c) Message Authorization Protocol
  - d) None

**B) State True or False :**

**(1×7=7)**

- 1) SOCKS is a operating security software.
- 2) Electronic Signature can use only public key cryptography.
- 3) Accounting Manager measures Network Utilization Parameters.
- 4) Smart Tokens uses dynamic password generator protocol.
- 5) Torjon Horse program replicate itself to destroy the information on hard disk.
- 6) Electronic signature is a Cryptographic mechanism.
- 7) Secrete key shares 2 keys with its users.



2. a) Write **short notes** on the followings : **(2×5=10)**
- i) Password Authentication Protocol.
  - ii) Environmental Hazards in Security.
- b) Define the terms Sniffing and Proxy Server. **(2×2=4)**
3. Attempt the followings : **(2×7=14)**
- a) Define Authentication and Authorization. Explain the process of 3<sup>rd</sup> Party Authentication.
  - b) What do you mean by back up ? Explain different backup and recovery strategies.
4. a) Write short notes on Firewall and Intrusion Detection System. **(2×5=10)**
- b) Explain DOS in details. **4**
5. Write **short note** on the followings : **(2×7=14)**
- a) Define Virus. Explain the various control measures available for viruses.
  - b) Explain and differentiate between Public Key Cryptography and Private Key Cryptography.
6. Write **short notes** on the followings : **(2×7=14)**
- a) Explain Dial-in-access and types of connections in detail.
  - b) Explain Personal Security Risks with respect to Information System.
7. Explain Security Planning Process in detail. **(1×14=14)**
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M.B.A. – I (Semester – I) Examination, 2014  
STATISTICAL METHODS (Paper – V)

Day and Date : Thursday, 11-12-2014

Max. Marks :70

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

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

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

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

4) Use graph paper for plotting of graph.

1. The daily wages paid to workers in two factories E and F are given below : **14**

Daily wages (Rs.)	120 – 130	130 – 140	140 – 150	150 – 160	160 – 170	170 – 180	180 – 190
No. of workers factory E	15	30	44	60	30	14	7
No. of workers factory F	25	40	60	35	12	15	5

i) Which factory pays higher average wage ?

ii) Which factory has a more consistent wage structure ? Give reasons.

2. Attempt **any 2** : **14**

a) Attributes A and B represent regular morning walk activity and being physically fit. Compute Yule’s coefficient of association between attributes A and B given

$N = 100$ ,  $(A) = 60$ ,  $(B) = 50$ , and  $(AB) = 35$ . Interpret the result.



- b) Calculate Mean Deviation from Median and coefficient of Mean Deviation from median

<b>Marks</b>	0 – 10	10 – 20	20 – 30	30 – 40	40 – 50	50 – 60	60 – 70	70 – 80
<b>No. of students</b>	5	8	7	12	28	20	10	10

- c) Write down the Binomial, Poisson and normal probability functions. Narrate relation between binomial and normal distribution.

3. Attempt **any 2** :

14

- a) A problem in mathematics is given to 4 students A, B, C and D whose chances of solving it are 50%, 60%, and 70% and 80% respectively. If the students attempt to solve the problem independently what is the probability that the problem may be solved.
- b) Calculate Spearman's Rank Correlation Coefficient for scores in Psychological Tests (X) and arithmetical ability (Y) of 10 children.

<b>X</b>	12	18	32	18	25	24	25	40	38	22
<b>Y</b>	16	15	28	16	24	22	28	36	34	19

- c) Define and discuss the quartiles of a distribution. Explain their uses.

4. Attempt **any 2** :

14

- a) What is correlation analysis ? Explain the difference between regression and correlation.
- b) Calculate Karl Pearson's coefficient of Correlation from the following data :

<b>X</b>	80	60	51	69	58	62	64	72	56	58
<b>Y</b>	45	71	60	57	62	58	48	50	62	69



c) For the following data find the missing frequency (L) if arithmetic mean is 953

<b>Class Interval</b>	0 – 500	500 – 1000	1000 – 1500	1500 – 2000	2000 – 2500	2500 – 3000
<b>Frequency</b>	90	L	100	80	70	10

5. The following data shows experience in years of machine operators and their performance rating as given by number of parts turned out per 100 pieces. **14**

<b>Experience in Years</b>	16	12	18	4	3	10	5	12
<b>Performance Rating</b>	87	88	89	68	78	80	75	83

- i) Determine the two regression equations.
- ii) Estimate the probable performance rating if an operator has 7 years of experience.
- iii) Determine the correlation coefficient. Comment on the result.

6. The mean and standard deviation of sample A are 54.4 and 8 respectively whereas the mean and standard deviation of sample B are 50.3 and 7 respectively. The size of sample A is 50 and of sample B is 100. Find the combined mean and standard deviation of the two samples. **14**

7. For the given data, draw a less than and more than ogive curve on the same graph and from these find the value of median income.

<b>Monthly Income (Rs. '000)</b>	10 – 20	20 – 30	30 – 40	40 – 50	50 – 60	60 – 70	70 – 80
<b>No. of families</b>	60	170	200	60	50	40	20

Also calculate the mean income using formula. **14**

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**M.B.A. (Part – II) (Semester – IV) Examination, 2014**  
**ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT**  
**(New)**

Day and Date : Thursday, 20-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. Case study :

While still in junior college at Sydenham in Mumbai, Vijay Nair took the first steps in professional career with Procter and Gamble, one of the world's largest consumer companies. He was part of a focus group that was reviewing their teen-focused portal and ended up working for the website. He was charged with building a nation-wide team constituting teenagers like myself and managing the website and this served as a fantastic springboard to learn the ropes of being an entrepreneur at the age of 16. After two years of working with X company, a chance encounter with Sandeep Mittal, the founder of a website called gigpad.com aimed at bringing together musicians across the country, led to joining gigpad. It seemed far more challenging and helped cultivate taste in music at the same time. The work at gig pad involved reviewing shows and keeping the site alive, but he soon discovered that my true calling was organizing concerts and working backstage with the bands, rather than a desk job writing about them. When Vijay Nair was 18, a band called Acquired Funk Syndrome approached to manage their band and it sounded like an interesting project. Since there were not many independent managers operating in India, it was uncharted territory for him, and indeed for the people he worked with. They tasted success within the first few months, managing to perform more shows than any other bands in the country.

He soon started managing more bands including Zero, PDV and Pentagram, among the biggest rock bands in the country, and booked over a 100 shows in the first year. This phase exposed me to difficulties and gaps in the existing music industry in India and he started focusing on other core areas of this industry, such as distribution, production, organizing concerts etc. The big picture was always to have a complete Do-It-Yourself (DIY) setup. In late 2002, he founded



company Only Much Louder (OML), an entity that would manage bands and produce music albums to begin with. He tied up with Sony, one of the world's biggest media and entertainment corporations. Soon, OML-managed artists were being distributed at all major music stores across India. There were other significant milestones along the way. Pentagram, OML's marquee band earned the distinction of being the first band to play at Estonia's Sun Dance Music Festival and later at the prestigious Glastonbury Music Festival in England. In 2005 OML became a private limited company. It started Counter Culture records, which became the record label arm of OML. In 2007, while travelling with bands across the country, we developed healthy relationships with colleges where bands performed. Over the last two years, OML established a strong network with these campuses, including the leading engineering colleges such as the IITs and elite business schools such as the IIMs, as our artists were invited to perform time and again. At OML, all aim to work with these independent artists and help them be more successful while maintaining their independent streak. Once bands and artists are part of the OML family, they are recorded and distributed, their videos are produced and they perform live shows across the country. They serve as a one-of-its-kind, end-to-end Artist Management Company, helping our artists integrate all aspects of their careers. The next step for OML is to take Indian bands international as many of them have the talent but not enough exposure to launch internationally. At OML, they are looking at new media with a fresh perspective and exploring new options such as online distribution and use of other digital formats. They believe the future lies in finding a balance between online and off-line promotions and both will co-exist. It intends to propel OML into one of India's most well known and independent music firms, operating across a gamut of business successfully. Vijay Nair has been extremely lucky that his passion for music is aligned with the work he does at OML. The freedom to paint his own canvas as an entrepreneur is exhilarating and the challenges he face every day make his life far richer than it would have been if I had followed the well-trodden path.

- 1) Read the case and analyse it. 4
  - 2) Describe Vijay Nair's journey as an entrepreneur. 5
  - 3) Write a note on 'OML' a music firm. 5
2. Write short notes (**any two**) : 14
- a) Entrepreneurial Traits
  - b) X-Efficiency Theory
  - c) Theory of Profit by Knight.



3. Write short notes (**any two**) : 14
- a) Industrial Development Bank of India.
  - b) Entrepreneurship Development Institute of India.
  - c) Entrepreneurship Development Cycle.
4. Solve **any two** : 14
- a) What is meant by Angel Capitalist ?
  - b) What are exports oriented units ? How these help for promoting entrepreneurship ?
  - c) Entrepreneurial failures.
5. Explain Entrepreneurship as a style of management and external influences on Entrepreneurship Development. 14
6. Explain project management in context with entrepreneurship development. What various aspects of a project report ? 14
7. Describe in detail women entrepreneurship, various challenges to women entrepreneurs. Give two examples of successful women entrepreneurs. 14
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**M.B.A. (Part – II) (Semester – IV) Examination, 2014**  
**Paper – XXVII : EXCELLENCE IN MANAGEMENT (New)**

Day and Date : Friday, 21-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. Case Study :

This case study deals with an employee who exhibited a serious behavioral problem that negatively impacted an entire team. His name was Harish, a highly competent computer systems analyst. Whenever a technical problem arose in programming or working with the newest software, Harish was the man who had the answers. He was willing to help anyone at any time, even if his confidence was sometimes resulting in arrogance. The coach, appreciated Harish for his abilities. Harish's problem was that he liked his female coworkers a little too much, he occasionally made inappropriate comments. Meena, a coworker, found working closely with Harish very uncomfortable. And there was no avoiding him, because her job required that she be in constant contact with him. She actually admired Harish's skills at tackling difficult problems and squashing all those awful job-related bugs. But even though she learned a lot about the job from Harish, which she knew would benefit her immensely in the future ; she could not ignore the fact that he crossed the line with his unprofessional behavior.

Fed up day, Meena approached her coach and told him all about Harish's improper side. She was hesitant at first, knowing that coach was a fan of Harish and his technical expertise. She remembered his initial orientation to her about the importance of communication between the employee and the coach. He had advised her on day one to come to him with any problems or concerns that she might have, and that he would do his best to help her find the solutions to remedy any wrongs. So she told coach the whole story, not holding back the fact that other female members of the staff didn't appreciate these same aspects of Harish's



personality. She made clear that while she admired Harish's supreme competence in his job role, as well as his willingness to help others ; she nevertheless couldn't tolerate any more of his tricks.

Coach listened like a good coach should, asked questions, and promised immediate action. True to coaching methods, he called Harish into his office the following day. He gave great thought to what he was going to say to him and how he was going to say it. When Harish sat down before him, coach informed him that a serious problem had been brought to his attention. He proceeded to tell Harish of the complaint lodged against him. He intermingled his negative feedback – about the unacceptability of Harish's professional behavior – with positive feedback on his consistently solid job performance. Coach told Harish, "your knowledge and skills is an asset to the company. You wouldn't want to see your future impeded by behaviour unbecoming a man of your talents." Harish was quite surprised at what he was told. Like so many people with such behavioral excesses, they often don't get it. They don't see their antics as in any way a problem, and they can't understand why anybody would be offended. Coach got his point across with the help of the sensitivity-plus approach. He allowed Harish his ample say in response, and ultimately the two reached solutions to a positive outcome. Harish agreed to be strictly business from that moment forward. He also set out to apologize to all the injured parties. He told Coach that his job was extremely important to him, and that he didn't want to hinder, in any way, his climbing up the organizational ladder. Meena also agreed to wipe the slate clean, and graciously accepted Harish's apology and promise to rectify his behavior. This was a positive outcome to a very difficult, negative situation. Performance-related problems are usually clearer cut than are these dicey interpersonal situations.

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

**14**

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

**14**

- a) Emotional Literacy
- b) Talent Reservoir
- c) TQM.



3. Write short note on **(any two)** : **14**
    - a) Kaizen way of thinking
    - b) Visionary Leadership
    - c) Government Policy towards CSR.
  
  4. Solve **any two** : **14**
    - a) Write in detail advantages and disadvantages of E-commerce.
    - b) Write a note on ISO series.
    - c) Explain concept of BPR.
  
  5. Explain concept of excellence in management and necessary skills required to achieve excellence. **14**
  
  6. Explain the concept of Corporate Social Responsibility. Give examples of 4 Indian companies practicing CSR. **14**
  
  7. Define Emotional Intelligence. Explain the role of emotional intelligence in leadership. **14**
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**M.B.A. – II (Semester – IV) Examination, 2014**  
**MARKETING MANAGEMENT (Gr. A Paper – III) (New)**  
**Integrated Marketing Communication and Consumers Behaviour**

Day and Date : Saturday, 22-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

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

1. Analyse the case :

“Indian market looks lucrative in number and future growth but I am doubtful about promoting our business in India. We have a set market in U.S. but Indian market is altogether different.” Mr. Walter commented on the research report he got from his team. Walter is running a chain of fitness centers for men and women in U.S. and wish to enter into Indian market. He was attracted by the growth of middle class segment and youth market in India which is becoming more health conscious. He saw better prospects in India as competition from organized players is comparatively lesser. He has decided to target major cities all over India by offering franchisee. Despite of these facts he made the above statement. He is in need of help to design a marketing communication campaign for Indian market.

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

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

- A) Characteristics of Indian Consumers
- B) E-Commerce
- C) Creative visualization process.



- |   |           |
|---|-----------|
| 3. Short notes on ( <b>any 2</b> ) :  | <b>14</b> |
| A) Media buying strategies  |           |
| B) Attribution Theory   |           |
| C) Cognitive dissonance.  |           |
| 4. Short notes on ( <b>any 2</b> ) :  | <b>14</b> |
| A) Steps in consumer decision making  |           |
| B) Reference groups   |           |
| C) Influence of culture on consumer behavior.                                       |           |
| 5. What is consumer satisfaction ? Explain various models of consumer satisfaction. | <b>14</b> |
| 6. Describe the media planning process in detail.                                   | <b>14</b> |
| 7. Explain how consumerism can benefit consumers.                                   | <b>14</b> |
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**M.B.A. – II (Semester – IV) Examination, 2014**  
**FINANCIAL MANAGEMENT (New) (Group B)**  
**Project Planning and Working Capital Management (Paper – III)**

Day and Date : Monday, 24-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks :70

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

1. a) S Ltd. has Rs. 20,00,000 allocated for capital budgeting purposes. The following proposals and associated profitability indexes have been determined :

Project	Amount (Rs.)	Profitability index
1	6,00,000	1.22
2	3,00,000	0.95
3	7,00,000	1.20
4	9,00,000	1.18
5	4,00,000	1.20
6	8,00,000	1.05

Which of the above investment should be undertaken ? Assume that the projects are indivisible and there is no alternative use of the money allocated for capital budgeting.

7

- b) A new machine is expected to generate the following set of incremental CFAT during its 5 years economic useful life.

Year	CFAT (Rs.)
1	20,00,000
2	24,00,000
3	30,00,000
4	16,00,000
5	10,00,000

The rate of inflation during the period is expected to be 8 percent and the project's cost of capital in real terms would be 10 percent. Should the machine be purchased if it costs Rs. 50 lakhs ?

7

P.T.O.



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

- a) Market and demand analysis in relation to project planning
- b) IFCI
- c) Venture capital financing

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

a) Determine reorder level, minimum level, and maximum level.

Normal usage                      200 units per week

Lead time                            4 to 6 weeks

Minimum usage                    100 units per week

Maximum usage                    300 units per week

Re-order quantity                1200 units

b) Explain commercial paper.

c) Motives for holding cash.

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

a) ABC analysis

b) Explain IRR

c) A proforma cost sheet of a company provides the following data :

<b>Particulars</b>	<b>Rs.</b>
Cost (per unit)	
Raw materials	26.0
Direct Labour	09.75
Overheads	19.5
Total cost (per unit)	55.25
Profit	09.75
Selling price	65.00



The following is the additional information available.

Average raw material in stock : one month ; average materials in process : half a month. Credit allowed by suppliers : one month ; credit allowed to debtors : two months. Time lag in payment of wages : One month. Overheads : one month. One fourth of sales are on cash basis. Cash balance is expected to be Rs. 60,000/-  
Finished goods : one month.

You are required to prepare a statement showing the working capital needed to finance a level of activity of 60,000 units of output. Add 10 percent to your computed figure to allow for contingencies. You may assume that production is carried on evenly throughout the year and wages and overheads accrue similarly.

5. ABC Ltd. has currently annual sales of Rs. 5,00,000 and an average collection period of 30 days. The company is considering of liberalizing its credit policy. If the collection period is extended, sales and bad debts are expected to increase in the following way.

Proposed credit policy	Increase in collection period (days)	Expected increase in annual sales (Rs.)	Percent of Bad debts losses
I	15	40,000	1.5
II	30	45,000	1.7
III	45	55,000	2.0
IV	60	70,000	2.5

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



6. Prepare the cash budget for January to June from the following information :

i) The estimated sales, expenses, etc are as follows.

(Rs. in thousands)

	December	January	February	March	April	May	June
Sales	70	80	80	100	100	120	130
Purchases	28	32	34	40	40	50	56
Wages and salaries	24	28	28	36	36	40	44
Miscellaneous expenses	10	12	12	12	14	14	14
Interest received	4	-	-	4	-	-	4
Sale of shares	-	-	40	-	-	-	-

ii) 20 percent of the sales are on cash and the balance on credit.

iii) 1 percent of the credit sales are returned by the customers, 2 percent debts are uncollectable; 50 percent of the debtors are collected in the month of the sales and the rest during the next month.

iv) The time lag is payment of miscellaneous expenses and purchase is one month. Wages and salaries are paid fortnightly with a time lag of 15 days.

v) The company keeps a minimum cash balance of Rs. 10,000. Cash in excess of Rs. 14000 is invested in government securities in multiples of Rs. 1000. Shortfalls in the minimum cash balance are made good by borrowings from the bank. Ignore interest received and paid.

14

7. Explain the term sick units. What are the causes and symptoms of sickness in a particular unit ?

14



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**M.B.A. (Part – II) (Semester – IV) (New) Examination, 2014  
(Group – E) PRODUCTION AND MATERIALS MANAGEMENT (Paper – III)  
Industrial Engineering**

Day and Date : Monday, 24-11-2014

Total Marks : 70

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

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

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

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

1. Study the following case carefully and answer the questions given at the end :  
Productivity and quality had recently taken a backseat at Lee Appliances which led to strained Labour Union-Management relations.

Workers of late were finding novel ways to go slow on their jobs. They hid defective parts so that management would not find them and when machines broke down workers waited till some senior operator would come to fix it. This had resulted in a increased revenue loss, defective products and piling inventory which management found hard to tackle.

Faced with the possibility of the plant being shut down, management and labour came together to find a way to keep the plant open. They agreed that the way forward was to increase productivity without using more resources.

The improvement in productivity came not by using advanced tools but with an emphasis on quality using the existing tools and fixtures. There was a paradigm shift from volume of production to production of quality goods. To motivate workers the company introduced a plan that rewarded workers by increasing their pay for increase in productivity.

As quality improved, productivity increased and costs went down due to fewer defective parts that had to be scrapped or reworked. Workers were quick to understand the connection between their efforts to improve quality and productivity.



There was now less defective output both at the factory and for warranty repairs. The next important task Management had identified and was keen to control was the cost of inventory. Management had decided to bring down this cost drastically in the next 6 months and the same had to be communicated to the Labour union.

**Questions :**

- i) Analyze the case 5
  - ii) Identify the problem 2
  - iii) Find out alternative solutions 5
  - iv) Give the best solution 2
2. Write short notes on **any two** : 14
- i) Multiple Activity Chart
  - ii) Advantages of a good layout
  - iii) Objectives of time study.
3. Write short notes on **any two** : 14
- i) Importance of allowance in regard to time study
  - ii) Principles of motion study.
  - iii) “Critical examination is key to methods improvement”. Explain.
4. Write short notes on **any two** : 14
- i) Basic procedure of work study
  - ii) Performance rating
  - iii) Factors in ergonomics.
5. Describe the human problems likely to be encountered in the implementation of method study. How can you overcome ‘resistance to change’ from the workers in a method study project ? 14
6. Explain the various factors that affect productivity. Discuss the ways in which productivity can be increased. 14
7. Explain the concept of Business Process Re-engineering. What are the prerequisites for effective BPR implementation ? 14
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**M.B.A. – II (Semester – IV) Examination, 2014**  
**INDUSTRIAL RELATION AND LABOUR REGULATIONS (New)**  
**Human Resource Management (Paper – III) (Group C)**

Day and Date : Tuesday, 25-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

**1. Analyze the case :**

Mr. Devidas had been nominated to the board of Aditi Industries (P) Ltd. Workman-Director six months ago. He was in his small and elegant office thinking of his journey in this firm for over twenty years. He had started his career as machine attendant in paint shop and become permanent employee after span of four years. He had no formal education. He always felt as a handicap, but his passion and enthusiasm made him to learn on the job. His performance was marked by the works manager and at the same time he came to the attention of leaders of trade union. They brought him in union activities.

He was promoted from machine attendant to head colour mixer by the management and he was moving up in union hierarchy also. Thrice times he has elected as secretary of union.

Labour-management relation was not co-ordial in Aditi Industries (P) Ltd. There were frequent cuts in production every year because of go-slows and strikes by workmen-most of them related to wage hikes and bonus payments.

With a view to ensuring a better understanding on the part of labour, Chairman and Managing Director Kapil Sharma come up with an idea to take a workman on the board. After a series of brainstorming sessions with executives and meetings with union members Devidas found himself catapulted to the board as workman-director. The employees had a lot of expectations from devidas as he became workman-director.

Employees expecting 30% hike in their salary and decided to go on strike if management fail to provide it. Mr. Kapil called upon Devidas and said “Look at



what your people are asking for. You know the precarious finances of the company. You better explain to them how ridiculous the demands are”.

A victim of divided loyalties, he himself was unable to understand whose side he was on. Perhaps he should resign both from the board and the union. Either resigns from employment and seeks a job elsewhere. Or stay in and solve the problem.

- |  |           |
|--|-----------|
| Identify the problem   | 2         |
| Analyze the problem  | 5         |
| Provide Alternatives   | 5         |
| Best solution.   | 2         |
| <b>2. Write short notes on (any 2) :</b>   | <b>14</b> |
| 1) Workers participation in management   |           |
| 2) Collective bargaining   |           |
| 3) Minimum wages Act 1948.   |           |
| <b>3. Write short notes on (any 2) :</b>   | <b>14</b> |
| 1) Payment of Wages Act 1936   |           |
| 2) Payment of Bonus Act 1965   |           |
| 3) Provident Fund Act 1952.  |           |
| <b>4. Write short notes on (any 2) :</b>   | <b>14</b> |
| 1) Payment of Gratuity Act 1972  |           |
| 2) Industrial employment Standing Order Act 1946   |           |
| 3) The Maternity Benefit Act 1961.   |           |
| <b>5. Define the term industrial dispute and explain in detail the various causes responsible for industrial dispute.</b>                | <b>14</b> |
| <b>6. What is collective bargaining ? What are the essential condition for success and causes for failure of collective bargaining ?</b> | <b>14</b> |
| <b>7. What do you mean by labour welfare ? Explain in detail a list of welfare measures given to employees.</b>                          | <b>14</b> |





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**M.B.A. – II (Semester – IV) Examination, 2014**  
**AGRICULTURE AND CO-OPERATIVE MANAGEMENT (Paper – III)**  
**Group F : Agricultural Production Management (New)**

Day and Date : Tuesday, 25-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

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

1. Analyze the case :

14

Agriculture is the major sector of the economy and would stay important for quite some time. The higher growth rate for the agriculture sector is very important for a fast overall improvement of the economy, constancy, employment generation, and decrease in rural poverty. ABC consultant is a reputed firm conducted a survey in which farmer given different causes of low agricultural yield. Low education rate, unawareness about farming techniques, limited water resources, uncertain weather condition, poor Government policies, natural disaster, lack of capital and poor farming condition is responsible for the low output. People views that mostly this sector is operate by feudal lords. And they have monopoly over this sector, they make such policies that are efficient for them but not for the economy. Due to this problem our productivity is low. Natural disaster and climate change are such problems that cannot be solved. Draught, uncertain weather form and natural tragedies like flood, storms etc. disturb productivity. There problems are unexpected so we cannot find the solution of such problems.

The associations between land tenure, agricultural investment and manufacture have been deeply studied in many surveys as a basis for the development of superior land strategy in support of food security. The land tenure problems that influence food security include demonstration of unequal distribution of land, sub-optimal operation of land and insecure tenure. Land tenure system should be made efficient this will result in good productivity. Education department that engaged in the agricultural sector said that low education rate and unawareness



about farming techniques is responsible for low output. Farmers are unaware about efficient farming technique, proper use of fertilizer, good quality of seeds and pesticide. Thus we can say that due to unawareness our production is low. For the removal of this problem Government should launch programmers and try to literate the farmer and give them awareness about the professional and efficient techniques of production. On average unawareness, poor education, lack of capital and uncertain condition are responsible for low productivity. Low productivity will affect the farmers' socio-life.

- |   |           |
|---|-----------|
| a) Analyse the case.  | <b>3</b>  |
| b) Describe the major factors for low productivity.   | <b>3</b>  |
| c) Land tenure is really a cause of low productivity ? Give your opinion.   | <b>4</b>  |
| d) How the low productivity will affect the farmers' socio-life.  | <b>4</b>  |
| <b>2. Write short note (any two) :</b>  | <b>14</b> |
| a) Causes for low productivity  |           |
| b) Irrigation management  |           |
| c) Production planning.   |           |
| <b>3. Write short note (any two) :</b>  | <b>14</b> |
| a) Difference between farm and non-farm business management   |           |
| b) Production and supply of farm products   |           |
| c) Types of production function.  |           |
| <b>4. Write short note (any two) :</b>  | <b>14</b> |
| a) Measurement of farm efficiency   |           |
| b) Land tenure systems and agricultural production management   |           |
| c) Demand for agricultural products.  |           |
| <b>5. Describe in detail occupational structure. Explain agricultural production and productivity trends in India.</b>              | <b>14</b> |
| <b>6. Describe in detail co-operative farming and corporate farming with its advantages and disadvantages.</b>                      | <b>14</b> |
| <b>7. Explain in detail effects of new technology in agri farming with management changes and gains to producers and consumers.</b> | <b>14</b> |
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**M.B.A. (Part – II) (Semester – IV) Examination, 2014**  
**Gr. G. : INTERNATIONAL BUSINESS**  
**International Marketing (New)**  
**(Paper – III)**

Day and Date : Tuesday, 25-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. Case study :

14

**Natural Trust**

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

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



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

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

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

- 1) Identify the problem in the case. 2
- 2) Analyze the case study. 5
- 3) Find alternative solutions. 4
- 4) Write the best solution. 3



2. Write short notes (**any two**) : **14**
- a) Transfer pricing
  - b) Brand management
  - c) International trade product life cycle.
3. Write short notes (**any two**) : **14**
- 1) IMIS (International marketing information system)
  - 2) Challenges and opportunities in international marketing.
  - 3) Ethics in international marketing.
4. Answer in short (**any two**) : **14**
- a) What is international marketing ? Explain nature and importance of international marketing.
  - b) Explain any three International Market entry strategies.
  - c) Explain importance of new product development in International marketing.
5. Define International Marketing. Discuss international global marketing environment in detail. **14**
6. Explain the concept of international product design. Also explain the importance of labelling, packaging, branding and support services in terms of product support services. **14**
7. Explain nature and scope of international marketing research. Discuss importance of marketing research in international marketing context. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2014**  
**Group D – SYSTEM MANAGEMENT (New)**  
**Paper – III : Relational Database Management System**

Day and Date : Wednesday, 26-11-2014

Max. Marks : 70

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

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

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

1. Case study : 14

An Educational Institute wants to computerize its student management system.

The details are as follows :

- 1) Institute has departments.
- 2) Department conducts various full time courses.
- 3) Department has various teachers teaching subjects of various courses.
- 4) Course has subjects with unique code.
- 5) Student appear for an exam for which he gets result.

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

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

- i) DDL Commands
- ii) Relational Model Constraints
- iii) Architecture of RDBMS.

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

- i) Normalization
- ii) Relational Algebra
- iii) Ipad and rpad.



- 4. Write short notes on : **14**
    - i) Domain
    - ii) Max and Sum Group functions.
  
  - 5. Explain Codd's rules in details. **14**
  
  - 6. Write a queries for following : **14**
    - i) Create a query to display the last name and salary of employees earning more than \$ 12,000.
    - ii) Create a query to display the employee last name and department number for employee number 176.
    - iii) Display the employee last name, job ID, and start date of employees hired between February 20, 1998, and May 1, 1998.
    - iv) Display the last name and hire data of every employee who was hired in 1994.
    - v) Display the last name and job title of all employees who do not have a manager.
    - vi) Display the last name, job, and salary for all employees whose job is sales representative.
    - vii) Display the last name and department number of all employees in departments 20 and 50.
  
  - 7. Comparison between HDB-NDB-RDB. **14**
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**M.B.A. – II (Semester – IV) Examination, 2014**  
**Group – A : MARKETING MANAGEMENT (Paper – IV)**  
**Retail and Rural Marketing (New)**

Day and Date : Thursday, 27-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

- Instructions:** 1) Question No. 1 is **compulsory**.  
2) Attempt **any two** from Q<sup>U</sup>estion 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

**Pantaloon Retail adopts RFID :**

Rapidly changing production and supply chain dynamics are driving the Indian Retail industry to automate their processes and data. It is a challenge for retailers to constantly improve their customers experience and to attract new shoppers and maintain old customers. At the same time, narrowing margins mean that retailers need to cut costs to stay profitable. Wireless technology has been introduced by retailers to improve worker productivity on the retail floor.

With RFID solution, inventory can be updated can be updated automatically without the requirement of scanning the product or any human involvement. The fully automated system allows inventory status to be determined and shipping and receiving documents to be generated automatically. The system can also trigger automatic orders for products that reach re-order quality level.

**Need for RFID :**

Pantaloon began to focus more on IT to bring in more transparency in its customer relationships and to streamline its supply chain. Whenever it procured merchandise, the entire process had to undergo two to three steps before it reached outlets. At each step, human intervention was required and barcode readers were installed at merchandising locations. Traceability and visibility of goods in the supply chain, lack of a unique identity at each item level and human intervention leading to errors were some of the issues faced by the company. Further, these challenge led to lack of coordination with the back-end at the stores hampering the company's production planning and inventory management.



**Pantaloon's experiment with RFID :**

Initially, Pantaloon piloted the RFID project at one its warehouses in Tarapur using 1,000 RFID tags. Pantaloon went in for RFID for its simplicity of tagging, efficacy of use, product buffering, ability to keep track of over-produced items and ability to monitor product-line lead time at the warehouse and fast-moving product-lines. The company selected a few lines of apparel, primarily shirts and trousers, for its RFID pilot. The RFID application developed by Wipro Infotech was tailored to the overall solution in line with Pantaloon's business processes and IT landscape (from the factory outward to the warehouse inward and from the warehouse outward) in order to capture real-time data. The application is integrated with Oracle database 10g and middle ware along with an implementation of the RFID hardware. It integrated with existing IT infrastructure, the in-house developed Retail Enterprise Manager. The main objective was to smoothen the entire product lifecycle, introduce item-level tagging for identification, and track the entire RFID roadmap with Pantaloon. The piloting was also to do an RFID feasibility study for additional uses.

At the factory outlet, RFID tags were attached to the merchandise and the data written to them. When the RFID-tagged merchandise comes through the inward gate, all related information such as purchase and delivery orders will be fed in the inward terminals in real-time. After correlating the requirements of specific outlets with the merchandise in the warehouse, the items allocated for different outlets will be transported. The tags are removed once the RFID-tagged goods pass through the outward terminal. The pilot was implemented at a cost of Rs. 30 lakh, which include the hardware cost (a writer, 2 tag readers and 1,000 tags) and the cost of system integration.

**Benefits :**

Apart from improving the efficiency and accuracy of data records, there has been tremendous savings on the time saved, about 80 percent in inward warehouse processing and 12 percent in outward. Real-time visibility of items during all stages of the supply chain improved to 98 percent.

Pantaloon now has plans to extend the application to production routing and scheduling, product recall and returns and real-time data for category managers for effective forecasting. It is expected that the RFID application will further improve the shopping experience, store layout and inventory savings, RFID technology will also improve collaboration across the supply chain right up to the point of sale.



Questions :

- 1) Analyse the case.
  - 2) Find the problem.
  - 3) Give alternative solution.
  - 4) Find the best solution.
2. Write short notes (**any two**) : **14**
- i) Rural Vs urban marketing
  - ii) Life style of rural consumer
  - iii) Marketing of agricultural inputs.
3. Write short notes (**any two**) : **14**
- i) Process of merchandising
  - ii) Rural marketing mix
  - iii) Characteristics of rural marketing.
4. Write short notes (**any two**) : **14**
- i) Marketing for financial services
  - ii) e-Rural marketing
  - iii) Development of retail brand.
5. Give importance of store planning, design and layout in retail sector. **14**
6. Explain the importance of retail formats and write different kinds of formats. **14**
7. What are the challenges and opportunities for retailing in India through foreign direct investment in retail in India. **14**
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**M.B.A. (Part – I) (Semester – I) Examination, 2014  
MANAGERIAL COMMUNICATION – I (Paper – VI)**

Day and Date : Friday, 12-12-2014  
Time : 3.00 p.m. to 6.00 p.m.

Total Marks : 70

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

1. Case study :

Assume you are the Administrative Manager of Soniya Technologies in Pune. You have just received a call from your boss complaining about the employees who are shopping on-line. This could affect work in the organization. The Management is considering monitoring software and blocking of websites.

Questions :

- 1) Analyze the case 4  
2) Should the management be allowed to monitor ? 3  
3) Should the employees be warned ? What type of communication should be used if your answer is 'yes' ? 3  
4) What solution would you suggest to solve the problem in an amicable manner ? 4

2. Answer in brief (**any two**) : 14

- a) Explain the term 'feedback'. What are the ways of improving feedback ?  
b) Differentiate between hearing and listening. What are the barriers to listening ?  
c) Explain the 7 C's of effective communication.



3. Attempt **any two** of the following : **14**
- a) 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 ?
  - b) Explain the term 'Meeting'. What are the things required in preparation of a meeting ?
  - c) Explain the process of listening. Discuss various types of listening.
4. Write short notes on **(any two)** : **14**
- a) Video Conferencing
  - b) Email
  - c) Notice and Agenda.
5. Explain the channels of communication ? What are the barriers to communication ? Give guidelines to overcome communication barriers. **14**
6. What is non verbal communication ? Explain the different components of body language. **14**
7. There have been constant complaints from your customers about late delivery of goods and shortage in the goods supplied. As Head of the dispatch section you have been asked to look into the matter and report with recommendation. Draft your report. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2014**  
**FINANCIAL MANAGEMENT (Paper – IV)**  
**Group – B : Investment Management (New)**

Day and Date : Friday, 28-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

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

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

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

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

1. Mr. Aditya is an executive officer in a reputed multinational company. He is recently got married with Vijaya, who is a fashion designer by profession. Aditya is 30 years of age, who is very ambitious and wants to live the lavish life. He is ready to work hard for his dreams. He is having consistently good track record and due to his smart performance, always got promotions in his career. At present his gross salary is Rs. 48,000 per month, whereas company is deducting Rs. 7,000 per month under various heads.

Mrs. Vijaya is also a smart woman ; she knows her responsibilities very well. She earns Rs. 10,000 per month from her profession. During her marriage, she got gift of Rs. 5,00,000 in cash from her father. Mrs. Vijaya is always providing support to her husband regarding the decisions to be taken in their life.

Mr. Aditya has purchased a luxurious flat for Rs. 30 lakhs, where the loan has been taken from State Bank of India. His EMI for this bank loan is Rs. 20,000. Mr. Aditya is having Life Insurance Policy on his life which requires a premium of Rs. 18,000 per annum.

Both Mr. Aditya and his wife are now interested in making the investment with their available amount of funds and monthly savings. They want to secure their future and also to live the life with comfort. You are approached by them to advise regarding their investment strategy to be matching with their expectations.

Your advice is expected to consider the following points :

- Investment avenues available
- Objectives of investment
- Constraints of investment.



2. Write short notes (**any two**) : **14**
- a) Asset Pricing Model
  - b) Technical Analysis
  - c) PPF scheme.

3. Write short notes (**any two**) : **14**
- a) Elements of risk
  - b) Mutual funds as an investment tool
  - c) Fundamental analysis.

4. Write short notes (**any two**) : **14**
- a) Efficient market theory
  - b) Asset Pricing Model
  - c) Types of bonds.

5. Mr. Ashwini is currently holding five securities in her portfolio. The details of her portfolio are given below : **14**

Securities	Return(%)	Probability
1	25	.7
2	30	.5
3	35	.6
4	40	.4
5	45	.3

You are required to :

- a) Check the performance of present portfolio on the basis of expected return and standard deviation.
  - b) Give the analysis of your answer.
  - c) Suggest the investor about continuation of the securities.
6. What is portfolio management ? Comment on the formulation of portfolio strategy, selection of asset mix and performance evaluation. **14**
7. Explain credit rating concept. Briefly discuss about various credit rating agencies in India. **14**
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**M.B.A. (Part – II) (Semester – IV) (New) Examination, 2014**  
**Group E : PRODUCTION AND MATERIALS MANAGEMENT (Paper – IV)**  
**Quality Management**

Day and Date : Friday, 28-11-2014

Total Marks : 70

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

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

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

Wilson was recently promoted as General Manager of status Hotels, Melbourne. He had previously been an Assistant General Manager at the corporations's hotel at Sydney. The Sydney hotel was a team based organization. Wilson had seen the benefits to team work which had led the hotel to the top of the corporation in quality of service and customer satisfaction ratings. This was the reason for his transfer to Melbourne on promotion. The previous General Manager's policies at Melbourne's hotel had created large turnover among the staff and a loss in the market share.

To identify the reasons why employees were reluctant to be team players, Wilson called a meeting with the hotel staff at Melbourne. Some of the reasons that the staff put forward were : Many of the workers who were functionally illiterate seemed to be uncomfortable with other associates, child care obligations, classes and other family commitments made it difficult for some associates to meet before or after shifts, several associates felt that their jobs were too demanding to take on additional meetings which led some to disrupt the meeting to enable a fast closure, some felt that the expectations from the team would increase and if the team failed they would be personally held responsible.



The earlier General Manager had created a lot of cynicism among the workers and many did not trust the management. There seemed to be a widespread attitude of “what is in it for me” ?

After the meeting Wilson looked at this notes and thought about the task at hand.

**Questions :**

- i) Analyze the case. 5
  - ii) Identify the problem. 2
  - iii) Find out alternative solutions. 5
  - iv) Give the best solution. 2
2. Write short notes on **any two** : 14
- i) Importance of Inspection in Quality Assurance.
  - ii) Explain the major categories of cost of quality.
  - iii) Components of service system quality.
3. Write short notes on **any two** : 14
- i) Benefits of Total Quality Management.
  - ii) Relation between reliability and maintainability.
  - iii) Impact of Malcolm Baldrige National Quality Award program.
4. Write short notes on **any two** : 14
- i) Importance of Quality Circle in employee participation.
  - ii) Define statistical process control. Discuss advantages of SPC.
  - iii) Six Sigma.
5. Explain Quality Management. Discuss the difference between traditional quality management and modern quality management. 14
6. What comprises a team ? Discuss composition of a team and the importance of teamwork in quality management. 14
7. State Deming’s 14 points of Quality Management. Explain their interrelationships and why they must be reviewed as a whole rather than individually ? 14
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**M.B.A. – II (Semester – IV) Examination, 2014**  
**HUMAN RESOURCE MANAGEMENT (New) (Group – C)**  
**Performance Management and Compensation (Paper – IV)**

Day and Date : Saturday, 29-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. Solve case study.

14

**Background Information**

Looking across the rows of men suits, Bob Williamson spots Pat Dekkar working with one of his employees, a sales associate. They are trying to complete a sales transaction on the new WIZARD information system. Bob watches as a Pat again fumbles his way through another transaction. Almost instinctively, he rolls his and shakes his head.

Bob Williamson manages the men’s furnishing group for the Northridge Mall store of the Dukes and Noble Department store chain. As one of the younger group managers, Bob has charge of over 20 full-time and part time sales and services representatives in four units : suits and outerwear, leisure clothes, shoes, and accessories. Bob has been with Dukes and Noble since joining their management associates development program after graduating from college. Pat Dekkar is about 15 years older than Bob, with about that many more years experience in the retail trade. Pat begin his career in a floor sales position and, after years of hard work, was promoted to supervise the leisure clothes unit.

Beginning about six months ago, Dukes and Noble began a “systems migration” (as the data processing staff called it) of replacing the somewhat antiquated computer and information processing system with one that was more streamlined.



Under the new, integrated system, all the retail functions-inventability calculations, sales and customer tracking, returns and adjustments, accounting and profitability calculations-would be joined together and operated out of the same data base. Further, all stores would be linked together, giving headquarters better ongoing control of company as a whole and of store and departments in particular.

As a result of this “migration”. Virtually every job in a company was changed in some way. The jobs of the sales associates changed most : virtually every product, customer, or financial transaction was to be done differently. While the complexity of any task might be small, the combined weight of all the changes resulted in major learning stresses on employees. They had to learn how to operate the system, access it, complete all transactions through it, and make any needed corrections directly on the point of sale terminal-all while the customer waited across the counter.

As the kick-off date for the conversion to the new system neared, all employees were brought in for a comprehensive four day training program. Managers and supervisors were trained first so that they could serve as aides and coaches to the other employees once the WIZARD was operational. Bob and Pat attended one of the early programs together.

Bob was impressed by how much the program covered. The trainees went through every conceivable transaction and procedure, demonstrating and explaining them. Each participant in the class was able to practice some of the procedures on the demo terminal. The notebook provided in the program was reasonably thorough, even if it was poorly organized.

As was characteristic, Pat Dekkar approached the training gust and with enthusiasm. Pat had never worked much with computers before, and his anxiety about learning how to use the system was more than was offset by his motivation to learn. Bob was particularly pleased with this matter because he was concerned that Pat’s strong “people orientation” might not have a corresponding “technical” aptitude.

It has now a more than month since the new system started up. All the associates in the store completed the system training shortly before the conversion date and by now, most are operating fairly well with it.

Indeed, that’s what it so troubling to Bob. In spite of the training and the time on the system, Pat just hasn’t made satisfactory progress mastering it. Bob sees



Pat's problems in various ways like the instance he has just witnessed. There was Pat, working with one of his sales associates, trying to complete a distinct, but not that unusual, procedure. It was clear that the associate could actually complete the procedure better than Pat. Pat was following the trial-and-error process of running through different key combinations to see if any worked. The customer was growing annoyed.

Bob thought about other instances. For example, Pat had asked Bob about how to complete the same procedure on four different occasions in the course of ten-day period. At times, Bob would watch Pat refer a customer to another sales station or have the customer wait while he asked another associate to process a complete transaction. At one point, Bob asked Pat to check manual, but Pat could not say it didn't help him that much, and besides, he wasn't sure where he had left it.

On top of it all, Bob is now sensing that Pat is becoming more frustrated and stressed by the situation. He now thinks that Pat is trying to hide from Bob his discomfort with the system. In a way, this is Pat's method of signaling to Bob that Pat's knowledge of the new system cannot be discussed.

Bob wonders how much longer he can go without taking action. Already, there are some grumblings from the other associates that Pat cannot be counted on to help them with their problems. Bob has noticed how Pat's unease with the process is putting some additional burdens on the other employees, as well as the customers. Bob knows that Pat is smart enough to learn this material, but cannot understand why it is so difficult. Bob wants to help but also feels that Pat needs to show some progress-and fairly soon-or else Bob may be forced to take some actions he would rather not take.

**Questions :**

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

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

- i) Ethical approaches to appraisal
- ii) Wage and salary differential
- iii) Welfare recreational facilities



3. Write short notes (**any two**) : **14**
- i) Challenges to remuneration
  - ii) Types of fringe benefits
  - iii) Methods of valuation of human resource accounting.
4. Write short notes (**any two**) : **14**
- i) Employee security
  - ii) Benefits of human resource accounting
  - iii) Essential features of assessment center.
5. What are the various incentives given to sales people, Managers and Executives. **14**
6. Explain the procedure and advantages of job evaluation. What are the various problems to evaluation are found while evaluating jobs. **14**
7. What is performance management ? Define implications of performance management process. **14**
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**M.B.A. – II (Semester – IV) Examination, 2014**  
**AGRICULTURE BUSINESS MANAGEMENT (Group – F)**  
**Agro-Processing Industries and Rural Industrialization (New)**  
**(Paper – IV)**

Day and Date : Saturday, 29-11-2014  
Time : 11.00 a.m. to 2.00 p.m.

Max. Marks : 70

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

1. Pour milk dairies (PD) is known for its quality dairy products (like cheese, butter, dry milk, etc.). It meets most of it need of milk – the basic ingredient for its products – from milk cooperatives situated nearby as transportation of milk over longer distances is not possible, given the quality of transportation facilities. PD is satisfied with the quality of milk and the regularity of supply of these cooperatives. However, the milk supply in the spot market lacks quality and reliability and its prices are also volatile. PD turns to spot market for meeting any deficit in supply or for selling any surplus supplies of milk.

Conventionally, the major producers of dairy products in the region (including pour milk Dairies) and the major milk cooperatives sit down once every year to negotiate the price of milk for the next year. Till now, this arrangement worked well. Lately the milk cooperatives have started feeling that such a pricing agreements work to their disadvantage as these do not reflect the “market – sensitiveness” for their product. The major cooperatives are, therefore, demanding change in the “period of agreement” from once a year to every sixty days. Since the current projections of demand and supply of milk suggest that milk prices will go up in near future, such a change in period of agreement cannot, obviously, be liked by PD.

After a round of negotiations between PD and the major milk cooperatives, an agreement is reached to change the price agreement period from annual to quarter.

- 1) Analyze the case.
- 2) Identify the major issues.
- 3) Recommend alternative solution.
- 4) Suggest the best solution.

14



2. Write short note (**any two**) : **14**
- 1) Importance of cottage industries.
  - 2) Role of financial institutions in Agro processing industries.
  - 3) Dairy cooperatives.
3. Write short note (**any two**) : **14**
- 1) Problems of agro-processing cooperatives
  - 2) Management of Spinning mills
  - 3) WTO and its impact on Agro-based industries.
4. Write short note (**any two**) : **14**
- 1) Promotional measures of KVIC
  - 2) Agreement on agriculture
  - 3) Sugar industries transition from partial decontrol to total decontrol.
5. Explain in detail cooperative floriculture development in Maharashtra. **14**
6. Explain the role of performance of cottage and small scale industries in Indian Economy. **14**
7. Describe in detail Cooperative Sugar Industry in Maharashtra. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2014  
INTERNATIONAL FINANCIAL SYSTEMS AND MARKETS (New)  
Group – G : International Business (Paper – IV)**

Day and Date : Saturday, 29-11-2014  
Time : 11.00 a.m. to 2.00 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 at **right** indicate marks.

1. Case study :

14

**State Governance and Development**

The path leading to the Crisis Korea up to well into the 1960s represented a truly backward economy based on subsistence agriculture. Its per capita income in 1961 was \$82 (in 1960 prices), which was then below those of Haiti, Ethiopia, Peru, Honduras and Yemen and about 40% below India's. In the immediate post-Korean War period the country was an economic basket case. It relied on foreign aid for sheer survival. Undisciplined capitalism during this period did very little for development. Beginning with the military coup in 1961, the country's economy began to make a dramatic turnaround. In two decades the country's real per capita income more than tripled, placing Korea in the top third of all middle-income countries. By 1996 Korea with its 42 million populations and per capita income of over US \$10,000 emerged as the world's eleventh largest trading nation. In 1992 a civilian president was elected for the first time after three decades of authoritarian regimes. Externally, Korea began to play active roles in global affairs by joining the World Trade Organization (WTO) and the Organization of Economic Cooperation and Development (OECD). Behind this transition to a modern economy has been an evolution in the complex and subtle ways that the economy was managed by the state. Guided by the belief that a well-managed, state-led economy would function better than one based on unfettered market



forces, the state began to take an active role in development in the early stage of industrialization. Korea had what Myrdal referred to as a 'hard state' whose interventions focused on the development of the areas of the economy perceived to have longer term potentials. Korea's authoritarian state pursued pragmatic approaches to industrialization, accommodating to market forces only when it was perceived that they would work. The market system did not serve as an organizing principle of the economy but as an instrument in attaining the national goal of industrial transformation. The centerpiece of the strategy was industrialization via export promotion. An extensive system of industrial targeting was introduced in which a set of promising industries for export was chosen for government support. The most important means of supporting the targeted firms was the allocation of financial resources by the state. While high-leveraged financing for targeted firms relied heavily on state guaranteed external borrowing, the domestic banks were restricted in credit decisions by government regulations and were required to hold large amounts of monetary stabilization bonds which paid below-market rates. This practically inhibited the development and growth of interbank money markets and established a centralized banking system. As all the support and incentives were to be given to those firms in the targeted sectors, the large conglomerates in Korea, known as the cabals, received the lion's share in subsidized loans. Large-scale enterprises can capitalize on scale economies in production and were in a better position to outbid smaller firms in government-financed projects. This practice of 'policy loans' not only led to a rapid rise in industrial concentration but also rendered Korea's corporate sector and the economy vulnerable to external shocks, financially unstable and fragile. As bankers complied with government guidance in credit allocation, they placed a trust in the state's unspoken guarantee of bank loans. They became lax in examining loan applications, particularly from large conglomerates and extended loans indiscriminately for profitable but risky ventures. While bankers did not take very seriously the risk factor in lending, the centralized economic systems in Korea created clientelistic relations between the state and the corporate sector — a kind of crony capitalism. The cabals cultivated a symbiotic relationship with the government, which could help them out if something went wrong with investment. Their operations were rendered precarious, particularly in bad times





when the economy was in downturn as was the case in the early 1980s. By the end of 1996 the average debt-equity ratio of the top 30 chaebols reached 400%, which was twice the international banking norm of 200%. When Korea joined the OECD in 1996, it further encouraged capital inflows by opening its financial market. The domestic banks, mostly merchant banks, heavily imported foreign capital, mostly of short-term maturity. The cumulative external debt rose from \$42 billion in 1992 to \$157 billion in November 1997, the eve of the crisis. Significantly, almost 90% of the debt originated from the private sources of merchant and commercial banks. The debt issues aside, it is worth noting further that the industrial targeting policy of the past three decades has led to serious structural imbalances and distortions in the Korean economy. The past targeting approach specified only what sectors of the economy should be promoted for expansion. Loans tended to be approved on the basis of superficial compliance with the administrative guidelines and not on merits of individual projects. Many worthwhile projects failed to win acceptance. These weaknesses were manifest as early as the late 1970s when a number of government-supported projects had to be discarded. Too many production units were crowded into a few sectors, resulting in overcapacity of these industries. On the other hand, the borrowed money was all too often lavishly invested in speculative real estate markets and other unproductive non tradable activities. Korea's developmental state also rewarded successful exporters by basing support on the quantitative results of their exports. This policy not only resulted in an economy-wide inefficiency in resource allocation but also created structural imbalance biased against the development of domestic goods industries. Moreover, such a support system favored production of assembly-type exports that relies heavily on foreign raw materials. This led to the need for more imports through exports with the consequent chronic pressures on trade balance. In summary, Korea's past strategy for growth maximization led to serious structural distortions and imbalances, as reflected by the syndromes of business concentration, stagnant productivity, fragile corporate financial structure, corporate bankruptcies, and tenuous inter industry linkage. The Korean state's failure to reform flawed industrial and financial systems in preparation for global economic integration turned out to be the major structural cause of the current crisis.



2. Write short notes (**any two**) : **14**
- a) Commercial borrowings
  - b) Balance of payment theory
  - c) Role of financial intermediaries.
3. Write short notes (**any two**) : **14**
- a) Purchase power parity
  - b) India's forex scenario
  - c) Recent changes in global finance.
4. Write short notes (**any two**) : **14**
- a) Foreign exchange market
  - b) Factoring
  - c) Issues in financial decision of a multinational firm.
5. What is international financial management ? Briefly explain various phases of international monetary system. **14**
6. What is international securities market ? Discuss various instruments of international market. **14**
7. What is debt servicing ? Discuss the problem of debt servicing related to developing countries with special reference to India. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2014**  
**Group – D : SYSTEM MANAGEMENT (Paper – IV)**  
**Security and Control Information System (New)**

Day and Date : Monday, 1-12-2014

Total Marks : 70

Time : 11.00 a.m. to 2.00 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.*

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

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

In 2004, Gartner, Inc. (Gartner) issued the first warning to organizations about the threats they faced from the portable devices carried by the employees. The Gartner report, which made the headlines at that time, inspired Usher to come up with the term 'pod slurping' in 2005 in his blog Sharp-ideas.net. Usher developed a proof of concept piece of software named Slurp.exe, which ran directly on an iPod, to prove the dangers of modern IT devices and to forewarn the companies of the impending dangers.

Data theft, one of the major security issues facing the companies, could lead to heavy financial and economic loss to the organizations, according to experts.

Apart from the more prevalent forms of data theft like online hacking of the organization's networks and stealing of hard copies of the files of the organization, the companies were now waking up to yet another 'physical' way of data theft with innocent looking IT gadgets like iPods, digital cameras, MP3 players, and smart phones. The expenses incurred on preventing the theft of data were slowly taking a major part of the IT budget for many organizations.



Employees could easily use their advantage of access to the internal resources of the company to steal vital data. An employee could engage in pod slurping for various reasons, according to experts. The main motives for stealing the data were : monetary gain, malicious intent, and curiosity. Corporate data was profitable in many ways; patented formulae, tender details, plans for future expansion were some bits of information which could be very useful to competitors and fetch a good sum of money in the market. Dishonest employees could steal data and sell it to their competitors.

The possible threats posed by these portable devices were also becoming a HR dilemma for the organizations. Insider information was the biggest threat to the safety of the data resources of the organization.

Corporate insiders could easily evade the ring of security.

Statistics showed that internal security breaches were growing faster than the external security breaches; and it constituted almost half of the total security breaches in the organization.

While the debate continued on the dangers of pod slurping, there were some who argued that it was more of hype than a real threat. Though there was every possibility of the data getting stolen and used for malicious purposes, some experts opined that the threat had been over-publicized in the media. Vladimir Chrenavsky (Chrenavsky), CEO of advanced force, a maker of security software, remarked that the threat was “overblown”.

As the companies initiated steps to tackle data theft, the costs pertaining to these in the IT budgets of organizations were adding up. Companies had to bear the costs if they wanted to win the confidence of their stakeholders.

At a time when all the companies (mostly banks and governments) were encouraging the customers to transact online, a considerable amount of confidential customer data was stored in the company’s database; and there could not be any question of complacency on the part of the organizations in safeguarding this data.



2. Write short notes on **(any two)** : **(2×7=14)**
- 1) Characteristics of intrusion detection system
  - 2) IP sec
  - 3) Types of firewalls.
3. Write short notes on **(any two)** : **(2×7=14)**
- 1) Authentication protocols
  - 2) Major security threats to information systems function
  - 3) Certification authorities.
4. Write short notes on **(any two)** : **(2×7=14)**
- 1) SSL and TLS
  - 2) SHA – 1
  - 3) Lattice Based Access Control.
5. Briefly define what is meant by a security program. What are the eight major steps that must be undertaken during the conduct of a security program ? **14**
6. Identify the five common security services required to achieve security goals and prevent security attacks. **14**
7. Define Cipher and classify the types of Ciphers. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2014**  
**Group – A : MARKETING MANAGEMENT (Paper – V) (New)**  
**International Marketing**

Day and Date : Tuesday, 2-12-2014  
Time : 11.00 a.m. to 2.00 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 :**

Balsara Hygiene Products Ltd. in 1978 introduced a tooth paste “Promise” with clove oil {lavang} as a unique selling proposition. By 1986 Promise became the second largest selling toothpaste in India. But later the market share was reduced because of the multinationals. Hindustan Lever’s Close Up gel appealed to the consumers particularly the teens and young. Balsara entered the Malaysian market with Promise and another brand of tooth paste “Miswak”. Promise got good response in Malaysia too because of its clove oil. There was good response to Miswak also in Muslim dominated Malaysia. Its promotion highlighted the fact that Miswak was a plant that had been used for centuries for tooth cleansing. It has references in Koran.

Market intelligence revealed that there was a growing preference in the advanced countries for nature based products. Balsara tied-up with an agency Auromere Imports., Los Angeles. An agency established by American followers of Aurobindo, an Indian philosopher and saint. After eight months of R & D, Balsara developed a toothpaste containing 24 herbal ingredients. Auromere was voted as the No. 1 toothpaste in North USA.

The product line was extended by introducing several variants of Auromere. A saccharine free toothpaste was introduced. When the company realized that Auromere was not doing well in Germany because of the foaming agent used in the product, it introduced a chemical free variant of the product.

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

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2. Write short notes on **(any two)** : **14**
    - a) SAARC
    - b) Joint ventures
    - c) Channel objectives and constraints.
  
  3. Write short notes on **(any two)** : **14**
    - a) Global product positioning
    - b) Regulation and promotion of foreign trade
    - c) Pre-shipment documents.
  
  4. Write short notes on **(any two)** : **14**
    - a) Mergers and acquisitions
    - b) Documents related to inspection
    - c) Foreign trade policy.
  
  5. Define pricing. What are its objectives ? Which are the factors influencing international pricing decisions ? **14**
  
  6. What is international marketing ? What are the opportunities in international marketing ? Explain deciding how to enter the market. **14**
  
  7. What are the global marketing environmental factors ? Explain in detail. **14**
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**M.B.A. – II (Semester – IV) Examination, 2014**  
**Group – B : Finance Management (Paper – V)**  
**INTERNATIONAL FINANCE (New)**

Day and Date : Wednesday, 3-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. A US MNC is planning to install a manufacturing unit to procedure 5,00,000 units of an automobile component in India. Setting up of the manufacturing plant will involve an investment outlay of Rs. 50 million. The plant is expected to have a useful life of 5 years with Rs. 10 million salvage value. MNC will follow the straight-line method of depreciation. To support the running of business, working capital of Rs. 5 million, will have to be invested; variable cost of production and sales will be Rs. 20 per unit. Additional fixed costs per annum are estimated at Rs. 2 million. The forecasted selling price is Rs. 70 per unit. The MNC will be subjected to 40 per cent tax rate in India and its required rate of return is 15 per cent.

It is forecasted that the rupee will depreciate in relation to US dollar @ 3 per cent per annum, with an initial exchange rate of Rs. 48/\$. Accordingly, the exchange rates for the relevant 5-year period of the project will be as follows :

You are required to advice the MNC regarding the financial viability of the proposal.

Year	1	2	3	4	5	
<b>P.V. Factor @ 15%</b>	0.870	0.750	0.658	0.572	0.497	<b>14</b>

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

- 1) International Bond Market
- 2) FDI
- 3) NASDAQ.





3. Attempt **any two** : **14**
- 1) EXIM
  - 2) Multinational Cash Management
  - 3) Convert the following rates into outright rates and indicate their spreads :
 

<b>Currency</b>	Spot	1 Month	3 Months	6 Months
<b>Rs./\$</b>	35.6300/25	20/25	25/35	30/40
<b>Rs./DM</b>	23.9000/30	30/25	40/60	45/65
4. Write short notes on **(any two)** : **14**
- 1) Letter of Credit.
  - 2) Convertibility
  - 3) 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 : 12 per cent
    - Annualized interest rate on 6 months dollar : 7 per cent
 Work out the arbitrage possibilities.
5. Discuss various techniques of covering risks in international business. **14**
6. The price index increased from 120 to 135 in U.S.A. over two years. For the same period the price index in Japan showed an increase from 110 to 115. If today's spot rate is US \$ = 125¥ , what might be the spot rate after two years ? **14**
7. Define globalization. Explain India's financial sector reforms in detail. **14**
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**M.B.A. (Part – II) (Semester – IV) (New) Examination, 2014**  
**Group – E : PRODUCTION AND MATERIALS MANAGEMENT (Paper – V)**  
**World Class Manufacturing**

Day and Date : Wednesday, 3-12-2014

Total Marks : 70

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

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

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

Perfect Braking Solutions (PBS) manufactures truck engine brakes. The company is a typical example of adhering to batch manufacturing. The company's products were usually delivered a month after the due date and in batches on a monthly basis. There was a mismatch between Perfect Braking Solutions' delivery and its clients, requirements which caused the Vice President-Production to radically alter the company's functioning by rigorously employing and monitoring lean production practices.

The principles underlying Perfect Braking Solutions were standardization, measurement, and innovation, all guided by the objective of continuous improvement. This enabled the company to make whatever widget they manufactured at a cost less than most of its competitors. The focus on lean manufacturing and quality was also taken into the back office and into its sales and marketing functions thus inculcating a culture of continuous improvement in the organization.

Since its inception, PBS had been buying out smaller companies and squeezing out greater efficiencies from them by deploying lean methods with the objective of reducing inventory levels and hastening the pace of production. This it did in great part by scrutinizing and bettering the movement of components and products through its plants. From around 2001 to 2005, takeovers had been responsible for around 66% of PBS's average yearly sales growth of 20%. The acquisitions enabled the company increase its share price by 15 times during the same time frame. The company grew by one-fifth per annum, and took advantage of a



constant flux of fresh takeovers financed by the surplus accruing from the lean initiatives at the existing setup. Partly because of the efficiency of its operations, PBS produced considerable discretionary cash flow.

Some analysts expressed concerns about the increased geopolitical risks that PBS faced because of its significant global presence. They were also of the view that if there was a rise in oil prices for extended periods of time, PBS's operating margins might come down. Experts were skeptical about PBS's ability in future to convert larger companies with institutionalized conventions, embedded cultures, and a greater number of employees to its lean manufacturing practices.

**Questions :**

- |  |    |
|--|----|
| i) Analyze the case.   | 5  |
| ii) Identify the problem.  | 2  |
| iii) Find out alternative solutions.   | 5  |
| iv) Give the best solution.  | 2  |
| 2. Write short notes on <b>any two</b> :   | 14 |
| i) Human resource as a problem solver.   |    |
| ii) Characteristics of WCM companies.  |    |
| iii) Flexible manufacturing system.  |    |
| 3. Write short notes on <b>any two</b> ::  | 14 |
| i) Skill requirement for managers of World Class Manufacturers.  |    |
| ii) Use of Information Technology to gain competitive advantage.   |    |
| iii) Six Sigma.  |    |
| 4. Write short notes on <b>any two</b> :   | 14 |
| i) Benefits of Total Productive Maintenance  |    |
| ii) Kaizen   |    |
| iii) Benchmarking.   |    |
| 5. Explain how quality is an important aspect in global competition ? What quality factors a company need to focus to make the company world class ? | 14 |
| 6. What is lean production ? Explain the various elements of lean production.  | 14 |
| 7. What are the factors causing industrial pollution ? What are the various measures used to control industrial pollution ?                          | 14 |
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**M.B.A. – II (Semester – IV) (New) Examination, 2014**  
**Group – C : HUMAN RESOURCE MANAGEMENT**  
**Paper – V : Global Human Resource Management**

Day and Date : Thursday, 4-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. Analyse the following case study :

14

Brunt Hotels, PLC, owns more than 60 hotels throughout the United Kingdom. They recently acquired a small hotel chain headquartered in France. Brunt's chief executive decided that half of the new hotels in France would be retained and rebranded as part of the Brunt Hotels Group; the other half will be sold. This will support Brunt's strategic objective of growing the organization slowly to make sure that new ventures are well supported and opened on time and on budget.

Brunt's hotels are considered budget accommodations; they are functional, clean and reasonably priced. The hotels are typically situated in downtown locations that are easily accessible by mass transit. Tourists are attracted to these hotels in popular visitor destinations. The organization has decided to use an ethnocentric approach and send some of their existing UK-based managers to France to lead the changeover of the new hotels and then manage them after they re-open. If this new overseas venture is successful, Brunt may decide to acquire other small hotel groups in other European countries. The organization would like to own 150 hotels in the next five years. Their 10-year plan is to own 300 hotels across Europe. This is an ambitious target, so it is important that the organization finds an effective formula to operate successfully in other countries.



The management team liked recruitment advertisement, but realized that they did not consider the salary for these new positions. Since the organization has never hired managers to work outside UK before, they do not know how to start determining the compensation. They are provided with the following information that they found on the Internet :

- Existing salary for managers is £ (pound) 30,000 (45,000 Euros) plus bonuses.
- Surveys show that the average salary for hotel managers in France is 60,000 Euros with no opportunity to earn bonuses.

The directors want to have a consistent approach as to how they compensate expatriates because they expect their overseas business to expand in the future. They also want existing employees to be enticed into working abroad and want to have a good range of incentives.

2. Write short answers (**any two**) : **14**
    - a) Off-shoring
    - b) Selecting expatriate managers
    - c) Ethics and code of conduct.
  3. Write short answers (**any two**) : **14**
    - a) International Corporate Social Responsibility
    - b) HR managers Global Challenges
    - c) Criteria for Recruitment.
  4. Write short answers (**any two**) : **14**
    - a) Headhunting
    - b) Knowledge and knowledge transfer
    - c) Terrorism-safety and global HR.
  5. What are the challenges for HRM in global business ? Explain the impact of inter country differences on HRM. **14**
  6. Explain international staffing and elaborate on the different approaches of international staffing. **14**
  7. State the various steps in setting a global pay system and strategies in international reward. **14**
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**M.B.A. – I (Semester – I) Examination, 2014**  
**LEGAL ASPECTS OF BUSINESS (Paper – VII)**

Day and Date : Saturday, 13-12-2014

Total Marks : 70

Time : 3.00 p.m. to 6.00 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 answer (**any 4**) : **14**

- 1) M promises N in consideration of Rs. 1 Lakh, never to marry throughout his life. Is this a valid restraint ?
- 2) A young widow was forced to adopt a boy under the threat of preventive the body of her husband, who had just died, from being removed for cremation. Is this adoption valid under law ?
- 3) Snehal promised to give Saroj Rs. 500/- as birthday present on Saroj's birthday. Snehal fails to give Rs. 500/- Can Saroj sue Snehal ?
- 4) A sells a dog to B knowing fully well that the dog is vicious. A does not disclose the nature of the dog to B. Is the sale valid ?
- 5) A, a minor fraudulently represented to a moneylender that, he was of major age and obtained a loan of Rs. 25,000/-. Has the moneylender any right of action against the minor ?
- 6) X and Y contract to marry each other. Before the time fixed for marriage, X dies. State the legal effect of this fact on the contract.

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

- 1) Free consent.
- 2) Articles of Association.
- 3) Crossing of Cheque.



3. Attempt **any two** short notes : **14**
- 1) Strike and Lockout.
  - 2) Importance of IT Act.
  - 3) District Forum.
4. Attempt **any two** short notes : **14**
- 1) Mismanagement.
  - 2) Kinds of Companies.
  - 3) Deficiency in Services and Defects in Goods.
5. Define contract. State essentials of valid contract. **14**
6. Define Negotiable Instrument. Discuss different kinds of Negotiable Instruments. **14**
7. “Memorandum of Association is a fundamental and unalterable charter of company.” Comment. **14**
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**M.B.A. – II (Semester – IV) Examination, 2014**  
**Agriculture Business Management (Group – F)**  
**INTERNATIONAL TRADE AND AGRICULTURE (New) (Paper – V)**

Day and Date : Thursday, 4-12-2014

Total Marks : 70

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

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

2) Attempt **any two** from question No. **two to four**.

3) Attempt **any two** from question No. **five to seven**.

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

1. Members of the Association of Indigo producers plant approximately 22.4 hectares of indigo, a natural dye. Automated and manual practices are used in production, depending on the size of the plot and the slope of the land. Producers plant between 0.5 and 2.0 hectares each. One hectare of indigo production requires 185 workdays during the useful life of the crop (three years).

In recent years, demand for indigo (which had largely been replaced by artificial dyes) has increased in markets that favour preservation of the environment and human health. The indigo produced by AZULES is sold on the international market, mainly in Germany.

Primary producers, processors and agents are members of AZULES and all have clearly defined roles in the production chain. Primary producers are responsible for agricultural production, while processors are responsible for processing the raw material to obtain the final product. The product is placed on consignment at the association's marketing unit, which employs members who have marketing experience. International clients place orders for indigo powder with the marketing unit which is, in turn, responsible for collecting, packaging

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and transporting the product to the loading dock. The relationship between producers and the marketing unit is through a formal agreement. The marketing unit does not pay cash for the product-producers receive payment when clients have paid. The producer also gives the marketing unit a percentage of his production as samples. A small percentage of production is sold at different prices on the domestic market. Producers require support for training and marketing aspects in case of export.

14

- 1) Analyze the case
- 2) Identify the major issues
- 3) Recommend alternative solution
- 4) Suggest the best solution.

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

14

- 1) GATT
- 2) Strategies to Boost exports
- 3) SDR.

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

14

- 1) AGMARK
- 2) IBRD
- 3) IMF

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

14

- 1) IDA
- 2) Multilateral Trade
- 3) Transfer of technology.

5. Discuss in detail use of Internet in agri-market development.

14

6. What do you mean by international trade ? Explain theory of comparative advantages with suitable examples.

14

7. Discuss in detail importance of tariffs and Quota in international trade.

14

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**M.B.A. – II (Semester – IV) Examination, 2014  
GROUP G : INTERNATIONAL BUSINESS (New)  
International Logistics (Paper – V)**

Day and Date : Thursday, 4-12-2014  
Time : 11.00 a.m to 2.00 p.m.

Total Marks : 70

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

1. Analyse the following case

14

Caterpillar is well known for after-sales service of its equipments. The most distinctive feature of Caterpillar service is that it adopts a pre-emptive and proactive approach rather than reactive approach. This is implemented through Caterpillar's global supply chain management which is based on its highly networked worldwide information system and remote sensing. The present case illustrates how the whole system works.

We start with the fault diagnosis system. This is how it works. A part of a Caterpillar machine operating at a copper mine in Chile starts deteriorating. Caterpillar's monitoring system immediately becomes active. In this system, a district centre continuously monitors the health of all Caterpillar machines in its area by remotely reading the sensors on each machine. This automatically traces a problem in the making and sends an electronic alert to the local dealer's field technician through its computer message. The message tells him the identity and location of the machine and sends the data that sparked the alert and its diagnosis.

The technician, with the help of the computer, validates the diagnosis and determines the service or repair required the cost of labour and parts and risk of not carrying out the repair. Now the repairing process is initiated. Computerized analysis tells the technician which parts and tools he will exactly require to undertake the repair. Now Caterpillar's global information system comes into play. The technician connects Caterpillar's worldwide information system, which links dealers, Caterpillar's part distribution facilities, company's and its supplier's factories and large customers' inventory systems. Through this connectivity, he immediately determines the best sources for the parts and the times when each source can

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deliver them at right destination.

With this information in hand, the technician sends a proposal to the customer for repair of the machine. The customer approves the proposal (after any query/clarification) and informs him the best time to carry out the repair. Through the networking system, the technician orders the parts. The electronic order instantly goes to the factories or warehouses which are the best sources. At the concerned factories and warehouses, the message triggers necessary action for immediate supply of the parts. Soon the parts are on their way to the destination through the most efficient mode of delivery.

The whole process is completed in few hours. Therefore, within hours of the initial alert, the technician starts repairing the machine. An interactive computerized manual guides him, providing him the latest best-practice procedures for carrying out the repair. As soon as the repair is completed, the technician closes the work order, prints out an invoice and collects the payment by credit card. The repair process is complete. The technician now electronically updates the machine's history. This information is added to Caterpillar's global database. This database helps the company to identify any common problems that a particular model might have and thereby continually improve its machine's life, performance and design.

Caterpillar's global information system is a critical link and plays a vital role in sustaining its leadership position. The global information system supports the supply chain to minimize the lag factor and cost of operating and servicing its machines. The system enables Caterpillar and its retailers to anticipate and prevent major machine failures. It renders another big advantage in terms of inventory management. By treating their inventories as one, Caterpillar and its suppliers and dealers and customers are able to slash their combined inventories significantly. Bigger cost savings occur from reductions in the time which technicians take to diagnose faults and repair machines. According to Baldwin, VP, Parts and Service Support Division, Caterpillar ; the amount of time that will be saved is probably in the range of 20-30 per cent. When you consider that service workers are billed at \$ 20-\$50 an hour, that's significant saving. Such saving contributes greatly to company's cost efficiency.

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



2. Write short note ( **any two** ) : **14**
    - 1) Characteristics of global supply chain
    - 2) Bullwhip effect
    - 3) Importance of IT in supply chain management
  
  3. Write short note ( **any two** ) : **14**
    - 1) Factors influencing mode and carrier selection
    - 2) Dimensions of performance matrix
    - 3) Determinants of outsourcing decisions.
  
  4. Write short note ( **any two** ) : **14**
    - 1) Warehousing location strategies
    - 2) Strategies to building partnership and trust in supply chain management
    - 3) Symptoms of poor inventory management.
  
  5. Discuss the role that efficient and effective logistics systems play in encouraging a high level of foreign trade. **14**
  
  6. What are 3PL and 4PL service providers ? It's role in global logistics management ? Considerations fo hiring 3PL and 4PL service providers. **14**
  
  7. Broadly outline what a logistic manager needs to know about transportation facilities and services. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2014**  
**GROUP D : SYSTEM MANAGEMENT (New)**  
**Programming Concepts and Advanced Excel (Paper – V)**

Day and Date : Friday, 5-12-2014  
Time : 11.00 a.m. to 2.00 p.m.

Total Marks : 70

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

1. Write an algorithm for finding prime number between 1 to 100. Also draw the flowchart for the same. 14
  2. Solve **any two** :
    - a) Differentiate between structural and Object Oriented Programming. 7
    - b) Explain the use of break and continue statement with example. 7
    - c) What do you mean by data types ? Explain main data types used in programming. 7
  3. Write short note on **any two** :
    - a) Arrays in programming. 7
    - b) Logical operator in programming. 7
    - c) Pivot Tables in Excel. 7
  4. Solve **any two** :
    - a) State the use of branching in programming. Explain switch case branching. 7
    - b) Explain looping in programming. Explain for loop. 7
    - c) Explain in detail filters on Excel. 7
  5. What do you mean by operators ? Explain types in detail. 14
  6. Write a program using user define function to calculate addition and subtraction of two numbers (values should be passed as parameter to function). 14
  7. Explain LOOKUP, VLOOKUP and HLOOKUP functions in Excel with example. 14
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**M.B.A. (Semester – I) Examination, 2014  
IT FOR MANAGEMENT (Paper – VIII)**

Day and Date : Monday, 15-12-2014  
Time : 3.00 p.m. to 6.00 p.m.

Max. Marks : 70

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

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

14

KSPHC undertakes the construction of buildings that house employees of the State Government in the police, prisons, home guards and fire departments. In 2000, when the Right to Information Act was enacted, they were compelled to set up the electronic tendering system.

The conventional tendering process led to the KSPHC overshooting tender cycle times, resulting in delays in project completions. Prior to the implementation of the e-tendering solution, KSPHC had its own web based project management system. The need to speed up the process was felt as well. Driven by the need, KSPHC had to look for an e-tendering solution provider. The search for the e-tendering solution ended with Wipro, which deployed a system with an online reverse auction. The system facilitated the display of notices inviting tenders incorporating the qualifying requirements on the KSPHC's website. It enabled KSPHC to post and amend tender documents, and view and compare bids online. 'The solution enabled us and the other departments to leverage the system and conduct online tendering with ease. It is helping the State Government to save immensely on costs.

The system provides for a registration process which is open ended, and those agencies which are registered with KSPHC can participate in the tender process. It facilitates vendors to electronically download and upload tender documents, track the status of the tenders and receive e-mail alerts. The bids are stored in



the computer and can be opened only at the specified date and time of opening of the tender. Before the closed bids are opened, an online reverse auction is conducted and the bidders have the option of revisiting their closed bids. During the reverse auction process, the bidders get to know only the prevailing lowest bid at any given point of time and the identity of the other bidders, including the one with the lowest bid is kept a secret.

The system facilitates the bidders to enter their bids from the place of their choice, and a username and password is given to them to regulate their entry into the auction rooms. After the online reverse auction is completed, the lowest bid is determined therein. The solution also provides for payment gateways, and issues digital certificates to ensure secure online transactions between the department and the vendors.

2. Write short notes on **any two** of the following : 14
    - a) Protocol and its types
    - b) Decision Support System
    - c) E-Commerce.
  
  3. Answer **any two** of the following : 14
    - a) Explain the concept of Information technology and its application in management.
    - b) Differentiate between primary and secondary memory.
    - c) Explain the structure and parts of web address.
  
  4. Answer **any two** of the following : 14
    - a) Describe World Wide Web and Internet Service Provides.
    - b) Describe brief history of Internet and various uses of internet in day to day life.
    - c) Explain physical and information security.
  
  5. Explain the various tools of MS Office package and their application in an organization. 14
  
  6. Explain the Operational Information System for Human Resource Management. 14
  
  7. Explain in detail the input and output function of hardware. Describe the working of 3 devices of each function. 14
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SLR-A – 9

Seat No.	
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**M.B.A. – I (Semester – II) Examination, 2014**  
**MARKETING MANAGEMENT (Paper – IX)**

Day and Date : Thursday, 20-11-2014  
Time : 3.00 p.m. to 6.00 p.m.

Total Marks : 70

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

- 2) *Attempt **any two** questions from Q. 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. Solve this case.

Mr. Sachin Joshi is an Entrepreneur who has recently established a manufacturing unit of spices (masala) in a small town. His friend Mr. Mahesh suggested that there is a lot of demand for ready-made spices in metropolitan cities due to changing life-styles there.

After a survey of these metropolitan cities, Mr. Sachin came back to his town where he decided to pack ready-made spices according to the want of the market in metropolitan cities. He has the following alternatives for distributing his products in the market :

- a) Engage a wholesaler to distribute to retailers
- b) Direct distribution to retailers
- c) Sole distributor selling to retailers.

Advise Mr. Sachin which alternative he should adopt and why.

- 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 : **14**
    - a) Consumerism.
    - b) Direct marketing.
  
  - 3. Write short notes on : **14**
    - a) Retailing
    - b) Customer relationship management.
  
  - 4. Write short notes on : **14**
    - a) Economic environment
    - b) Technical environment.
  
  - 5. Define marketing management. Explain the various concepts of marketing with examples. **14**
  
  - 6. Define consumer behaviour. Explain various factor that influence consumer behaviour. **14**
  
  - 7. Define marketing research. Explain the process of market research. State its limitations. **14**
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