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M.B.A. – I (Semester – I) (CBCS) Examination, 2018
Paper – I : PRINCIPLES OF MANAGEMENT
(New)

Day and Date : Thursday, 3-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

1. Analyze the following case :

14

Mr. Ranjan Kumar is the Managing Director of a Soaps manufacturing company. To increase sales, the Board of Directors wanted to start a full-fledged marketing department. Mr. Kumar is entrusted with task of finding a suitable candidate to head the proposed marketing department. After considering number of candidates, he has narrowed down his choice to two persons : Viswanath Dutt and Rajanarain.

Mr. Viswanath Dutt has an excellent track record in the company. During his fruitful association with the company – 10 years, to be precise – he has always shown a high degree of enthusiasm and initiative in his work. He is result oriented and is more interested in ends rather than means. One of the workers, testifying his leadership qualities, remarked thus : ‘though he is harsh at times, you will know where you stand when you work with him, When you have done good job, he lets you know it. Mr. Dutt is willing to shoulder additional responsibilities. He decides things quickly and when action is required, he is always on his toes.’

During his 15 years’ tenure in the company, Mr. Rajanarain has endeared himself to all his colleagues by his superior workmanship and pleasing manners. He always believe in the principle of employee participation in the decision making process. Unlike Mr. Dutt, he encourages his subordinates to come out with innovative ideas and useful suggestions. Before arriving at a decision, he always makes it a point to consult his subordinates. Not surprisingly, all his



subordinates are very pleased to work under him and praise his leadership qualities. They readily admit that the participative climate has encouraged them to use their talents fully in the service of the organization. Company records also bear evidence for the increase in the production soon after Rajanarain became head of the department.

Questions :

- 1) Analyze the leadership qualities and styles of Mr. Dutt and Mr. Rajanarain.
 - 2) Between the people, whom would you recommend for the position of the marketing manager ? Why ?
2. Answer in short **(any two)** : **14**
- a) Enumerate the various levels of importance of management.
 - b) Briefly explain the concept of staffing and brief the significant activities performed in it.
 - c) Briefly explain McGregor's X and Y theories.
3. Answer in short **(any two)** : **14**
- a) Briefly explain Taylor's principles of scientific management.
 - b) Matrix organization structure.
 - c) Discuss the importance of management in the present society.
4. Write short note **(any two)** : **14**
- a) Maslow theory of human needs.
 - b) Hersey-Blanchard's Situational Model.
 - c) Ethics and Social responsibility.
5. What is management by objectives ? Explain its process. **14**
6. Explain the contributions of Henry Fayols for Management thought. **14**
7. Discuss the leadership styles with examples which Indian managers follow. Can you suggest a best style for them ? How ? **14**



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M.B.A. (Semester – I) (New CBCS) Examination, 2018
Paper – II : ACCOUNTING FOR MANAGERS

Day and Date : Friday, 4-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. Following is the Trial Balance of Bharat Traders as on 31st March 2016. You are required to prepare Trading and Profit and Loss Accounts for the year ended 31st March 2016 and Balance Sheet as on the date :

14

Particulars	Rs.	Particulars	Rs.
Opening Stock	10,000	Capital	50,000
Purchases	35,000	RDD	400
Return Inward	2,000	Sales	61,000
Wages	1,500	Creditors	20,000
Salaries	4,000	Outstanding Wages	700
Stationery	1,000	Bank Overdraft	2,000
Insurance	400	Commission	900
Trade expenses	200		
Office rent	600		
Fuel Coal Water	2,500		
Bad debt	300		
Furniture	6,000		
Building	40,000		
Cash in Hand	200		
Drawings	5,000		
Debtors	22,600		
Bills Receivables	1,000		
General expenses	1,500		
Prepaid salaries	1,200		
Total	1,35,000		1,35,000

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**Adjustments :**

- 1) Closing stock is valued at Rs. 18,400/- on 31-03-2016.
- 2) Depreciate Furniture by 10 % and Building by 5 % p.a.
- 3) Write off Bad debts Rs. 600/- and Create RDD at Rs. 1,100/-
- 4) Commission of Rs. 300/- earned but not received.
- 5) Goods of Rs. 500/- distributed as free sample.

2. Attempt (any 2) :**14**

- 1) Journalize the following transactions in the books of Mr. Maharaj
2015 June 1 Started business with Cash Rs. 2,00,000/- goods worth
Rs. 10,000/- and computer Rs. 20,000/-
14 Paid into Canara Bank Rs. 1,00,000/-
18 Bought goods on credit from Mona Rs. 8,000/-
21 Sold goods to Nayana of Rs. 18,000/- for cash
24 Goods worth Rs. 1,050/- burnt by firm
28 Paid salary by cheque Rs. 4,000
30 Drawn from Bank Rs. 5,000/- for his personal purpose.
- 2) Subsidiary Books.
- 3) Objectives of Cost Accounting.

3. Attempt (any 2) :**14**

- 1) M/s Modern purchased a Machinery for Rs. 4,00,000 on 1st April, 2010. On 1st Oct. 2010 additional machinery was purchased for Rs. 1,50,000/.
On 1st Oct. 2011 firm sold Machinery had on 1st April 2010 for Rs. 3,00,000/-
The firm provides depreciation @ 15 % p.a. under straight line method on 31st March every year.
Prepare Machinery Account and Depreciation Account for three years i.e. 2010 – 11, 2011 – 12, 2012 – 13.
- 2) Types of Share Capital.
- 3) Forensic Accounting.

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4. Attempt (any 2) :

14

- 1) XYZ Ltd. having an authorized capital of Rs. 5,00,000 divided into 5,000 5 % preference shares of Rs. 100 each issued 3,000 preference shares for public subscription. All the shares issued were applied and the amount were called as under :

Particulars	Rs.
Application Money	20
Allotment Money	20
First Call	30
Final Call	30

All the amounts were received on due dates. Pass necessary Journal entries in the books of XYZ.

- 2) Users of accounting information.
3) Elements of cost.

5. The following data relate to the manufacture of a standard product during the month ended 31st March 2015.

14

Raw Material Consumed	Rs. 15,000
Direct Wages	Rs. 9,800
Machine Hour Rate	Rs. 0.50
Machine Hours Worked	2300 Hours
Office Cost	10 % of Work Cost
Selling Cost	10 Paise per unit
Units Produced	19,030
Units Sold	Rs. 11,418 @ Rs. 2 each

You are required to prepare a cost sheet in respect of the above showing :

- a) The cost per unit
b) The profit for the product



6. Define Book Keeping and Accounting. Explain the Accounting Principles in detail. **14**
7. Record the following transactions in the cash book with cash and bank column in the books of Sai Sports for the month of April, 2016 : **14**
- 1st April – Cash balance Rs. 68,000/- and Bank Overdraft Rs. 22,000/-
 - 3rd April – Purchased goods of Rs. 46,000/- at 3 % Trade discount
 - 6th April – Received a bearer cheque from for Rs. 25,760/-
 - 11th April – Sold goods to Anand Rs. 20,000/- and received half amount immediately at a discount of 5 %.
 - 15th April – Deposited into bank Rs. 16,000/-
 - 17th April – Bank paid electricity bill Rs. 4,980/-
 - 24th April – Bank charged interest on Overdraft Rs. 390/-
 - 25th April – Cheque received on 6th April deposited into bank.
 - 27th April – Received a bearer cheque from Sheetal deposited same into bank Rs. 6,400/-
 - 30th April – One of our customer Mr. Pratik deposited Rs. 3,000/- in bank
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M.B.A. (Part – I) (Semester – I) Examination, 2018
(New CBCS)
Paper – III : MANAGERIAL ECONOMICS

Day and Date : Saturday, 5-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

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

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

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

1. The following table gives the information regarding the units produced, TR and TC of production of a Tina Organic Ltd. Complete the table and answer following questions :
- a) Determine the profit maximizing output level.
- b) Does profit get maximum when total revenue equals total cost ? Explain in brief.

14

Total Profit (Rs.)	Marginal Profit (Rs.)	Unit of Output	Total Revenue (Rs.)	Marginal Revenue (Rs.)	Total Cost (Rs.)	Marginal Cost (Rs.)
		250	1000		752	
		251	1004		753	
		252	1008		755	
		253	1012		758	
		254	1016		762	
		255	1020		767	
		256	1024		773	
		257	1028		780	

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2. Write short notes on **(any 2)** : **14**
- a) Price discrimination.
 - b) Dual pricing.
 - c) Price elasticity of demand.
3. Write short notes on **(any 2)** : **14**
- a) Consumer behaviour.
 - b) Law of supply.
 - c) Monopolistic competition.
4. Write short notes on **(any 2)** : **14**
- a) Isoquant and isocost.
 - b) Public expenditure.
 - c) Inflation.
5. What is economics ? Explain the nature, scope and importance of economics in decision making process. **14**
6. Define returns to scales. Explain in details economies of scales. **14**
7. Define demand forecasting. Explain various methods of demand forecasting. **14**
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M.B.A. (Semester – I) (CBCS) Examination, 2018
Paper – IV : ORGANIZATIONAL BEHAVIOUR (New)

Day and Date : Monday, 7-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. Analyse the following case :

14

Technique is a major manufacturer of pumps (submersible) in the southern state, i.e. Tamil Nadu. It subcontracts with some of the tiny units, who make some parts for the final product. One of these tiny units, Do-well Fabricators, has a workshop located in Hosur, which turns metal rods into pump parts. The plant is not a high-tech, state-of-the-facility, but only a small old fashioned workshop. This workshop employs twenty-six workers. Because of low productivity, Do-well was considering closing the workshop, since it did not want to invest additional capital to upgrade the technology. It did, however revamp the processes and held some training workshops for the workers to improve the quality of product.

However, the productivity per man hour remained low, the rate of defective parts in the production remained high and the employees' morals remained generally low. Then the unit, decided to introduce profit sharing plan, whereby the workers would be encouraged to improve upon productivity, as well as the quality of the product and they would share the extra costs saved or extra profit earned. Even though, the workers were sceptical when the program of profit sharing plan was initiated, they negotiated a gains sharing formula which was suitable to both the owner and workers.

It was agreed that there would be no increase in basic pay, but the worker's share in the additional bonuses would be proportional to the savings achieved. Since, the inception of this programme, the productivity has improved by nineteen per cent to 110.6 units, per worker as against 92.8 units per worker, prior to this programme. Similarly, the number of defective parts has decreased, from as high as eight hundred and thirty seven per million down to ten per million. During the time, the total workers pay increased by twelve per cent. The workers have become so involved, that they themselves kept looking for ways to reduce costs.



Example : One group of workers has been involved in finding ways to recycle the oils used to cool and lubricate machines. If these efforts are successful, the workers feel that they can save about rupees forty thousand which can be shared by them. Even though, profit sharing programme has been successful, some workers are unhappy that the gains are shared by all workers equally and this inhibits individual motivation. They feel that some unproductive workers were benefiting, because of some highly productive workers and this was not fair and equitable according to them.

In a bold attempt to come back into the toy industry, Ajay applied to start another Toy unit named Bold Toys to make battery operated cars and bicycles. This bid has been opposed by the unions and workers who consider him as destroyer of Toy Industries. His application may or may not be approved but he has become the most controversial and perhaps most disliked person in the Toy Industries because of his management tactics in managing.

- 1) Analyse the case.
 - 2) Identify the problem.
 - 3) Find the alternatives.
 - 4) Identify the best solution.
2. Write short notes (**any 2**) : **14**
 - a) Team V/S groups
 - b) Cognitive dissonance theory
 - c) Change process.
 3. Write short notes (**any 2**) : **14**
 - a) Stages of group development
 - b) Intra personal and interpersonal conflicts
 - c) Advantages and disadvantages of virtual teams.
 4. Answer in short (**any 2**) : **14**
 - 1) What is emotional intelligence ? Explain Daniel Goleman's Model of emotional intelligence.
 - 2) What is group decision making ? Explain group decision making process.
 - 3) Explain the meaning of personality. Explain Big five model of personality.
 5. What is O.B ? Explain levels of OB and factors affecting Individual behaviour. **14**
 6. What is stress management ? Explain factors causing stress and consequences of stress. **14**
 7. What is organizational conflict ? Explain levels of conflict. And conflict process. **14**



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M.B.A. – I (Semester – I) (New CBCS) Examination, 2018
STATISTICS FOR MANAGEMENT (Paper – V)

Day and Date : Tuesday, 8-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. Draw the histogram and calculate mode by both graphical and calculated method :

Marks	No. of Students
Above 0	80
Above 10	77
Above 20	72
Above 30	65
Above 40	55
Above 50	43
Above 60	28
Above 70	16
Above 80	10
Above 90	8
Above 100	0

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

A) Mean, Median and Mode



B) Find upper and lower quartile from given data. Also calculate QD

Class-Interval	No. of Students
Below 25	7
25 – 30	12
30 – 35	15
35 – 40	18
40 – 45	25
45 – 50	33
50 – 55	13
55 – 60	24
60 – 65	13
65 – 70	13
70 – 75	21
75 – 100	23

C) Calculate the Yule's coefficient of association between literacy and employment from the following data :

Adult population	= 600
Number of employed	= 240
Literate adult population employed	= 80
Number of literates	= 200

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

A) Time series analysis.

B) Find the missing frequency (P) for the following distribution whose mean is 12.58.

x	5	8	10	12	P	20	25
f	2	5	8	22	7	4	2

C) Calculate coefficient of correlation from following data :

Cost	39	65	62	90	82	75	25	98	36	78
Sales	47	53	58	86	62	68	60	91	51	84



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

A) Index Number.

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

Mid Points	5	15	25	35	45	55	65
Frequency	6	5	8	15	7	6	3

C) Plot less than and more than Ogive curve for following data :

Cost of production	4 – 6	6 – 8	8 – 10	10 – 12	12 – 14	14 – 16
No. of farms	13	111	182	105	19	7

5. Following table gives the aptitude test scores and productivity indices of 10 workers selected at random, calculate two regression equations and estimate (i) the productivity index if score is 92 and (ii) test score if productivity index is 75.

Aptitude score	60	62	65	70	72	48	53	73	65	82
Productivity indices	68	60	62	80	85	40	52	62	60	81

6. Find the missing information or value of (?) from the following :

	Group I	Group II	Group III	Combined
Number	50	?	90	200
SD	6	?	?	7.746
Variance	36	49	?	—
Mean	113	120	15	116

7. Ten students in a test are ranked by three judges in the following. Use the rank correlation coefficient to determine which pair of judges has the nearest approach in test.

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



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M.B.A. – I (Semester – I) (New-CBCS) Examination, 2018
Paper – VI : MANAGERIAL COMMUNICATION – I

Day and Date : Friday, 11-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

Managers in multinational companies need to acquire cross-cultural communication skills to perform successfully in overseas assignments. They may improve their knowledge of other cultures by reading books and travelling to other countries during holidays. They should always seek to find out what their culture has in common with the culture of foreign countries. This will help them adapt quickly to new cultures. Before going to a foreign country, they should read book describing the culture of that country and the communication methods used there. They should also read news pertaining to that country to learn more about it and avoid sounding ignorant. In addition, they should try to learn the language of the country they are assigned to or at least become familiar with commonly used words. Communication assumes great importance when there are major differences between cultures. On entering a foreign country, managers should try to interact with the local culture.

International managers should never react to a situation or a person's remarks/ response by comparing it with their own values and feelings until they consider the situation and interpret the meaning of the response in the context of the cultural background to which the person belongs. Suppose a manager is a direct communicator (telling facts irrespective of the other person's feeling like "good work" or "bad work" or "possible" or "impossible") who expects his employees to give an honest and accurate response to his questions. However, the employee may have come from a culture which believes in indirect communication (avoid saying things that do not appeal to the other person). He may expect the manager to read between the lines and pick up the non verbal clues. When the manager



asks the employee whether he can complete his task before the deadline, the employee may not hid head politely. But his facial expression may indicate that he cannot actually complete the task. If the manager fails to understand the employee's culture, he may interpret his behaviour and consider him insincere and undependable. In fact, the employee may be honest and hardworking, but may have missed the deadline because of some technical difficulties. Such misunderstandings can lead to workplace conflicts. In this case, the manager could have avoided conflict by attempting to understand the employees' culture. Cultural differences can also lead to conflicts among employees. Managers can adopt the following methods to resolve conflicts among employees.

- Questions :** **14**
- 1) What is the importance of effective communication in multinational organizations ? 7
 - 2) List out in detail, cross cultural communication skills. 7
 2. Write Short Notes (**any 2**) : **14**
 - a) 7 Cs of effective communication.
 - b) Advantages and disadvantages of oral communication.
 - c) Importance of Non Verbal Communication.
 3. Write Short Notes (**any 2**) : **14**
 - a) Draft a 'Vote of Thanks' Speech to a branch manager Janta Sahakari Bank, navi peth Solapur for presiding over 'annual sports meet' function in your college.
 - b) Mention Various parts of Reports
 - c) Advantages and disadvantages of social media.
 4. Answer in Short (**any 2**) : **14**
 - a) Explain meaning and importance of Managerial Communication.
 - b) Explain the concept of group discussion. Also explain importance of group discussion.
 - c) What is effecting listening ? Explain barriers to effecting listening.
 5. Explain the concept of public speaking. Also explain phases of effective public speaking speech. **14**
 6. What is the importance of reading in communication skill ? Explain the different types of reading skills. **14**
 7. What are modern communication tools used in business communication ? Explain the importance of communication technology in today's Business Environment. **14**



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**M.B.A. (Part – I) (Semester – I) Examination, 2018
(New CBCS)
Paper – VII : LEGAL ASPECTS OF BUSINESS**

Day and Date : Saturday, 12-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

1. Attempt the following cases (**any 4**) : **14**
- a) Over a cup of coffee in a restaurant, A invites B to a dinner at his house next week on Sunday. B reaches A's house at the said time but A does not perform his promise. Can B recover any damage from him ?
 - b) A renders some service to B during his minority at the request of B. B on attaining majority enters into an agreement with A to compensate him, (A) to for the services rendered during B's minority. Is the agreement valid ?
 - c) Hari says in conversation to Suresh that he will give Rs. 1,00,000/- to a person whosoever marries his daughter. Ram marries Hari's daughter and files a suit to recover Rs. 1,00,000/- from him. Will he succeed ?
 - d) A agrees to sell one of his horse at Rs. 50,000/- to B. Is the agreement valid ?
 - e) A company alters the object clause of its Memorandum of association according to the procedure laid down by law, i.e by passing a special resolution. The copy of the resolution was filed with the registrar 4 months after the passing of the resolution. Can the registrar register the resolution ?
 - f) A, B, C, D and E are partners in a public company. All of them go for a picnic and die in an accident. What is the status of the company ?
2. Write short note on (**any 2**) : **14**
- a) Scope of Information Technology Act, 2000
 - b) Remedies for breach of contract
 - c) Unfair trade practices.

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3. Write short note on (**any 2**) : **14**
- a) Distinction between partnership and joint Hindu family
 - b) Bills of exchange
 - c) Memorandum of association.
4. Write short note on (**any 2**) : **14**
- a) Environmental protection – powers of the government
 - b) Types of partners
 - c) Types of companies.
5. Define contract. Explain the essentials of valid contract. **14**
6. What is consumer protection act ? Explain the role of various consumer protection councils. **14**
7. What is a cheque ? Explain what is crossing of cheque and dishonor of cheque ? **14**
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**M.B.A. (Semester – I) (New CBCS) Examination, 2018
IT FOR MANAGEMENT (Paper – VIII) (A)**

Day and Date : Monday, 14-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

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

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

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

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

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

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

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

2. Answer **any two** of the following. **14**
 - a) Differentiate between system software and application software.
 - b) Explain the concept of information technology and its application in Management.
 - c) Explain the terms slide, elements of slide, animation and slide transition with reference to MS PowerPoint.

 3. Write short notes on **any two** of the following. **14**
 - a) Decision Support System.
 - b) Ledger Groups in Tally.
 - c) Types of Networks using Internet Technology.

 4. Write short notes on **any two** of the following. **14**
 - a) Storage Devices.
 - b) Networking.
 - c) Components of Information Technology.

 5. Explain the operational information system for Marketing Management. **14**

 6. Discuss in detail intelligence system along with artificial and business intelligence. **14**

 7. Discuss DBMS in detail with advantages and disadvantages. Also discuss the types of SQL statements. **14**
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M.B.A. (Semester – I) (CBCS) Examination, 2018
Paper – VIII : TAXATION (New)

Day and Date : Monday, 14-5-2018

Max. Marks : 70

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

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

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

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

1. Attempt **any four** cases from the given cases :

14

- 1) Mr. David, a citizen of Spain came to India for the first time in previous year 2012-13 and stayed for 100 days in that year. During the previous years 2013-14, 2014-15, 2015-16 and 2016-17 he stayed in India for 120 days, 110 days, 80 days and 90 days respectively. What is the residential status of Mr. David for the Assessment Year 2017-18 ?
- 2) D is the Karta of Hindu undivided family and the control and management of the family is wholly situated in India. On 30th April, 2016 D went to Bangladesh for business purposes and did not return till 31st March, 2017. D did not go out of India any time before. What would be the residential status of the Hindu Undivided Family for the assessment year 2017-2018 ?
- 3) X Limited is an Indian company. However, it carries on business in USA. All the shareholders are residents of USA. The Board Meetings and Annual General Meetings are held outside India. What is the residential status of X Limited ?
- 4) Mr. Alex Joseph, an American, came to India for the first time 10-01-2012 and left for Britain on 15-09-2012. He again came to India on 01-05-2016 and left for Korea on 15-06-2016. Determine his residential status for A.Y. 2017-18.
- 5) Sachin, the citizen of India, left for New York on 15-10-2016 and returned to India after 31-3-2017. Determine his residential status for the P.Y. 2016-17.
- 6) Ascertain the previous year of the income in relation to Assessment Year 2017-18 in the following cases :
 - 1) A businessman keeps his accounts on financial year basis.
 - 2) A newly started business commencing its operations from 1-1-2017.
 - 3) A person gives Rs. 50,000 as loan @ 10% p.a. interest on 1-9-2016.



2. Attempt **any two** of the following : **14**
- a) Assessee.
 - b) Time and value of supply under GST.
 - c) Shreyash is the owner of a house in Mumbai. The particulars regarding the house is as follows :
 - 1) Gross Municipal Value Rs. 3,00,000 p.a.
 - 2) Fair rent Rs. 3,50,000 p.a.
 - 3) Standard Rent Rs. 2,80,000 p.a.
 - 4) Rent actually received Rs. 2,40,000.
 - 5) Municipal tax paid @ 10%.
- Compute the annual value of the house for the Assessment Year 2017-18.
3. Attempt **any two** of the following : **14**
- a) Person.
 - b) Deductions u/s 80D.
 - c) Yusuf owns a house property which was purchased for Rs. 1,50,000 on 1st May, 1980. The property was destroyed by fire on 1 July, 2016 and Rs. 25,80,000 was received from the insurance company during the year. Given that the fair market value of the property on 1st April, 1981 was Rs. 1,80,000 and Cost Inflation Index : 1981-1982 = 100 and 2016-2017 = 1125 compute capital gains of Yusuf for the assessment year 2017-2018.
4. Attempt **any two** of the following : **14**
- a) Agricultural Income.
 - b) Gratuity Sec. 10 (10).
 - c) Mr. Chetan is getting a salary of Rs. 12,000 p.m. w.e.f. 1-4-2016. He is promoted w.e.f. 31-12-2016 and got arrears of Rs. 75,000. Bonus for the year 2016-17 is Rs. 15,000 remains outstanding but bonus of Rs. 12,000 for the year 2016-17 was paid on 1st January 2017. In March 2017, he got two months salary i.e. April and May 2017 in advance. Compute the gross salary for the assessment year 2017-18.
5. Explain Tax rates for Individual, HUF and Company. **14**
6. Define GST. Explain the terms CGST, SGST, IGST. **14**



7. Ramesh joined a company at Chennai on 01-07-2016 and was paid the following emoluments :

14

- 1) Basic salary Rs. 50,000 per month.
- 2) Dearness allowance 50% of basic salary (eligible for retirement benefits).
- 3) Furnished accommodation owned by company was provided at Chennai.
- 4) Value of furniture in the accommodation Rs. 2,00,000 (cost).
- 5) Motor car owned by the employer (with engine capacity less than 1.6 liters) given for exclusive personal use. Self-driven by Ramesh. Expenses incurred by employer on its running and maintenance Rs. 55,950.
- 6) Educational facility for two children provided free of cost. The school is owned by the company.
Tuition fee per month Rs. 600 and Rs. 1,200 respectively.
- 7) Annual membership fee for Gymkhana Club paid by the employer Rs. 20,000.

Compute the income from salary of Mr. Ramesh for the assessment year 2017-18.



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**M.B.A. (Part – I) (Semester – I) (Old-CBCS) Examination, 2018
PERSPECTIVES OF MANAGEMENT (Paper – I)**

Day and Date : Thursday, 3-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

1. Case :

14

Manoj Automobiles Ltd. is engaging in the business of repairing and overhauling of automobiles. They have about 40 employees working in the workshop. Current practices have led to an extreme amount of customer dissatisfaction due to very high waiting time, discourteous behavior of workforce with the customers, poor quality of workmanship and high cost of repairing mobile. As a result of it, the customers have started getting their car servicing elsewhere. The owner is very keen to improve the situation but he finds that his people are not motivated by a spirit of service basically because of poor wages and indifferent supervision. This operation is located in environmentally alert with community and they have also been complaining to the local municipal authority that the nasty way in which operations are handled and waste water disposed off in causing a lot of inconvenience in that locality. The owner manager wants your help in raising the level of productivity of the employees and effectiveness of the operations.

You have been asked to look into the operations of the company.

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

SLR-CW – 10



2. Write short notes on (Attempt **any two**) : **14**
- a) Levels of Management
 - b) Objectives of planning
 - c) Maslow's need theory.
3. Write short notes on (Attempt **any two**) : **14**
- a) Henry Fayol's 14 principles of Management
 - b) New Organizational Environment
 - c) Various forms of Organization structure.
4. Write short answers (Attempt **any two**) : **14**
- a) Outsourcing
 - b) Directing as a function of management
 - c) Span of Management.
5. Define MBO. Explain the various steps involved in MBO. **14**
6. Explain steps in controlling and requirements for Effective Control. **14**
7. Define leadership and explain various types of leadership styles. **14**
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M.B.A. (Part – I) (Semester – I) (Old CBCS) Examination, 2018
Paper – II : ACCOUNTING FOR MANAGEMENT

Day and Date : Friday, 4-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. Following is the Trail Balance of Ronak Traders as on 31st March 2015. You are required to prepare Trading and Profit & Loss Accounts for the year ended 31st March 2015 and Balance Sheet as on the date.

14

Particulars	Rs.	Particulars	Rs.
Stock on 1-4-2014	16,000	Capital	55,000
Purchases	37,900	Discount received	2,500
Return inward	800	Sales	65,800
Wages	2,000	Return outward	3,700
Salaries	11,000	Creditors	15,000
Carriage	2,500	Bills Payable	8,000
Insurance	1,800	Bank loan	20,000
Advertisement	3,200		
Office rent	3,200		
Octroi duty	800		
Discount allowed	1,000		
Furniture	8,000		
Machinery	40,000		
Cash in hand	6,000		
Drawings	2,500		
Debtors	23,300		
Bills Receivables	10,000		
Total	1,70,000		1,70,000

P.T.O.



Adjustments :

- 1) On 31st March Closing Stock was valued at Rs. 21,000 and its market price was Rs. 24,000.
- 2) Depreciate furniture by 5% and machinery by 10% p.a.
- 3) Outstanding salary Rs. 1,000 and wages Rs. 500.
- 4) Prepaid insurance Rs. 300.
- 5) Write off 300 as bad debts and make provision for further RDD at 5%.

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

14

- 1) The bank column of a cash book showed a debit balance of Rs. 49,000 on 31st March 2011. While comparing the cash book balance with the Pass Book balance following differences were noticed.

- 1) Cheques of Rs. 9,000 and Rs. 15,000 were deposited but were not collected and credited by bank till 31st March, 2011.
- 2) Our debtor directly deposited Rs. 8,000 into the Bank A/c not recorded in the cash book.
- 3) Bank credited interest on investment Rs. 500.
- 4) Cheque of Rs. 10,000 issued but not presented for payment to the bank.
- 5) Bank paid insurance premium Rs. 6,000 but not entered in cash book.
- 6) Bank debited bank charges Rs. 100.

Prepare Bank Reconciliation Statement as on 31st March 2011.

- 2) The following is a summary of the receipts and issue of stock in a firm during January :

Jan.

- 1 Opening balance 500 units at Rs. 20 per unit
- 3 Received from supplier 200 units at Rs. 22 per unit
- 6 Issued 300 units
- 10 Issued 250 units
- 18 Received from supplier 200 units at Rs. 21 per unit
- 22 Received from supplier 160 units at Rs. 23 per unit
- 31 Issued 300 units

Calculate Stock Valuation by FIFO method.

- 3) Explain different types of accounts with their golden rules.

Set P



3. Attempt (any 2) : 14

1) M/s Madan Mohan & Sons purchased a machinery for Rs. 4,00,000 on 1st April, 2010. On 1st Oct. 2010 additional machinery was purchased for Rs. 1,50,000.

On 1st Oct. 2011 firm sold machinery has on 1st April 2010 for Rs. 3,00,000

The firm provides depreciation @ 15% p.a. under straight line method on 31st March every year.

Prepare Machinery Account and Depreciation Account for three years i.e. 2010 – 11, 2011 – 12, 2012 – 13.

2) Subsidiary books.

3) From the following ledger balances of Mr. Suresh you are required to prepare Trial Balance as on 31-3-2012.

Particulars	Rs.	Particulars	Rs.	Particulars	Rs.
Goodwill	40,000	Plant & Machinery	1,60,000	Patents	36,000
Carriage	17,200	General expenses	2,800	Electricity & Lighting	12,000
Debtors	48,000	Advertisement	6,000	Bank loan	2,00,000
Trade expenses	1,200	Furniture	28,400	Wages	56,000
Capital	2,00,000	Purchases	1,18,000	Opening Stock	41,600
Creditors	82,000	Building	2,13,200	Printing & Stat.	8,400
Sales	3,00,800	Commission (Dr.)	1,600	Interest on Bank Loan	8,000
Discount (Dr.)	1,600	Cash in hand	2,000	Bills Payable	19,200

4. What is Cost Accounting ? Explain difference between Cost Accounting and Financial Accounting. 14

5. Journalize the following transactions in the books of Mr. Vasudeo for the month of August 2015. 14

2015

Aug. 1 Mr. Vasudeo started business with cash Rs. 15,000, Furniture Rs. 10,000 and Machinery Rs. 15,000

Aug. 2 Purchased goods of Rs. 11,000 from Mohan

Aug. 4 Sold goods on credit to Sohan for Rs. 15,000

Aug. 8 Goods of Rs. 400 being defective returned by Sohan



- Aug. 10 Remitted cash to Mohan Rs. 10,600 in full settlement of his accounts
- Aug. 19 Placed an order with M/S Mahavir & Sons for supply of goods Rs. 10,000
- Aug. 21 Purchased a horse for Rs. 8,000 and paid carriage charges Rs. 200
- Aug. 24 Withdrawn from bank Rs. 4,000 for personal use
- Aug. 27 Execution of order placed on 19th Aug. 2011 and amount paid in cash
- Aug. 28 Paid for advertisement Rs. 1,000
- Aug. 29 Paid for conveyance expenses Rs. 1,000
- Aug. 30 Received commission by cheque Rs. 5,000
- Aug. 31 Received a bearer cheque from Govind for Rs. 8,000

6. The Indian Ltd. supplies you the following information and requires you to prepare a Cost Sheet. 14

	Rs.
Stock of raw material on 1 st April, 2010	75,000
Stock of raw material on 30 th April, 2010	91,500
Direct wages	52,500
Indirect wages	2,750
Sales	2,00,000
Work in progress on 1 st April, 2010	28,000
Work in progress on 30 th April, 2010	35,000
Purchases of raw materials	66,000
Factory rent, rates and power	15,000
Depreciation on Plant & Machinery	3,500
Expenses on purchases	1,500
Carriage outward	2,500
Advertising	3,500
Office rent and taxes	2,500
Traveler's Wages and Commission	6,500
Stock of finished goods on 1 st April, 2010	54,000
Stock of finished goods on 30 th April, 2010	31,000

7. Explain the objectives and different users of accounting information. 14



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M.B.A. – I (Semester – I) (Old CBCS) Examination, 2018
Paper – III : MANAGERIAL ECONOMICS

Day and Date : Saturday, 5-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

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

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

1. a) When price of a good is Rs. 12 per unit, the consumer purchases 24 units of the good. When price rises to Rs. 14 per unit, the consumer purchases 20 units.

Calculate the price elasticity of demand.

7

- b) Complete the following table and state the equilibrium level of output and profit accruing to the firm.

7

Output (Rs.)	TR (Rs.)	AR (Rs.)	MR (Rs.)	TC (Rs.)	AC (Rs.)	MC (Rs.)	Profit (Rs.)
1	22				8		
2	42				7		
3	60				6		
4	76				5		
5	90				6		
6	102				7		
7	112				8		

SLR-CW – 12



2. Write short notes (**any two**) : **14**
- a) Short run cost function.
 - b) Scope of Managerial economics.
 - c) Importance of decision making.
3. Write short notes (**any two**) : **14**
- a) Features of monopoly.
 - b) Dual pricing.
 - c) Break even analysis.
4. Write short notes (**any two**) : **14**
- a) Types of inflation.
 - b) Price elasticity of demand.
 - c) Schumpeter's theory of profit.
5. What is demand forecasting ? Discuss the qualitative methods of demand forecasting. **14**
6. Explain the various phases of a business cycle. Discuss the methods to control business cycles. **14**
7. Price and output determination in perfect competition. **14**
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M.B.A. (Part – I) (Semester – I) (CBCS) Examination, 2018
Paper – IV : ORGANISATIONAL BEHAVIOUR (Old)

Day and Date : Monday, 7-5-2018

Max. Marks : 70

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

Note : Q. No. 1 is **compulsory**.

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

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

1. Analyse the following case :

14

Akash was the son of a village school master. His upbringing had been in a home environment where it was instilled in his mind about the two aspects of values :

- 1) Always display reverence and respect to senior people.
- 2) There is no substitute for hard work. Being a highly intelligent person Akash was able to obtain the AMIE degree with flying colors. Very soon he was appointed as an engineer in the R and D department of Abcos Technology Ltd. Abcos designed, developed and manufactured Televisions for commercial purposes.

At the time of interview, Akash was told that Abcos had a flat organizational structure and all employees were encouraged to mingle freely with each other, which was also in line to its nature of business. Muralidhar, an engineer with around 10 years of experience working in a Government undertaking, was appointed to head the R and D department at Abcos. Muralidhar, joined Abcos a month after Akash. In the first month itself, Akash was able to grasp the type of work desired of him, rein control and had also modified the design to bring down the number of rejected pieces.

Within a few days after joining Abcos, Muralidhar introduced a few changes. He saw no value in encouraging employees to mingle freely with each other. He also insisted that any modifications or suggestion have to be brought to



him rather than discussing it with co-workers. Akash being new to the Job continued working very hard. He also suggested few more changes in the design. Muralidhar out rightly rejected the suggestions and used strong language to tell Akash to work hard and not waste time in bringing in new ideas. Akash kept quite and went back to work in the R and D department. Once Akash fell sick and remained absent for two days. On reporting for duty after his sick leave, Akash was once again made the target of Muralidhar anger. Akash also found him wrongly accusing and not prepared to listen to his explanation for the absence. The employees very soon found out that Muralidhar could not accept any of his sub-ordinates to be more intelligent or knowledgeable than him. And if found to be so, he would behave similarly with them.

It was a year since Akash joined Abcos, when one day the General Manager (HRD) over heard a conversation between Akash and Dev (another co-worker) in the Cafeteria. "I joined Abcos more than a year ago with a lot of enthusiasm and determination to learn and grow here. But after Mr. Muralidhar joining our department, in spite of my best efforts I feel that my job involvement is decreasing and I am unhappy with my job. Why can't Abcos have a framework of desirable ethical attitudes, and impart training programmes to focus and develop such attitudes among employees ?" The GM(HRD) decides to call for a meeting with Akash.

2. Write short answers (**any 2**) : **14**
- 1) Types of attitude.
 - 2) Formal and Informal groups.
 - 3) Managing resistance to change.
3. Write short answers (**any 2**) : **14**
- 1) Factors causing stress.
 - 2) Functional and dysfunctional conflict.
 - 3) Cognitive dissonance theory.



- 4. Write short answers (**any 2**) : **14**
 - 1) Learning theories.
 - 2) Cultural artifacts.
 - 3) Managing stress.

 - 5. Define Perception. Explain perceptual process along with factors affecting perception. **14**

 - 6. Explain how change is possible. State individual and oraganisational factors for resistance to change. **14**

 - 7. Define teams and state different types of teams. Discuss strategies for improving group decisions. **14**
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M.B.A. – I (Semester – I) (Old CBCS) Examination, 2018
STATISTICAL METHODS (Paper – V)

Day and Date : Tuesday, 8-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

1. The number of workers in a factory given below. The mean wages (in Rs.) and S.D. (in Rs.) in each section of factory are given. Calculate the mean wages and combined S.D. for all the workers of factory. 14

Section	No. of Workers	Man Wages (Rs.)	S.D. (Rs.)
A	30	550	25
B	40	600	30

2. Attempt **any 2** : 14

- a) A bag contains 30 balls number from 1 to 30. One ball is drawn at random. Find the probability that number of ball drawn will be
i) Multiple of 5 or 7
ii) Even number or multiple of 5.
- b) Define Statistics. Discuss applications of Statistics.
- c) Calculate Karl Pearson's Correlation coefficient between X and Y.

X	5	8	9	11	12	15
Y	8	7	10	13	11	17

3. Attempt **any 2** : 14

- a) Calculate Spearman's Rank Correlation coefficient between X and Y.

X	12	9	8	10	11	13	7
Y	14	8	6	9	11	12	3



- b) Consider the following data and calculate
- Lower quartile
 - Upper quartile
 - Quartile Deviation.

Classes	10 – 20	20 – 30	30 – 40	40 – 50	50 – 60	60 – 70	70 – 80	80 – 90
Frequency	60	45	120	25	90	80	120	60

- c) What is Normal distribution ? Explain under which conditions this distribution is used.

4. Attempt **any 2** :

14

- What is Correlation ? Explain various types of Correlation.
- Calculate Mean deviation from median and its coefficient.

Classes	0 – 10	10 – 20	20 – 30	30 – 40	40 – 50
Frequency	4	7	8	6	5

- c) Find the association between literacy and unemployment from the following data :

Total = 10000

Literate = 1290

Unemployed = 1390

Literate Unemployed = 820

5. The advertisement cost and sales are given below.

14

Advertisement Cost (Rs.) Lakh	35	25	29	31	27	24	33	36
Sales (Rs.) Lakh	23	27	26	21	24	20	29	30

- Calculate Regression coefficient
- Estimate sales when advertisement cost is Rs. 100.



6. The incomplete frequency table is given below. 14

Wages (Rs.)	10 – 20	20 – 30	30 – 40	40 – 50	50 – 60	60 – 70	70 – 80
No. of persons	12	30	–	65	–	25	18

You are given the mode value as 46 and total number of person is 230. Find the missing frequencies of the groups 30 – 40 and 50 – 60.

7. For the data given below, find the value of median and mode. 14

- i) By Calculation
- ii) By Graph.

Weights	10 – 15	15 – 20	20 – 25	25 – 30	30 – 35	35 – 40	40 – 45	45 – 50
No. of Children	4	6	10	5	7	3	9	6



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**M.B.A. (Part – I) (Semester – I) (Old CBCS) Examination, 2018
Paper – VI : MANAGERIAL COMMUNICATION – I**

Day and Date : Friday, 11-5-2018

Total Marks : 70

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

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

Suraj Singh works as the caretaker at the Maharashtra Elite Hotel, Mumbai. His duty includes activities like greeting guests, handling queries, tours, transport and other activities while their stay at the hotel. One day Suraj was not in the mood to deal with too many queries and not even mood to come to work at all. As he has no balance leaves came to work with a splitting headache.

As he was resting his head on the front desk, Sarika a guest at the hotel came to his desk asking about Mumbai Food Festival. She wanted to know how to get there. After tea she went up to the caretaker's desk and asked Suraj for his assistance. Suraj was not very attentive to Sarika's request, his head was hammering away. His face was irritating and instead furnishing information about Mumbai Food Festival he gave her a brochure with map of the city, he ignored her by not uttering a single word.

When Sarika asked him which train to catch he pointed to a Local Railway Timetable. Saika was angry by Suraj's lack of assistance and told him so, as she moved behind the desk to tackle him. During Sarika's sudden occurrence Suraj turned his back on her by picking up ringing telephone and blocked her entry. Sarika couldn't believe Suraj's attitude and told him that she would take this matter up further with the top management.

- | | |
|---|---|
| a) Analysis the case. | 5 |
| b) Problem : why has communication failed here ? | 2 |
| c) Which parts of the case study show us examples of poor communication ? | 5 |
| d) How could this situation be rectified ? | 2 |

P.T.O.



2. Write short notes on **(any two)** : **14**
- a) Kinds of feedback
 - b) Videoconferencing
 - c) Internet and Social media.
3. Write short notes on **(any two)** : **14**
- a) 7C's of communication
 - b) Types of reports
 - c) Paralanguage
4. Write short notes on **(any two)** : **14**
- a) Face book and twitter
 - b) Different components of body language
 - c) Process of listening
5. What do you understand by the term meeting ? Explain the process of “conduct of meeting” with imaginary example. **14**
6. What are the techniques of effective speech ? Do you think that speakers appearance and personality, practicing the delivery of speech is really important. **14**
7. Define communication. What are the barriers to communication and explain how to overcome these barriers ? **14**
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M.B.A. (Part – I) (Semester – I) Examination, 2018
Paper – VII : LEGAL ASPECTS OF BUSINESS (CBCS) (Old)

Day and Date : Saturday, 12-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. Case study (**any four**) : **14**
- a) 'A' and 'B' contract to marry each other. Before the time fixed for the marriage, 'A' goes mad, whether the contract between 'A' and 'B' is valid ?
 - b) 'A' agrees to pay B Rs. 200 and in consideration for that B agrees to play a drama for 2 minutes. Is it valid contract ?
 - c) 'A' agrees to sell 'B' a hundred tons of oil. There is nothing whatever to show what kind of oil was intended. Whether this agreement is valid ?
 - d) 'A' agrees to sell 'B' a specific cargo of goods supposed to be its way from England to Mumbai. It turns out that, before the day of bargain the ship conveying the cargo had been cast away, and the goods lost neither party was aware of these facts. Whether this agreement is valid ?
 - e) 'A' who is shareholder, hold the meeting alone, elected himself as a chairman, passed a resolution by himself and at last even vote of thanks presented himself and passed the resolution. Whether this resolution is valid resolution ?
 - f) 'A' sells by auction, to 'B' a horse which 'A' knows to be unsound, 'A' says nothing to 'B' about the horses unsoundness. Is this amount to 'B' to fraud on the part of 'A' ?
2. Write short notes (**any two**) : **14**
- 1) Promissory notes
 - 2) Kinds of companies
 - 3) Consumer protection councils.



- 3. Write short notes (**any two**) : **14**
 - 1) Unfair trade practices
 - 2) Essential elements of valid proposal
 - 3) Composition of the state commission.

 - 4. Write short notes (**any two**) : **14**
 - 1) Objectives of Information Technology Act, 2000
 - 2) Discharge of contract
 - 3) Powers of directors.

 - 5. Define Company Act and characteristics of a company. **14**

 - 6. Define the term contract. What are the essentials of valid contract ? **14**

 - 7. Explain Negotiable Instrument Act, 1881 and its characteristics of negotiable instrument. **14**
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M.B.A. (Semester – I) (Old-CBCS) Examination, 2018
IT FOR MANAGEMENT (Paper – VIII)

Day and Date : Monday, 14-5-2018

Max. Marks : 70

Time : 2.30 p.m. to 5.00 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 (14 marks).

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

14

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

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



2. Write short notes on **any two** of the following : **14**
- a) Protocol and its types.
 - b) World Wide Web.
 - c) Application Software.
3. Answer **any two** of the following : **14**
- a) Explain the concept of Information technology and its application in Management.
 - b) Describe basic computer organization.
 - c) Differentiate between Primary and Secondary memory.
4. Answer **any two** of the following : **14**
- a) Give detailed information about hardware functionality, hardware devices and their working.
 - b) Describe World Wide Web and Internet Service Providers.
 - c) Explain the structure and parts of web address.
5. Explain in detail the input and output function of hardware. Describe the working of 3 devices of each function. **14**
6. Explain the Operational information system for Production Management. **14**
7. Define ERP. Explain benefits and Implementation of ERP in details. **14**
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M.B.A. (Part – I) (Semester – II) (New – CBCS) Examination, 2018
MARKETING MANAGEMENT (Paper – IX)

Day and Date : Tuesday, 15-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

- Instructions :** 1) Q. No. 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 :

The Indian soap market consists of more than 100 brands, however not all are successful. The soap category is divided in three segments i.e. Economy (like Lifebuoy), Popular (like Lux), Premium (like Dove). Wipro found opportunity to make entry in the popular soap segment category and introduced a sandalwood-turmeric based soap called “Santoor”. Before introducing Santoor, the company tested seven different concepts, of which the sandalwood-turmeric concept was liked by majority. It gave the benefit of skin care and beauty together. The brandname Santoor was derived from the first three letters of both the ingredients “San”dalwood and “Tur”meric. The company test marketed product in Bangalore in 1985 and based on the feedback obtained, laid more emphasis on ingredients and strengthened perfume. The product saw good acceptance among consumers and trade people.

Santoor was doing very well for two to three years. It was found that product had very small user base of only those who wanted sandalwood based soap. On other parameters like fragrance, good for skin, lathering effect etc. Santoor was a successful product. However Santoor was seen as traditional middle class brand, whose woman was neither noticed nor looked up to. Thus, Santoor had to retain its existing users and go for new users. It had a tough challenge of offering same value to its existing users and attracts new users. Hence, it had to change its image from middle class woman to “younger looking skin”, on one hand and to keep its ingredients sandalwood and turmeric intact on the other.

P.T.O.



The company planned its advertising strategy keeping the above fact in mind and then positioned it as “good for younger looking skin”. The product was a huge success and has not looked back since 1989, though it had undergone some changes in its products like packaging fragrance etc. Santoor now enjoys position of third largest soap brand in India. With the changing role of women in recent times, on the 25th anniversary of the brand company has created a new milestone while keeping core values intact i.e. providing younger looking skin. It has modernized brand by changing logo, developed new tagline ‘Skin that lies about your age’. Its ad. shows a beautiful woman of today in all spheres of life – a photographer, musician, choreographer etc.

Questions :

- 1) Comment on the positioning strategy used by Wipro initially for Santoor. **4**
- 2) What changes were made in the positioning of Santoor ? **4**
- 3) In a highly competitive market, with so many brands of soap, whether functional positioning works ? **3**
- 4) Santoor targets only women whereas many soaps target whole family. Is this strategy correct ? **3**
2. Write short notes on **(any two)** : **14**
 - a) Micro Marketing Environment.
 - b) Product Life Cycle.
 - c) Competition Analysis.
3. Write short notes on **(any two)** : **14**
 - a) Branding decisions.
 - b) Types of distribution channels.
 - c) Marketing research process.
4. Write short notes on **(any two)** : **14**
 - a) New product development.
 - b) Retailing and wholesaling.
 - c) Social media marketing.
5. What is Consumer Behaviour ? Explain in detail factors influencing consumer behaviour. **14**
6. What is Marketing Communication Mix ? Explain in brief various promotional tools. **14**
7. What is the role of pricing in marketing ? Discuss in detail different approaches to determine price. **14**



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M.B.A. (Part – I) (Semester – II) (New CBCS) Examination, 2018
Paper – X : FINANCIAL MANAGEMENT

Day and Date : Wednesday, 16-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. Case Study.

14

ABC Limited has under consideration two mutually exclusive proposals for the purchase of new equipments :

Particulars	Machine X	Machine Y
Initial investment	1,00,000	75,000
Salvage value	Nil	Nil
Life (Years)	5	5
PBDT (Rs.)		
1	25,000	18,000
2	30,000	20,000
3	35,000	22,000
4	25,000	20,000
5	20,000	16,000

Assuming tax rate is 50% and company follow straight line method of depreciation, suggest to the management the best alternative using :

- 1) Pay Back period.
- 2) ARR.
- 3) NPV @ 10% discounting factor.
- 4) PI

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

14

- 1) Calculate : Total Current Assets, Total Current Liabilities, Liquid Liabilities and Stock.
 - Current ratio : 3.25
 - Liquid ratio : 2.75
 - Working capital : Rs. 6,75,000
 - Bank overdraft : Rs. 75,000.

P.T.O.



2) The following is the Balance Sheet of a company as on 31st March.

Liabilities	Rs.	Assets	Rs.
Share capital	2,00,000	Land and Buildings	2,00,000
Preference shares	1,00,000	Plant and Machinery	2,00,000
General Reserve	1,00,000	Stock	1,50,000
20% Debentures	1,00,000	Debtors	50,000
Long term loan	50,000	Cash at Bank	1,00,000
Creditors	1,00,000		
Bank overdraft	50,000		
	7,00,000		7,00,000

Calculate :

- 1) Current ratio.
 - 2) Quick ratio.
 - 3) Absolute liquid ratio.
 - 4) Inventory to working capital.
 - 5) Debt to equity.
 - 6) Proprietor ratio.
 - 7) Current assets to fixed assets ratio.
- 3) Forms of dividend.
3. Attempt (**any 2**) : **14**
- 1) Suppose Rohit deposit Rs. 2,500 at the beginning of every year for 6 years in a savings bank account at 6% compound interest. How much amount he will receive at the end of 6 years ?
 - 2) Mr. Sandesh deposits Rs. 5,000, Rs. 10,000, Rs. 15,000, Rs, 20,000 and Rs. 25,000 in his saving bank account in at the end of every year. Interest rate offered by bank is 6%. He is interested to know the amount he will be receiving at the end of 5th year.
 - 3) Objectives of Financial Management.
4. Attempt (**any 2**) : **14**
- 1) Importance of capital budgeting decisions.
 - 2) Advantages of ratio analysis.
 - 3) Venture capital.



5. Assume that a firm has owners equity of Rs. 1,00,000. The ratios for the firm are : **14**
- Current Debt to Total Debt = 0.40
 - Total Debt to owners equity = 0.60
 - Fixed assets to owners equity = 0.60
 - Total assets turnover ratio = 2 times
 - Inventory turnover ratio = 8 times

Complete the following Balance Sheet, given the information above :

Liabilities	Rs.	Assets	Rs.
Current Debt	?	Cash	?
Long Term Debt	?	Inventory	?
Total Debt	?	Total current assets	?
Owners' equity	?	Fixed assets	?
	?		?

6. The Susham Ltd. has the following capital structure : **14**

Common shares (20000 shares)	40,00,000
10% Preference shares	10,00,000
14% Debentures	30,00,000
Total	80,00,000

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

- a) Compute the weighted average cost of capital based on the existing capital structure.
 - b) Compute the new weighted average cost of capital if the company raises an additional Rs. 20,00,000 debt by issuing 15% debentures. This would increase the expected dividend to Rs. 3 and leave the growth rate unchanged, but the price of share will fall to Rs. 15 per share.
7. Explain the features of equity and preference shares in detail. **14**



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M.B.A. (Semester – II) (New CBCS) Examination, 2018
Paper – XI : HUMAN RESOURCE MANAGEMENT

Day and Date : Thursday, 17-5-2018

Max. Marks : 70

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

- Instruction :** 1) Q. 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

CRR Industries Ltd., Eluru is producing electric bulbs, water coolers, air coolers and refrigerators. Recently it added a new line of production i.e. electric motors both for domestic and agricultural purposes. It needed one electrical engineer with B.Tech. qualification to look after the new plant producing electric motors. Presently five electrical engineers with B.E. qualification as Assistant Engineers are working in the existing plant. The company advertised for the post of Chief Engineer (Electrical) for its new plant. It received twelve applications out of which five are from the Assistant Engineers working in existing plant.

The company used techniques of preliminary interviews, tests, final interview and medical examination and finally selected Mr. C.B. Sastry, employed in the existing plant of the company. He is fourth in the seniority list of the Assistant Engineers in the present plant. The company served the appointment order to Mr. Sastry and he joined as Chief Engineer in the new plant. But the three Assistant Engineers in the existing plant moved the issue to the court of law contesting that the selection of Mr. C.B. Sastry is not valid, as he is not the senior one among the Assistant Engineers in the existing plant.

- 1) Analyse the case.
- 2) Identify the problem.
- 3) Identify the alternatives.
- 4) Best solution.

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

14

- 1) Employee welfare.
- 2) Job analysis.
- 3) Succession planning.

P.T.O.



- 3. Write short notes (**any 2**) : **14**
 - 1) Promotion and Demotion.
 - 2) Grievance procedure.
 - 3) Collective bargaining.

 - 4. Write short notes (**any 2**) : **14**
 - 1) Objectives of compensation.
 - 2) Career stages.
 - 3) Industrial relations.

 - 5. Define training and state the various methods adapted to training employees. **14**

 - 6. "Recruitment is the first step to selection" Elaborate. Explain in detail various sources of recruitment. **14**

 - 7. Define HRM. State the various functions carried out to manage human resource effectively. **14**
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**M.B.A. (Part – I) (Semester – II) (New CBCS) Examination, 2018
PRODUCTION MANAGEMENT AND OPERATIONS
RESEARCH (Paper – XII)**

Day and Date : Friday, 18-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. A firm requires to purchase two products - A and B. There are three contents namely 1, 2 and 3 of the product for which minimum requirement is given in the table. Product A costs Rs. 20 per unit and product B costs Rs. 40 per unit. How many units of product A and B to be purchased at the lowest possible costs so as to fulfill minimum requirement of contents ? Formulate LPP and solve graphically.

14

Contents	A	B	Minimum Requirement
1	36	6	108
2	3	12	36
3	20	10	100

2. Solve any two :
- a) Find initial basic feasible solution using
- 1) North West Method
 - 2) Least Cost method.

14

From \ To	I	II	III	IV	Capacity
A	15	10	17	18	2
B	16	13	12	13	6
C	12	17	20	11	7
Demand	3	3	4	5	



b) Solve graphically

$$\text{Maximize } Z = 80x + 120y$$

$$x + y \leq 9$$

$$20x + 50y \leq 360$$

$$x \geq 2$$

$$y \geq 3$$

$$x, y \geq 0.$$

c) Write a note on factors considered while deciding plant location.

3. Solve **any two** :

14

a) A Fertilizer Company distributes its products by trucks. Trucks are loaded and sent to distributors. It is found that on an average every 5 minute one truck arrives and it takes 3 minutes to load one truck. Find

- 1) Probability that truck has to wait
- 2) Average number of trucks in the system
- 3) Average waiting time in the queue.

b) Solve assignment problem to find minimum cost.

	I	II	III	IV	V
P	20	20	25	35	10
Q	18	30	44	35	33
R	10	12	20	0	10
S	40	41	40	42	35
T	2	0	1	5	7

c) Write a note on maintenance management.

4. Solve **any two** :

14

a) The research department of Hindustan Lever has recommended marketing department to launch shampoo of three different types. The marketing manager has to decide one of the types to be launched under the following estimated payoff for various levels of sales.



Type of shampoo	Estimated level of sales		
	15000	10000	5000
Egg	30	10	10
Clinic	40	15	5
Deluxe	55	20	3

What will be the decision using a) Laplace criterion b) Hurwitz criterion ($\alpha = 0.6$) ?

- b) What is Monte Carlo Simulation ? Explain Random Numbers concept.
- c) What are applications of OR in business and industry ?

5. Factories A, B and C supply to warehouses P, Q, R and S. Production Capacity for each factory and requirement for warehouses is given in table. Transportation costs in Rs. are given in the table. Use VAM to get initial solution and apply MODI method to get optimal solution.

14

From \ To	P	Q	R	S	Capacity
A	5	7	13	10	700
B	8	6	14	13	400
C	12	10	9	11	800
Requirement	300	600	700	400	

6. Five Wagons are available at stations 1, 2, 3, 4 and 5. These are to be assigned at five stations I, II, III, IV and V. Costs of assignment are given in the table. How should wagons be assigned so as to minimize assignment cost ?

14

	I	II	III	IV	V
1	10	5	9	18	11
2	13	9	6	12	14
3	3	2	4	4	5
4	18	9	12	17	15
5	11	6	14	19	10

7. What do you mean by production management and explain its nature and scope ?

14



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**M.B.A. – I (Semester – II) (CBCS) Examination, 2018
INTERNATIONAL BUSINESS (Paper – XIII) (New)**

Day and Date : Saturday, 19-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

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

14

In August 2004, a leading business newspaper reported that Hyundai Motors India Limited (HMIL), an Indian subsidiary of the South Korea-based Hyundai Motors Company (HMC)³ was expected to reduce the price of its flagship car-Santro-by as much as Rs. 40,000. Industry experts were expecting a reduction in Santro's price in response to the price war being waged by the market leader in India – MarutiUdyog Limited (MUL),⁴ which had reduced the price of its largest selling car in the B segment-Alto- by Rs. 58,000 in two price cuts starting from September 2003. This move had resulted in Alto replacing Santro as the largest selling car in the B segment in the period January to June 2004 (Refer Exhibit I for the market segmentation of the Indian car industry).

Rebutting the report on price cuts, HMIL's managing director, BVR Subbu (Subbu) said, "We are not cutting prices on the Santro. We have allowed our competitors the prerogative of cutting prices."⁵ Several dealers of HMIL also felt that the company would not reduce Santro's price as it had not adopted such tactics earlier.

Santro had been the most successful product of HMIL and was also the largest selling car in the B segment till the fiscal year 2003-04. Introduced in late 1998, Santro had emerged as the second largest selling car in India after MUL's M800 and had retained its position till March 2004 (Refer Exhibit II for the total units and value sales of the top eleven car models in India).



In mid-2004, HMIL with its four models, Santro, Accent, Sonata and Elantra, was the second largest car company in India with 19% market share in the industry. The company was planning to launch another model, 'Getz', in September 2004 analysts attributed HMIL's success to its ability to launch technologically superior products and its innovative marketing strategies.

However, they expressed concerns that the company relied heavily on Santro and any fall in demand for that model would hit the company. It was felt that the introduction of new cars by the competitors and upgrading and price reduction of existing cars in the B segment would affect Santro's sales. This would lead to a loss in Santro's market share. (Refer Exhibit III for the comparison of features of various models in the B segment). For a long time after India became independent in 1947, the car market had just two models to offer-the sturdy 'Ambassador' from Hindustan Motors (HM) and the sleek 'Fiat' from Premier Automobiles (PA). Government of India's (GOI) decision to keep the car industry tightly protected. This was the result of for HM and PA, the GOI dictated as to what type of vehicle the two companies should manufacture. No other domestic or foreign car manufacturer was allowed to enter the Indian car industry.

The restriction on foreign collaboration led to poor technological improvements in Indian cars. As a result, car prices remained high while quality was inferior. This affected the growth of the industry. The demand for cars in 1960 was 15,714 units and in the next two decades, this rose to 30,989 units, which meant that the Compound Annual Growth Rate (AGR) was just 3.5 percent. In the 1980s, the GOI felt the need to introduce an affordable small car, targeting the Indian middle class. As manufacturing a small and affordable car required better technology than was available indigenously, the government tied up with the noted Japanese company, Suzuki. The government formed a joint venture with Suzuki and founded MarutiUdyog Limited (MUL). It held 74% and Suzuki got 26% equity stake in MUL. In 1983, MUL launched the 'Maruti 800', priced at Rs. 40,000.

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

14

- A) Drivers of globalization.
- B) Product life cycle theory.
- C) EU.



3. Write a short note on following (**any two**) : **14**
- A) Globalization in India – policy issue.
 - B) WTO.
 - C) Virtual international business.
4. Write a short note on following (**any two**) : **14**
- A) International Financial Corporation.
 - B) Porter’s diamond model.
 - C) Advantages and problems of IB.
5. Define MNC and explain in brief factors contributing growth of MNC’s. **14**
6. State the term international trade policy and explain its various tools in brief. **14**
7. What is meant by FDI, explain in brief factors influencing FDI. **14**
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M.B.A. (Part – I) (Semester – II) (New CBCS) Examination, 2018
Paper No. – XIV : MANAGERIAL COMMUNICATION – II

Day and Date : Monday, 21-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

1. Attempt the following question : 14
You are a sincere MBA student in a reputed education Institution. Draft a complaint letter to your principal regarding frequent electricity power failure in the college which is causing lot of disturbance in your routine college work. As a response also draft a complaint from principal to M.S.E.B.
 2. Write short notes (**any two**) : 14
 - a) Advantages and disadvantages of oral presentation.
 - b) Principles of effective writing.
 - c) Importance of soft skills.
 3. Write short notes (**any two**) : 14
 - a) Parts of Business letter.
 - b) Characteristics of effective Memo.
 - c) Draft a quotation from Global Computers Pvt. Ltd. for 200 computers to Sony Institute as a reply for their enquiry.
 4. Answer in short (**any two**) : 14
 - a) Explain the meaning of business etiquettes. Explain about cell phone etiquettes.
 - b) Explain Job interview process.
 - c) What are job portals ? How they are different from job advertisement ?
 5. What is the importance of making a good presentation in business communication ? Explain the process of making a good business presentation. 14
 6. Explain characteristics of job interview and various types of job interviews. 14
 7. Explain importance of Business communication in global context. Also explain the concept of culture and guidelines for intercultural business communication. 14
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M.B.A. (Part – I) (Semester – II) (New CBCS) Examination, 2018
Paper – XV : RESEARCH METHODOLOGY

Day and Date : Tuesday, 22-5-2018

Total Marks : 70

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

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

1. Case : 14
- You are a research executive with a university offering a number of post graduate courses like M.Com., M.C.A. and M.B.A. Though any kind of educational qualification enhances one's personality, still you believe that the two year M.Com. programme offered by the university has a slow and steady impact on the personality development of the student.
- A) Prepare title for research and define the problem. 2
- B) Define objectives and formulate hypothesis. 4
- C) What is recommended research design ? Justify your selection. 2
- D) Prepare a questionnaire for collecting opinion of students towards various post graduate courses. 6
2. Write short notes on (attempt **any two**) : 14
- a) Features of good research study
- b) Hypothesis
- c) Primary V/s Secondary data.
3. Write short notes on (attempt **any two**) : 14
- a) Types of research.
- b) Characteristics of a good sample.
- c) Observation method.



4. Write short answers (attempt **any two**) : **14**
- a) Explain in detail structure of research report.
 - b) Explain the term probability sampling ? Discuss any two methods of probability sampling.
 - c) Explain in detail qualitative techniques of data collection.
5. What is business research ? Briefly describe the steps involved in research process. **14**
6. What is 'measurement' in research ? Explain all types of measurement scale with relevant examples. **14**
7. Define research design and explain methods and techniques of exploratory research design. **14**
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**M.B.A. (Part – I) (Semester – II) (New CBCS) Examination, 2018
EVENT MANAGEMENT (Paper – XVI)**

Day and Date : Wednesday, 23-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. Prepare event plan for Intercollegiate Competition. Also prepare budget for the same. 14
 2. Write short notes on **(any two)**. 14
 - a) Responsibilities of Event Manager
 - b) 5Cs of Event Management
 - c) Strategies for Public Relations.
 3. Write short notes on **(any two)** : 14
 - a) Need for event proposal
 - b) Catering Service in various events
 - c) Media Management.
 4. Write short notes on **(any two)** : 14
 - a) Importance of Budget.
 - b) Developing record keeping system.
 - c) Career opportunities in Event Management.
 5. Define Event. Explain scope of Event. What different decisions an Event Manager will make ? 14
 6. What is purpose of Corporate Events ? What are responsibilities of Corporate Event Manager ? 14
 7. Explain concept of Public Relations and writing for public relations. Why it is important ? 14
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M.B.A. (Semester – II) Examination, 2018
BANKING AND INSURANCE (New CBCS) (Paper – XVI)

Day and Date : Wednesday, 23-5-2018

Max. Marks : 70

Time : 2.30 p.m. to 5.00 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 (14 marks).

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

14

Mr. and Mrs. A both were owners of a factory, earning modestly. They were using the overdraft facility on their current account to its full extent. They also had a personal loan from their bank and had borrowed from various credit card companies.

In March 2004, realizing they were in financial difficulty but unsure what to do about it, they visited their bank. They explained their situation to the lending officer, who told them the bank could give them a consolidation loan to cover all their existing debts.

Mr. and Mrs. A were pleased with this suggestion and they took out the loan, which paid off all their existing debts and returned their current account into credit. But the bank left the couple's overdraft facility in place on their current account, and within a couple of months Mr. and Mrs. A had begun to go overdrawn again.

In June, having found they were unable to keep within the overdraft limit, Mr. and Mrs. A visited the bank to discuss the position. The bank's lending officer arranged another consolidation loan for them, to cover the overdraft debt.

Again, the bank left the couple's overdraft facility in place and within a few months Mr. and Mrs. A were again in financial difficulties. When they visited the bank in November they were given a third loan. This covered the debts that the couple had acquired since taking out the consolidation loan in June. It also covered an additional amount of Rs. 25,000 which the bank agreed to lend them stating they were worried about how they would pay for all the "extras" they would need over the coming festive season.

P.T.O.



By early 2005, realising that they were unable to meet their repayment commitments, Mr. and Mrs. A complained to the bank. They said they had asked for help in managing their debts but - instead - it had made their situation worse.

Questions :

- a) Analyse the about case.
 - b) Discuss the role of lending officer in worsening the situation.
 - c) Suggest appropriate solution that would have improved the situation for Mr. and Mrs. A.
2. Write short notes on **any two** of the following : **14**
- a) NBFCs.
 - b) Priority sector lending.
 - c) General Insurance.
3. Answer **any two** of the following : **14**
- a) Discuss in brief meaning of General Insurance and its types.
 - b) Write a note on Life Insurance Corporation of India (LIC).
 - c) Discuss the risks involved in E-Banking.
4. Answer **any two** of the following : **14**
- a) Discuss NPA and its causes.
 - b) Discuss CRR and SLR in banking.
 - c) Write a short note on group insurance.
5. Discuss the concept of banking and functions of the bank in detail. **14**
6. Discuss in detail the meaning, history and principles of insurance. **14**
7. Discuss in detail types of consumer loans. **14**
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M.B.A. (Part – I) (Semester – II) (Old CBCS) Examination, 2018
Paper – IX : MARKETING MANAGEMENT

Day and Date : Tuesday, 15-5-2018

Max. Marks : 70

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

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

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

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

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

1. Case Study :

14

The Cola drink was introduced by Parle – A Soft Drink manufacturer in its own right in the beginning of 1978 after the departure of Coca-Cola. It avoided the suffix 'Cola' in its brand name. Because it would have put it into competition with foreign Colas whenever they have returned to India. The late Ravi Gupta of MCM suggested the name 'Thums Up' – An Achiever's Drink. Its logo implied 'All is Well'. It was unusually kept fizzy.

Thus Brand building was undertaken by late Shri. Gupta who has started Trikaya. He produced 22 commercials for T.V. and 60 films for Cinema Halls. The Campaign Theme was 'Happy Days Are Here Again'.

In this business there were two important components – the bottlers and the retailers. The retailers keep the drink chilled. It was a challenge to speed up the empty bottles being returned for refill. It called for logistics. By 1981, the brand was established as Fun and Frolic Brand. The other brands like Limca and Gold Spot provided enough funds to Parle to promote Thums Up. In 1987, Thums Up turned 10. The brand has become stagnant. Ambience was chosen to design advertising. Thums was pursued as a strong drink. It symbolizes manhood. Ambience created the taste of Thunder Campaign. The jingle was Energetic. The thunder was synonymous with victory and dare devil. The rolling sound from around came from the cheering crowds who value your success. Thums Up also took for passion for young generation. The product benefit chosen was great refresher drink. Thums



shows a spirit of adventure and recently, in 1997 Thums Up launch Thunder Blast Contest. It has 31% share of Rs. 1,800 Crs. in Soft Drink Market.

It has recently shown commercials bungee jumping ads to get a bottle of Thums Up from a moving truck, two stars struggling to get one Thums Up bottle. One of who drops in the boat with a girl and two stars jumping from one moving train to another to get Thums Up in a Pantry car.

Questions :

- 1) Analyze the case and explain the brand building strategy in terms of T.V. Commercials adopted by Shri. Ravi Gupta for Thums Up brand.
 - 2) Explain the various campaigns and strategies adopted between 1981 to 1997 for success of 'Thums Up' advertising.
2. Write short notes on **(any two)** : **14**
- a) PEST Analysis.
 - b) Seven P's of Services.
 - c) Concept of Marketing.
3. Write short notes on **(any two)** : **14**
- a) Socio Cultural Environment in Marketing.
 - b) Market Segmentation.
 - c) Marketing Ethics as Social Responsibility.
4. Answer in short **(any two)** : **14**
- a) Define marketing. Explain nature and scope of marketing.
 - b) Explain important factors in influencing consumer behavior.
 - c) Explain direct marketing and impact of technology and internet on marketing practices.
5. Explain the concept of marketing mix and product life cycle as a important concept of marketing. **14**
6. What is the importance of good marketing environment for establishing the product in markets ? Analyze factors in Micro and Macro Environment to sustain industry competition. **14**
7. Define consumer buying behavior. Explain the process of consumer buying behavior. Give the importance of customer relationship management in understanding consumer buying behavior. **14**



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M.B.A. (Part – I) (Semester – II) (Old CBCS) Examination, 2018
Paper – X : FINANCIAL MANAGEMENT

Day and Date : Wednesday, 16-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. Case Study :

14

A company has an investment opportunity costing Rs. 40,000/- with the following expected net cash flow, after tax but before depreciation :

Year	Net Cash Flows (Rs.)
1	7,000
2	7,000
3	7,000
4	7,000
5	7,000
6	8,000
7	10,000
8	15,000
9	10,000
10	4,000

Using 10% as the rate of discount find out the following :

- 1) Payback period
- 2) Net Present Value
- 3) Profitability Index.



2. Attempt (any 2) : 14

- 1) BEP Analysis
- 2) Operating Cycle
- 3) The sales and profit during the two periods are given as follows :

Year	Sales (Rs.)	Profit (Rs.)
2004	20,00,000	2,00,000
2005	30,00,000	4,00,000

Calculate :

- 1) P/V ratio
- 2) Fixed Cost
- 3) BEP
- 4) Sales to earn a profit of Rs. 5,00,000/-.

3. Attempt (any 2) : 14

- 1) Explain the relationship of finance with other disciplines.
- 2) Similarities and differences between Domestic and International Financial Management.
- 3) Features of Debentures.

4. Explain the determinants of Dividend Policy. 14

5. From the following Projections of XYZ and Ltd. for the next year, you are required to determine the working capital required by the company. 14

Annual Sales Rs. 14,40,000/-

Cost of Production (including depreciation of Rs. 1,20,000) Rs. 12,00,000

Raw material purchases Rs. 7,05,000/-

Monthly expenditure Rs. 30,000/-

Estimated Opening Stock of Raw materials, Rs. 1,40,000/-

Estimated Closing Stock of Raw materials Rs. 1,25,000/-



Inventory Norms :

Raw material : 2 months, Work in progress : Half Month,
Finished goods : 1 month.

The firm enjoys a credit of half of a month on its purchases and allows one month credit on its supplies. On sales order the company receives an advance of Rs. 15,000/- Minimum cash balance desired to be maintained is Rs. 35,000/-.

6. Explain the features advantages and disadvantages of Equity Shares. **14**

7. From the following particulars, draw up the Balance Sheet of the company : **14**

- Current Ratio 2.5
 - Quick Ratio 1.5
 - Net Working capital Rs. 30,000
 - Stock Turnover Ratio 6 Times
(Cost of Sales/Closing Stock)
 - Gross Profit Ratio 20%
 - Fixed Assets – Turnover Ratio 2 Times
(Cost of Sales)
 - Debtors Turnover Ratio 2 Times
 - Fixed Assets to Shareholders' Net worth 0.8
 - Reserve and Surplus to capital 0.5
 - Long term loans Rs. 15,000
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M.B.A. – I (Semester – II) (Old CBCS) Examination, 2018
Paper – XI : HUMAN RESOURCE MANAGEMENT

Day and Date : Thursday, 17-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

- Instructions :**
- 1) Question No. 1 is **compulsory**.
 - 2) Attempt **any two** from question no. **Two to Four**.
 - 3) Attempt **any two** from question no. **Five to Seven**.
 - 4) Figures to the **right** indicate **full** marks.

1. Solve Case Study.

14

Hilton Public Ltd., Company is well known for its welfare activities and employee oriented schemes in manufacturing industry for more than ten decade. The company employees more than 800 workers and 160 administrative staff and 70 management level employees. The top level management views all the employees at same level. This can be clearly understood by seeing the uniform of the company which is same for all starting from MD to floor level workers. The company have 2 different cafeterias at different places one near the plant for worker and other near the Administration building. Though the place is different the amenities, infrastructure and the food provided are of same quality. In short the company stands by the rule Employee Equality.

The company has one registered trade union and the relationship between the union and management is very cordial. The company has not lost a single man day due to strike. The company is not a pay master in that industry. The compensation policy of that company, when compared to other similar companies, is very less still the employees don't have many grievances due to the other benefits provided by the company. But the company is facing countable number of problems in supplying the materials in recent past days. Problems like quality issues, mismatch in packing materials (placing material A in box of material B) incorrect labeling of material, not dispatching the material on time etc.

The management views the case as there are loop holes in the system of various departments and hand over the responsibility to HR department to solve



the issue. When the HR manager goes through the issues he realized that the issues are not relating to system but it relates to employees. When investigated he come to know that the reason behind the casual approach by employees in work is ...

- > The company hired new employees for higher level post without considering the potential internal candidates.
- > The newly hired employees are placed with higher packages than that of existing employees in same position.

Analyze the case and suggest the solution.

2. Write short notes (**any two**). **14**
 - i) Virtual Organization.
 - ii) Moon lighting by employees.
 - iii) Career stages.
3. Write short notes (**any two**). **14**
 - i) Types of wages.
 - ii) Selection procedure.
 - iii) Problems to job evaluation.
4. Write short notes (**any two**). **14**
 - i) Job description.
 - ii) Modern sources of recruitment.
 - iii) Difference between personnel management and human resource management.
5. Define training and explain in detail on the job and off the job types of training. **14**
6. Role of HR manager has become strategically important in today's business world-Justify. Explain factors affecting recruitment. **14**
7. Define human resource management. Explain operative functions of HRM. **14**



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M.B.A. – I (Semester – II) (Old CBCS) Examination, 2018
Paper – XII : PRODUCTION AND MATERIALS MANAGEMENT

Day and Date : Friday, 18-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. Case study :

14

Rahul was recently promoted as Manager of Reliance company. He had previously been an Assistant General Manager at the Kamat Associates, Pune. The Kamat Associates was a team based organization. Rahul had seen the benefits to team work which had lead the company to the top of the corporation in quality of service and customer satisfaction ratings. This was the reason for his recruitment and promotion to Reliance company. The previous General Manager's policies at the Reliance company created large defective products and a loss in the market share.

To identify the reasons why employees were reluctant to be team players, Rahul called a meeting with the staff at Reliance company. Rahul discussed the issue and informed them about the company's poor quality which lead to poor customer satisfaction. In that meeting, Vice President sales introduced proposal i.e. exchange program for replacing defective product. They also came up with a proposal of rebuilding the defective product and selling them at discounted prices. The next day the customer service and quality department started with corrective steps.

Questions :

- i) Analyze the case.
- ii) Identify the problems.
- iii) Find out alternative solutions.
- iv) Give the best solution.



2. Attempt **any 2** : **14**
- a) Write a note on product layout.
 - b) Differentiate between CPM and PERT.
 - c) Scope of production management.
3. Attempt **any 2** : **14**
- a) Write a note on Just in Time.
 - b) Explain importance of material management in production.
 - c) Write a note on Total Quality Management.
4. Attempt **any 2** : **14**
- a) Write a note on Master Schedule.
 - b) Define Productivity. Explain the importance of productivity.
 - c) Write a note on ABC analysis.
5. Define store management. Discuss various functions of stores. Explain various types of Stores. **14**
6. Define Production Planning and Control. Explain the functions of Production Planning and Control. **14**
7. Define EOQ. Explain the various cost associated with inventories ? Write the assumptions and derive the formula. **14**
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**M.B.A. (Part – I) (Semester – II) (Old CBCS) Examination, 2018
ECONOMIC ENVIRONMENT OF BUSINESS (Paper – XIII)**

Day and Date : Saturday, 19-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. Case study :

In contrast to the rest of India, where it is the government that predominantly owns and manages ports, the Indian state of Gujarat has implemented various forms of port liberalization since the 1990s. This has helped it become the country's fastest growing state. Gujarat's economy has grown at an average of 10.14 percent per year from fiscal year 2001 to fiscal year 2006, the last five years for which data are available. This is comparable with China's average growth rate since 1978, and is distinctly faster than the growth of the other Asian tigers in the 15 years before the Asian financial crisis of 1997.

Gujarat has broken new ground with different forms of privatization, ranging from private provision of port services to completely private ownership of new ports. The process started in the 1980s and gathered momentum rapidly after the central government in New Delhi enacted major economic reforms in the early 1990s. Gujarat has taken advantage of a constitutional loophole to convert its minor ports into some of the biggest ports in the country, vastly improved the availability and efficiency of port infrastructure and facilitated the development of industrial centers that otherwise would not have existed.

Gujarat's port liberalization, along with its status as one of the economically freest states in India, should serve as a model for the rest of India and other developing countries, which can also benefit from the dynamic gains of port privatization.

Questions :

- 1) Analyse the case. 7
2) Discuss the benefits of liberalization. 7

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2. Write short note on **(any two)** : **14**
- a) Rupee convertibility
 - b) WTO and India
 - c) Price policy.
3. Write short note on **(any two)** : **14**
- a) Water management
 - b) Role and problem of large scale industries
 - c) EEC
4. Write short note on **(any two)** : **14**
- a) Core banking
 - b) 10th five year plan
 - c) Spot rate.
5. Discuss the causes and consequences of Industrial sickness. **14**
6. What do you mean by International liquidity ? What are steps taken by IMF to solve the problem ? **14**
7. What is LPG ? Explain their effect on the Indian economy. **14**
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M.B.A. (Part – I) (Semester – II) (CBCS) Examination, 2018
Paper – XIV : MANAGERIAL COMMUNICATION – II (Old)

Day and Date : Monday, 21-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

1. Case Study.

14

At UP Institute of Technology & Science (UPITS), a number of professors in the engineering and science departments and a chief librarian from the Massachusetts Institute of Technology in the United States worked as visiting faculty under the MIT-Ford Foundation-UPITS collaboration for two years. The Indian Faculty and their families were very happy to have the guests on campus. There were frequent parties and the family get-togethers, which resulted in many friendships among the hosts and the visitors.

One day, professor and head of the mechanical engineering department, Dr, Mishra, went to the central library to discuss the possibility of procuring certain international books and journals for UPITS with the visiting German library chief, James Stark, Dr. Mishra reached about a half hour later than the pre-arranged time. The door was shut, but he opened it and walked in, pulled up a chair to move it closer, sat down, leaned over the desk, extended his hand and said, “Hi! How are you this morning, Stark ?”.

Dr. Mishra was surprised to see a frown on Mr. Stark’s face and felt further confused to hear the question, “By the way, are you my boss ?”.

“No”, said Dr, Mishra.

“Then, please know my name is James Stark”.

“I am sorry, I didn’t mean to be impolite or rude to you. I just wanted to address you in a more friendly way. I am indeed very sorry Mr. James.”



Mr. Stark visibly annoyed, “You, what do you want ?” he asked curtly.

“No, nothing, I am sorry”, said Dr. Mishra and left Mr. Stark’s office, completely puzzled and disappointed.

Questions :

- | | |
|--|-----------|
| a) What went wrong in this exchange ? | 5 |
| b) Was Mr. James Stark Right in his reaction ? | 5 |
| c) What can one learn from this case about business and professional interactions ? | 4 |
| 2. Answer in brief (any two) : | 14 |
| a) Define Job Interview. Explain the different types of Job Interviews. | |
| b) Define Media Communication. Explain Press Release and Press Conference used as the medium for Media Communication. | |
| c) Explain Letter Vs Memo. What are the characteristics of effective Memo ? | |
| 3. Write short notes on (any two) : | 14 |
| a) Visual Aids | |
| b) Characteristics of Job Interview. | |
| c) Group Discussion Strategies. | |
| 4. Write short notes on (any two) : | 14 |
| a) Direct and indirect communication styles. | |
| b) Characteristics of a Group Discussion. | |
| c) Principles of Effective Writing. | |
| 5. Define Business Etiquettes. Explain the Etiquettes required in the social as well as the Office Settings. | 14 |
| 6. Your class has decided to go for a picnic. Write a letter to the owner of the bus service, making enquiries. Also continue further by drafting a reply for an enquiry in the form of quotation, by the bus owner to the Institute / College. | 14 |
| 7. What is Business Presentation ? Explain the process of making a Business Presentation. | 14 |



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M.B.A. – II (Semester – II) (Old CBCS) Examination, 2018
RESEARCH METHODOLOGY
(Paper – XV)

Day and Date : Tuesday, 22-5-2018

Max. Marks : 70

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

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

1. Analyze the following case and write the answer of questions given in case. **14**

After decades of stagnation, coffee consumption in India is on the rise. The UK's leading coffee chain Costa Coffee is quite bullish on the country. Its managing director Mark Philip was recently in India and has an ambitious plan for promoting Costa Coffee in the country. As Mark Philips said, Costa Coffee entered the Indian market in September 2005 and within this short period as many as 11 outlets in and around Delhi were opened. Its initial plan was to open 300 outlets in India in three years. According to reports, Costa brand of coffee has been so well received that the M.D. is confident to beat this initial target of 300 outlets in three years. This will provide tough competition to indigenous coffee. Fearing severe competition from Costa Coffee, the Indian Coffee Board is contemplating to boost Indian brands. It feels that a survey in selected cities should be conducted to find out from the respondents their performance for tea or coffee, what brands of coffee they consume and their suggestions for improving the quality.

Questions

If you are approached to organize a survey for coffee consumption, how would you plan it ? Which cities would you like to cover ? What sample design and sample size would you use ? What type of different questions will you add in questionnaire for survey ?



2. Write a short note on following (**any two**) : **14**
- A) Hypothesis.
 - B) Descriptive Research design.
 - C) Measurement.
3. Write a short note on following (**any two**) : **14**
- A) Census survey and sample survey
 - B) Secondary data
 - C) Quantitative vs Qualitative research.
4. Write a short note on following (**any two**) : **14**
- A) Telephonic interview
 - B) Research report
 - C) Independent and Dependent variables.
5. What is sampling ? Describe the various types of probability and non-probability Sampling design in research. **14**
6. Explain in brief primary data. What are the different sources of primary data ? **14**
7. What is mean by research ? Explain in details the various steps involved in research process. **14**
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M.B.A. (Semester – II) Examination, 2018

OPERATIONS MANAGEMENT (Old CBCS) (Paper – XVI)

Day and Date : Wednesday, 23-5-2018

Max. Marks : 70

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

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

1. Solve the following :

14

A office needs to purchase filling cabinets the details of the cabinets available in the market are as under :

Types of Cabinet	A	B
Price (In Dollars)	40	80
Floor Space Req'd. (Sq. Ft.)	6	8
Filling Space (Cub. Ft.)	24	36

The office space available is 72 Sq. Ft. and the budget allocated for purchase of filling cabinets is 560 dollars. Formulate LPP to find the number of filling cabinets the office should purchase of each type to maximize the filling space in the office. Solve the LPP using graphical method.

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

14

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

Plant Warehouses	A	B	C
P	13	14	12
Q	11	16	10
R	8	13	12



Provide Basic Feasible Transportation plan of the units from plants to warehouses using :

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

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

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

14

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

Player B

		Strategies	
		B1	B2
Player A	A1	6	3
	A2	4	5

- b) Write short note on simulation.
- c) A departmental store has a single cashier processing customers at the rate of 2.5 minutes per customer. Customers arrive at rate of 5 minutes each. Compute probability that no customer exists in the store, probability that the cashier is busy with a customer and probability that there are 3 customers in the store.

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

14

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

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



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

- b) Write short note on concept of Operations Research.
- c) A Bakery keeps a stock of a popular brand of cake. Previous experience shows the daily demand pattern for the item with associated probabilities as given below :

Daily Demand (No.)	0	10	20	30	40	50
Probability	0.01	0.20	0.15	0.5	0.12	0.02

Use the following sequence of random numbers to stimulate the demand for the next 10 days : 40, 19, 87, 83, 73, 84, 29, 09, 02, 20.

Also estimate the daily average demand for the cakes on the basis of stimulated data.

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

14

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

Find the optimized assignment of plants to locations.

- 6. Describe operations research and explain its scope, limitations and application in Business.

14



7. A particular product is manufactured in plants P1, P2, P3 and P4 and is sold at three markets M1, M2 and M3. The following is the profit matrix with respect to plants and markets with the capacities and demands :

Plants \ Markets	M1	M2	M3	Capacity
P1	30	20	4	1000
P2	0	- 10	10	200
P3	40	30	50	600
P4	20	10	50	800
P0	0	0	0	600
Demands	1200	1400	600	

Determine the basic feasible solution using VAM and optimize the solution using MODI.

14



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M.B.A. (Part – II) (Semester – III) Examination, 2018
CORPORATE PLANNING AND STRATEGIC MANAGEMENT (CBCS)

Day and Date : Thursday, 3-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Marks : 70

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

1. Case Study :

This case is of TVS Group and Suzuki. These two companies formed a joint venture called TVS Suzuki. It launched a 100 cc motorcycle, which was received well by the Indian market. However, TVS-Suzuki was unable to gain the profits in the motorcycle segments because the automotive spare parts of the vehicle were imported. In addition, according to various analysts in the automobile industry, the products of TVS-Suzuki lacked performance and efficiency. TVS-Suzuki faced losses for three years and came out in the market with the turnaround strategy to become a product-led organization with a strong focus on research and development. It adopted the strategy of cost cutting through employee retrenchment and inventory control.

TVS-Suzuki launched new products, such as Suzuki Shogun, Suzuki Max and Suzuki Samurai with the help of strong advertising programs. It formed various dealerships and offered customer retention programs to retain and target more and more customers. It tied up with the banks, such as SBI and Andhra Bank, to finance its projects. These strategies made the efforts of TVS-Suzuki successful and the company recorded a turnover of approximately Rs. 6 billion, thereby becoming the second largest two-wheeler organization in India. Continuing with the success, TVS-Suzuki started a project, Neon, which introduced the four-stroke scooter called spectra but failed drastically. However, TVS Suzuki became the first Indian company to launch four-stroke motorcycle called Suzuki Fiero.

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TVS and Suzuki started facing the gaps. Suzuki's demands started increasing. It restricted the usage of local components and made the imports of all the equipments compulsory from Suzuki. Suzuki denied further investments in TVS. Suzuki started showing signals to exit from the joint venture with TVS. Suzuki entered into an agreement with the Kawasaki, which was taken as a conflict of interest by TVS. The two options available to Suzuki were either to separate and move out to explore new options, or to remain in the joint venture as a passive partner. A split up was decided in which Suzuki sold 25.97% of its TVS holding at Rs. 15 per share. TVS Suzuki was renamed as TVS Motor Company Limited.

TVS survived with the profitability of two-stroke scooter. However, TVS was fighting the lost battle. It came out with the reviving plan to invest into Research and Development to sustain in market. The results achieved were good as it secured 30,000 bookings for its two-wheeler model, Victor. TVS also forayed into the three-wheeler market. TVS may be called as a small player in the Indian two-wheeler market; still it did not accept failure in the critical phase of break up with Suzuki.

- a) Comment on the reasons for the breackup of joint Venture between TVS and Suzuki. 4
 - b) What led TVS Suzuki to adopt a turnaround strategy ? 5
 - c) What steps did it take in this strategy ? 5
2. Write short notes (**any two**) : 14
- a) GE 9 cell matrix.
 - b) Strategic Business Units.
 - c) SWOT Analysis.



3. Answer the following (**any two**) : **14**
- a) Integration Strategies.
 - b) Interrelationship between formulation and implementation.
 - c) Strategic leadership.
4. Write short notes (**any two**) : **14**
- a) Strategies for Internet Economy.
 - b) Strategic Control.
 - c) Matching Strategy and structure.
5. What is organizational appraisal ? List out different techniques used for it.
Explain Internal techniques used for it. **14**
6. Describe in detail BCG Matrix with example, it's advantages, disadvantages and limitations. **14**
7. Explain the process of strategic choice and what are factors affecting strategic choice. **14**
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M.B.A. (Part – II) (Semester – III) (CBCS) Examination, 2018
Paper – XVIII : MANAGEMENT ACCOUNTING

Day and Date : Friday, 4-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. Case Study :

14

Mr. Brijmohan has recently set up a retail outlet in a prominent shopping complex. His business is going good but because of heavy personal withdrawals he is facing liquidity problem. To get a better handle over his cash flows, he requests you to prepare a cash budget for next quarter, Jan. to March, for him. He has provided you the following information :

- 1) Sales are expected to be – 50,000/-, 55,000/- and 60,000/- in Jan., Feb. and March respectively. All sales will be in cash.
- 2) His estimated purchases are 20,000/-, 22,000/-, 25,000/- in Jan, Feb. and March respectively. Payment for purchases will be made after lag of one month. Out standing account of purchases in December last are 22,000/-.
- 3) The rent per month is 5,000/- and his personal withdrawals are 5,000/- per month.
- 4) Salaries and other expenses paid in cash are expected to be 15,000/-, 18,000/-, 20,000/- in Jan., Feb. and March respectively.
- 5) He plan to buy furniture worth Rs. 25,000/- in February on cash.
- 6) The cash balance present is Rs. 5,000/- his target cash balance is Rs. 8,000/-, what will be the surplus/deficit of cash in relation to his target cash balance ?

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

14

- 1) Modes of Reporting.
- 2) Financial Audit.
- 3) Zero based Budget.



3. Attempt (**any 2**) : **14**

- 1) Internal Audit.
- 2) Elements of Management Control System.
- 3) MST Limited has collected the following data for its activities. It calculates activity cost rates based on cost driver capacity.

Activity	Cost driver	Capacity	Cost
Power	Kilowatt hours	50000 Kilowatt hours	Rs. 2,00,000
Quality Inspection	Number of Inspections	10000 Inspection	Rs. 3,00,000

The company makes three products M, S and T for the year ended March 31, 2004, the following consumption of Cost drivers was reported :

Product	Kilowatt hours	Quality Inspections
M	10,000	3,500
S	20,000	2,500
T	15,000	3,000

Compute the costs allocated to each product from each activity.

4. Attempt (**any 2**) : **14**

- 1) Nestle Ltd. has prepared the following sales budget for the first five months of 1998.

January	10800 units
February	15600 units
March	12200 units
April	10400 units
May	9800 units

Inventory of finished goods at the end of every month is to be equal to 25% of sales estimate for the next month. On 1st Jan. 1998, there were 2700 units of product on hand. There is no work in progress at the end of any month. Prepare the production budget from Jan. to April.

- 2) Types of Variance.
- 3) Management Control System in Non Profit Organization.

5. Explain the objectives of management Accounting. Also explain the difference between Management Accounting and Financial Accounting. **14**



6. Using the following information, calculate labour cost variance, Labour rate variance, Labour efficiency and idle time variance :

Standard Hours : 5000

Standard Wage Rate : Rs. 4 per hour

Actual Hours : 6000

Actual Wage Rate : Rs. 3.50 per hour

Total time lost on account of machinery breakdown : 300 hours.

14

7. Following information has been made available from the cost records of a company, manufacturing spare parts :

Particulars	Per Unit
Direct material	
X	Rs. 8
Y	Rs. 6
Direct wages	
X	24 hours @ 25 paisa per hour
Y	16 hours @ 25 paisa per hour
Variable Overheads	150% of wages
Fixed Overheads (total)	Rs. 750/-
Selling Price	
X	Rs. 25
Y	Rs. 20

The directors want to be acquainted with the desirability of adopting any one of the following alternatively sales mixes in the budget for the next period :

- a) 250 Units of X and 250 Units of Y
- b) 400 Units of Y
- c) 400 Units of X and 100 Units of Y
- d) 150 Units of X and 350 Units of Y

14



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M.B.A. – II (Semester – III) (CBCS) Examination, 2018
Paper – XVIII : BUSINESS ETHICS

Day and Date : Saturday, 5-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

1. Analyze the following case :

14

Hindustan Lever Limited (HLL) is a premier Fast Moving Consumer Goods (FMCG) company operating in India. Its various products have been categorized into three broad groups – home and personal care, food and beverages, industrial and agricultural. Lifebuoy is the brand name of toilet soap manufactured and marketed by HLL. This soap is positioned as a means for improving health and hygiene.

In order to increase health and hygiene in rural India, HLL launched a five year Lifebuoy Swasthya Chetna (LSC) Programme in 2020 in eight states across India. The Objective of this programme was to educate around 200 million people in rural areas about the importance of health and hygiene practices. The programme aimed to debunk the misconception that ‘visibly clean is safe clean’. It spread awareness about germs and their adverse impact on health, and how proper health and hygiene practices, such as bathing and washing hands with soap could prevent diseases like diarrhoea, the second largest cause of death among children in India.

P.T.O.



The LSC Programme was implemented in various phases. In initial phase, HLL executives interacted with school children and other influences like medical practitioners and panchayat members. People were educated about health and hygiene practices through lectures, demonstrations, use of visual aids and quizzes. The programme used media vehicles like cinema vans, wall paintings, weekly markets, fairs and festivals. The programme was later extended to parents and other adults. The messages on health and hygiene were reinforced through regular contact programmes. Finally, children and parents were recruited as volunteers to start health clubs that would help sustain the health and hygiene awareness. At this state, LSC programme involved local community in the programme so that the beneficiaries saw this as their own programme and felt a sense of ownership.

For making LSC programme successful, HLL had committed Rs. 240 million to be spent over a period of five years. By the end of 2006, HLL had covered around 27,000 villages across the country. According to the company, LSC programme was not a philanthropic activity, but a marketing programme with a social benefit. HLL sought to grow the Lifebuoy brand in India by attracting those consumers who never used soap. In the process, the company sought to bring about a behavioural change by convincing people to use soap. In the process, the company sought to bring about behavioural change by convincing people to use soaps more frequently, thus creating more users for its brands.

On April 7, 2006 on the occasion of World Health Day, the Department of post of Government of India released a special Lifebuoy Swasthya Chetna Postal Cover, making Lifebuoy the India's first brand to be featured on a postal cover. The special cover was released in recognition of the work done by HLL to increase awareness of health and hygiene in rural India.

Questions :

- 1) Comment on the social responsiveness of HLL that is reflected in Lifebuoy Swasthya Chetna Programme.
- 2) In what way, will this programme benefit to the society ?



2. Write short note (**any two**) : 14
 - a) Environment pollution.
 - b) Corporate Governance in India.
 - c) Forces inducing social responsibility.

 3. Write short note (**any two**) : 14
 - a) Importance of values.
 - b) Principles of business ethics.
 - c) Situational influences on ethical decision making.

 4. Write short note (**any two**) : 14
 - a) Ozone depletion.
 - b) Ethics in information technology.
 - c) Ethical decision making models.

 5. What are business ethics ? Describe in detail nature and need of business Ethics. 14

 6. “Profit is a major but not the sole criterion of the success of business organizations.” Discuss the statement. 14

 7. Explain in detail how ethics play significant role in finance and accounting. 14
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M.B.A. (Part – II) (Semester – III) Examination, 2018
Group – A : Marketing Management (Paper – I)
Paper – XIX : PRODUCT AND BRAND MANAGEMENT (CBCS)

Day and Date : Monday, 7-5-2018

Max. Marks : 70

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

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

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

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

1. Case Study.

14

It was a new millennium that they entered, but it was the same old challenge that Royal Enfield faced. Royal Enfield was squarely staring at a loss of Rs. 20 crores. They knew that they had one last chance to turn it around and if they got it wrong they would surely be doomed to a shutdown. They faced a battle on many fronts. Their bikes had Quality Control issues; complaints about engine seizures, accelerator or clutch cables snapping, electrical failures and oil leakages had become commonplace. Casual and die-hard customers also agreed that the bikes were too heavy, difficult to maintain, had questionable ergonomics and a daunting kick-start mechanism. For an iconic brand that has been around for over 100 years, making them the longest running motorcycle brand in the world, riding into a new millennium was proving to be a bumpy road.

Royal Enfield was repeatedly incurring losses and sales had dropped to 2,000 units a month against the plant's installed capacity of 6,000. The losses were mounting and the situation was becoming untenable. It took the will of one loyal fan that counted to make a difference. Siddhartha Lal, a member of the Delhi-based Lal family and promoter of the Eicher group of companies, vociferously stated that Royal Enfield deserved another chance and the board reluctantly agreed! In Lal's own words, the board gave him a chance because "the business was doing so badly it could hardly get any worse".

By modernizing the bikes to appeal to a wider, newer customer base, the brand could thrive in a new era. But by doing so, existing Royal Enfield customers could well be alienated since they wanted their Bullets to be just the way they had always been. The Royal Enfield desperately needed a makeover, but many elements made them unique, such as its cast Iron engine that created its distinctive sound and thrum. However, its ancient architecture was also responsible for oil leaks and subsequent seizing, issues a modern aluminum engine would solve. Critically, making the move would see the character of the old engine vanish, which Royal Enfield customers loved.



For the greater good, the move to migrate to newer-generation engines was made while retaining the look of the iconic bike. International sound mapping experts were consulted and over 1,000 hours, they recreated the feel of the original engine but more importantly, the new engine was more reliable, 30% more fuel efficient and 30% more powerful too. It was an instant hit. The Royal Enfield team kicked on and shop floor processes were fine tuned, while suppliers were exhorted to improve quality levels in an effort to improve the ownership experience. Slowly, the tide turned. Reliability improved and by 2008 dealers were reporting lower workloads and warranty claims fell sharply too. Malfunctioning of the sprag clutch, for instance, dropped from 5% in 2005/06 to 0.2% in 2010/11. Royal Enfield also began conducting marquee rides to promote leisure biking as they positioned the bike distinctively.

Analyze the case, Identify Problems, Generate Alternative solutions and Suggest the best solution.

2. Write short notes (**any two**) : **14**
 - a) BCG matrix
 - b) Brand Life Cycle
 - c) Product Levels
3. Write short notes (**any two**) : **14**
 - a) Benefits of branding
 - b) Brand Ambassadors
 - c) Product Line decision
4. Write short notes (**any two**) : **14**
 - a) Brand image
 - b) Brand Repositioning
 - c) Brand leveraging.
5. Define and explain product. Discuss the product life cycle with strategies applied in each phases. **14**
6. Discuss the Qualitative techniques used to measure brand equity. **14**
7. Explain the strategic brand management process in detail. **14**



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M.B.A. (Part – II) (Semester – III) (CBCS) Examination, 2018
Group – B : FINANCIAL MANAGEMENT (Paper – 1)
Paper XIX : Indian Financial System

Day and Date : Tuesday, 8-5-2018

Max. Marks : 70

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

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

1. Case study :

14

Mr. Prakash age 34 earns monthly 50,000 his monthly expenses are around 30,000 per month. He has wife (house wife) and two childrens as dependent. Presently he is having investment only in the form of fixed deposits. But he always fears about dependents life after his death. Therefore, he wants to insure his dependents life by taking proper Insurance Policy. But he is not aware about various insurance policies, its features, merits, demerits and role of IRDA. As the insurance advisors kindly explain the following to Mr. Prakash.

- 1) Meaning and Type of Life Insurance Policies. **5**
- 2) Importance of taking Life Insurance Policies. **4**
- 3) Functions or Role of IRDA in Insurance Sector. **5**

2. Attempt (Any 2) :

14

- 1) Book Building Process.
- 2) Functions of SEBI.
- 3) Components of Formal Financial System.



3. Attempt (**Any 2**) : **14**
- 1) NBFC.
 - 2) Types of Mutual Funds.
 - 3) NASDAQ.
4. Attempt (**Any 2**) : **14**
- 1) Types of orders on stock exchange.
 - 2) Functions of RBI.
 - 3) Core Banking.
5. Explain in detail the role of various agencies involved in primary market. **14**
6. Write in detail about overview of IFS (Pre Independence, Pre and Post 1991).
Also explain some recent developments in financial system in India. **14**
7. Explain the features of money market and also explain any 4 instruments of money market. **14**
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M.B.A. – II (Semester – III) (CBCS) Examination, 2018
Gr. E : PRODUCTION AND MATERIALS MANAGEMENT (Paper – XIX)
Purchasing and Inventory Management

Day and Date : Tuesday, 8-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

1. Analyze the following case :

14

Sure Service Inc., is a distributor of automobile parts. With no manufacturing capability, the firm purchases all the products it sells, assembles and repackages. Sure Service Inc., does have extensive inventory and final assembly facilities. Among its products are carburetors and ignition kits. The profit have fallen considerably and customer's service levels have declined, with late deliveries now exceeding 25% of the orders. Also, the customer returns have been rising at a rate of 3% per month.

Phis Harris, Vice President of sales, claims that most of the problem with the assembly department. According to him, Sure Service has accurate bill of material including what goes into each product and it is not producing the proper product mix. He also believe that, the firm has poor quality control, low productivity and as a result its costs are too high.

The finance manager Tom Dick, believes that problem are due to investment in wrong inventories. He thinks that marketing has too many options and products. Dick also thinks purchasing department buyers have been hedging their inventories and requirements with excess purchasing commitments.

Assembly manager John Abraham says that the symptom that they have a lot of parts in inventory, but no place to assemble them in the production schedule. When they have the right parts they are not very good, but they use them any way to meet the schedule.

John Burton, purchase manager has the opinion that purchasing has not let



down Sure Service Inc. He has stuck by his old suppliers, used past data to determine requirements, maintained what he views as excellent prices from suppliers and evaluated new sources of supply with a view toward lowering cost. Where possible, John Burton reacted to the increases pressure for profitability by emphasizing low cost and early delivery.

As president of Sure Service Inc., you must get the firm back on a course toward profitability.

Questions :

- 1) Identify both the symptoms and problems at Sure Service Inc.
 - 2) What specific changes would you implement ?
 2. Short note (Write **any two**) : **14**
 - a) Value analysis
 - b) Zero inventory concept
 - c) Discuss some key functions of materials management.
 3. Short note (Write **any two**) : **14**
 - a) Quantitative methods of forecasting
 - b) Discuss the role of standardization in stores management.
 - c) Discuss the major reasons for global sourcing.
 4. Short note (Write **any two**) : **14**
 - a) Specification.
 - b) What is “bills of materials” ? What is its relevance in materials planning ?
 - c) Outline organization structure for purchasing.
 5. What is “purchase cycle” ? What are the activities constituting a typical purchase cycle ? **14**
 6. What is material requirement planning ? Explain the factors on which successful implementation of MRP depends. **14**
 7. What do you mean by “make or buy analysis” ? Discuss the factors influencing make or buy decisions. **14**
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**M.B.A. (Part – II) (Semester – III) (CBCS) Examination, 2018
Group C : HUMAN RESOURCE MANAGEMENT (Paper – I)
Strategic Human Resource Management (Paper – XIX)**

Day and Date : Friday, 11-5-2018
Time : 10.30 a.m. to 1.00 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.

14

Cold War for Strategic Appraisal

Deccan Electronics Pvt.Ltd. recently diversified its business activity and started computer. The company has advertised for the post of commercial manager at computer department. Among the all applicants Mr. Bhuvan is found to be more suitable for the position than other candidates. But Mr. Bhuvan joined in a new post as Joint General Manager, a post below the cadre of General Manager in the company position based on his performance. Mr. Nayan the Deputy General Manager in the company. Mr. Bhuvan ready to join that post viewing that he will be the considered for General Manager position based on his performance. Mr. Nayan the Deputy General Manager of the company and one of the candidates for General Manager's position was annoyed with the Management's practice. But, he wanted to show his performance record to the management at the next appraisal meeting. The management of the company asked to Mr. Kapoor, General Manager of Television Division to be the General Manager in charge of Computer Division for some times, until a new General Manager is appointed. Mr. Kapoor wanted to switch over the Computer Division in view of the prospects, prestige and recognition of the position among the top Management of the company. He viewed this assignment as a chance to prove his performance.

The company has a system of appraisal of the superior's performance by the subordinates. The performance of the Deputy General Manager, Joint General Manager each has to be appraised by the same group of the subordinates. Mr. Nayan and Mr. Kapoor know very well about the system and its operation,



competing with each other in convincing their subordinates about their performance and used all sort of techniques for pleasing them like promising them a wage hike, transfers to job as per their interest, promotion etc. However, these two officers functioned in collaboration with a view to pull down Mr. Bhuvan. They openly told their subordinates that a stranger should not occupy the chair. They created several groups among employees like Pro-Nayan Group, Pro-Kapoor Group, Anti Bhuvan and Kapoor Group, Anti Nayan and Anti Bhuvan Group.

Mr. Bhuvan had been watching the proceedings calmly and keeping the top management in touch with all these developments. However, Mr. Bhuvan has been quite work conscious and top management found his performance under such a political atmosphere to be satisfactory. Mr. Bhuvan pleasing manners and the way of maintaining human relations with different levels of employees did, however, prevent the emergence of and Anti Bhuvan wave in the company. But in the view of political atmosphere within the company, there is no strong Pro-Bhuvan Group either.

Management administered the performance appraisal techniques and the subordinates appraised the performance of all these three managers. In the end surprisingly, the workers assigned the following overall scores, Bhuvan : 560 points, Kapoor : 420 points, Nayan : 260 points.

Questions :

- 1) Analyze the case.
- 2) How do you evaluate the employee's appraisal in this case ?
- 3) Do you suggest any techniques to avert politics creeping in to the process of performance appraisals by subordinates ?

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

- 1) Traditional HR Vs Strategic HR.
- 2) KRA.
- 3) Multiskilling.

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

- 1) Role of line and HR Manager in selection.
- 2) Succession Planning.
- 3) Objectives of ESOPs.

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- 4. Short notes (**any two**). **14**
 - 1) Role of Strategic Human Resource Management.
 - 2) Factors affecting design process.
 - 3) Selection Instruments.
 - 5. Define Strategic Human Resource Management. And explain barrier to SHRM . **14**
 - 6. Define Human Resource Planning and its process with diagram. **14**
 - 7. Focus on Changing Environment and explain External Environment in detail. **14**
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M.B.A. (Part – II) (Semester – III) (CBCS) Examination, 2018
Gr. F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT (Paper – I)
Paper – XIX : Fundamentals of Agriculture and Co-Operative Management

Day and Date : Friday, 11-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. 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 :

Pomegranate has been identified as a crop with the potential to be very profitable for smallholder and commercial farmers in Solapur District considering drought prone nature and barren lands. However, small farmers are facing several problems in managing 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. Ashwini Biotech and Cooperative (India) Ltd. (ABCL) was formed in 2011 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 ABCL, would not have access to export markets. A domestic market for the pomegranate has emerged that works through sales channels such as malls, agri markets, market vendors and supermarkets. ABCL managed to mobilize stakeholders along the value chain, including input suppliers, growers (15 larger pomegranate 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 carrying out of core quarantine functions. Since ABC 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 **(any two)** : 14
- 1) Classification of land.
 - 2) Causes of plant diseases.
 - 3) Cropping Pattern.
3. Write short notes on **(any two)** : 14
- 1) Primary Co-operative Credit Societies.
 - 2) Marketing Co-operatives.
 - 3) Principals of co-operation.
4. Write short notes on **(any two)** : 14
- 1) Types of soil Erosion
 - 2) Regional Rural Banks
 - 3) Consumers Co-operatives
5. Define the concept cooperation in agriculture and explain growth of co-operative movement in India. 14
6. Explain in detail different Co-operative Banks at Different Levels in Maharashtra. 14
7. Define agricultural labour. Explain in detail various programs for agricultural labour. 14



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M.B.A. – II (Semester – III) (CBCS) Examination, 2018
Group – G : INTERNATIONAL BUSINESS
Paper – XIX : International Business Environment (Paper – I)

Day and Date : Friday, 11-5-2018

Total Marks : 70

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

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

1. Analyze the following case :

Most of the world's largest airlines are in one of the five major international alliances through which they combine routes, sales, airlines terminal services, etc. The four largest of these alliances *are-Star Alliances* (United Airlines of the US, Lufthansa of Germany, Scandinavian Airline System, Air Canada, Varig of Brazil, Thai Airlines, Air New Zealand and Ansett Australia); *Oneworld* (British Airways, American Airlines, Cathay Pacific of Hong Hong, Canadian Airlines, Quantas of Australia, Iberia of Spain and Finnair (Finland)); *Wings* (KLM of the Netherlands, Continental Airlines of the US and Alitalia of Italy); and an alliance between Delta Airlines of the US, Swissair, Austrian Airlines and Sabena of Belgium, Some of these airlines also hold ownership in other airlines (for example, KLM has partial ownership in Alitalia).

These alliances enable airlines to code-share, (i.e., sell tickets to destinations served by their alliance partners), cooperate on sales, share airport lounges, purchase airport services jointly, coordinate aircraft use, share information and also share each other's frequent flyer programmes. Such alliances also bring benefits to passenger tickets, extended frequent flyer schemes and other facilities. In fact, these alliances have blurred the competitive distinctions



among the major international airlines. The airline industry is actually unique in the sense that its need to form collaborative arrangements has been important almost since the beginning of international air travel because of regulatory, cost, capability and competition factors.

Almost all countries in the world see airlines as a key industry in which they want domestic service to be controlled by national airline companies. For example, the United States based airlines the right to carry all passengers between domestic destinations. The go also limits foreign ownership in US-based airlines to 25 per cent of voting equity and 49 per cent of total equity. Many countries have ensured national control through whole or partial go ownership of airlines. Examples are KLM, Lufthansa, Iberia and Thai Airways.

Almost all countries agree on exercising rights and controls through treaties to give equal treatment to each country's airlines. The International Air Transport Association (IATA) comprises almost all the world's carriers. Due to extensive governmental ownership of airlines, governments comprise of majority of the memberships. IATA is primarily concerned with global air safety standards. Sometimes, it also imposes restrictions on competition on routes by enforcing uniform fares, meal service and baggage allowances.

Capability and cost, among others, are two contributory factors for formation of inter strategic alliances. Many international airlines have gone for collaborative arrangements to complement their route structures and capabilities. Some airlines have acquired critical ca in certain airports- sharing these capabilities with other airlines, distributes costs. For example KLM has, for long, been handling passenger check-in, baggage loading and maintenance for a number of the other airlines in Amsterdam. Other agreements commonly cover the use of gates, ground equipment such as generators and commissary services. Airlines also sometimes sublease aircrafts to each other to reduce overheads.

Privatization has been one of the factors for force for formation of alliances. For ex privatized airlines such as British Airways and Air Canada can no longer look to their governments for support. They have to devise their own ways to be competitive internationally. Simi privatization in Eastern Europe and



Latin America has enabled foreign airlines to take stakes in airlines of those countries/regions. Similarly, de-regulation of airlines in the US and European Union have prompted airlines to find new ways or methods to compete in the international arena.

High cost of maintenance and reservation systems has led to some of the recent collaborations. Swissair, Lufthansa and Guinness Peat Aviation are partners in a maintenance centre in Ireland. United Airlines, British Airways, US Airways, Swissair, Alitalia and Air Canada share ownership in Covia which operates/ services the Apollo reservation system. United Airlines, US Airways, Bri-Airways, Alitalia, Swissair, KLM, Olympic, Austrian Airlines, Aerlingus, Sabeno and TAP Air Portugal have established another reservation system named as Galileo.

A number of airlines have entered into marketing agreements to complement their route structures and reduce competition. For example, continental handles SAS's operations in its New York facilities, and a large proportion of SAS traffic from New York to Scandinavia comes from continental connections. Continental also contracted SAS to help improve its in-flight service. The joint use of facilities within alliances may be the course for the future for international airlines.

A problem with marketing agreements on route structuring, however, is that the connections from one airlines to another are shown as separate route codes in reservation systems, and this means change of airlines during the travel. This worries or discourages passengers . Some airlines, however, have overcome this problem. When KLM collaborated with Northwest, the two airlines were able to secure the same route codes on their connecting flights. Northwest's ticket counters show KLM logo as well. The alliance gives Northwest service to about eighty European cities. The two airlines have come as close as possible to a merger without actually making it.

Management of strategic alliances, Partnerships and networks of international airlines sometimes poses problems. Because of proliferation of alliances, relationships are sometimes interwoven among so many airlines that it is



difficult to ascertain whether companies are competing, cooperating or colluding. Management may find it very hard to be cooperative say, in joint maintenance agreements while competing directly on some routes. When KLM and Northwest collaborated, it was expected that KLM would help Northwest in improving its service; but the two organizations could not work well together because of entrenched Northwest employees who would not cooperate. This happens often because of cultural barriers.

- a) Analyze the case
 - b) Identify the problem.
 - c) Generate possible alternatives
 - d) Choose the best alternative.
2. Write short note **(any two)** :
- a) Differences between international business and national business.
 - b) Non-Tariff Barriers.
 - c) The recent globalization trends and their impact on world economies.
3. Write short note **(any two)** :
- a) Countertrade
 - b) Global strategy issues and ethics
 - c) Differentiate between licensing and franchising.
4. Write short note **(any two)** :
- a) Challenges of globalization.
 - b) Factors influencing a market entry strategies
 - c) Functions and role of World Bank.
5. What are the reasons for growing dominance of MNC's ? Discuss the role of MNCs in India.
6. What is free trade concept ? How global efficiency be increased through free trade ?
7. Explain the process of internationalization and the important variables in the internationalization system.
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M.B.A. (Semester – III) (CBCS) Examination, 2018
MANAGEMENT INFORMATION SYSTEM
Group D – Systems Management (Paper – I)

Day and Date : Friday, 11-5-2018
Time : 10.30 a.m. to 1.00 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, provide alternate and best solution for the same.

14

ABC is one of the largest companies in America. It is definitely the largest retailer, both in terms of the number of stores and the level of sales. By pushing suppliers to continually reduce costs, ABC is known for pursuing low prices and the stores often attract customers solely interested in lower prices. With ABC's expansion into groceries, the company has become the largest retail grocer in America. Even by 2002, over 100 million Americans visit a ABC store in a given week.

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

- 1) run a centralized operation
- 2) use common platforms, and
- 3) "be merchants first and technologists second." Turner emphasizes the importance of matching IT to the business needs – and simplifying all tasks.

Even as early as 2002, ABC was working on RFID. With an effort to reduce costs per chip, the ultimate goal was to replace bar codes with RFID chips. Even using the chips at the warehouse level would make it easier and faster to identify and route packages. Even in the store, finding products can be a problem. Carolyn Walton, an analyst noted that when she was working on the floor, it once took them three days to find a box of a specific hair spray in the back room – resulting in lost sales. If the box had been tagged with RFID, it could have been found in minutes with a hand-held scanner.

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ABC also spends a considerable amount of time in the research labs of its technology partners – working with universities and companies to see which technologies will be useful and how they might be modified to apply to ABC's problems.

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

A secondary benefit of the centralized approach is that the data warehouse (RetailLink) is provided to the suppliers – who can also monitor sales in real time to help them plan production runs. The system also enables them to track the status of ships through the distribution centers to the retail stores. Providing another set of eyes and analysts in tracking sales and shipments.

By 2010, ABC was processing over one million customer transactions an hour; generating databases estimated to contain at least 2.5 petabytes.

In 2011, ABC appears to have shifted part of its online strategy. Two leading managers, Raul Vazquez in charge of global e-commerce in developed markets and Steve Nave, who ran the California-based ABC.com left the company. The company also announced that it was ending the sale of downloaded music (a step they had also taken years before). Part of the restructuring appears to shift e-commerce responsibility to managers in individual nations. Regional managers were appointed to be in charge of nations within specific sectors, such as Latin America, Asia and Europe.

2. Write short notes on **any two** of the following.
 - a) Human Resource Information System.
 - b) Executive Support System.
 - c) Need to Knowledge Managment.

14



3. Answer **any two** of the following. **14**
- a) Explain the principle causes of information system failure.
 - b) Define and describe difference in Computer and Information System literacy.
 - c) Explain the devices and tools for interaction with MIS.
4. Answer **any two** of the following. **14**
- a) Describe data resource management and advantages of database management system.
 - b) Explain the strategic role of information system.
 - c) Explain role and importance of information systems.
5. Explain in detail the Marketing Management Information System and the flow of data of Marketing Management Information System along with inputs and analysis in the system. **14**
6. Explain in detail the Group Decision Support System with its role and benefits in the organization. **14**
7. Explain the difference between the terms data, information and knowledge. Also explain the types of knowledge and the need of knowledge management. **14**
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M.B.A. – II (Semester – III) (CBCS) Examination, 2018
Group A : MARKETING MANAGEMENT Paper – II
Paper – XX : Sales and Strategic Marketing

Day and Date : Saturday, 12-5-2018
Time : 10.30 a.m. to 1.00 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

Impact of Just Having a Sales Manager

Braveheart Sales Performance was engaged by a client where the CEO was trying to manage the sales team.

Opportunity the CEO had little time to spend with the team and was unfocused. The sales results were less than ideal and the CEO was frustrated. The CEO turned to Braveheart for guidance.

Approach Braveheart was engaged to provide outsourced sales management while also providing training and development to help the sales reps improve their execution. Braveheart began by completing a deepdive analysis of the sales organization including the people, processes and systems to determine what skill sets and behaviors were necessary to have the greatest impact the quickest.

Recommendation based on the analysis completed, Braveheart acted as the outsourced sales manager and provided targeted coaching on a regular basis to the individual sales reps while also conducting weekly group sales meetings. Additionally, Braveheart provided sales development and coaching to the entire team and helped create a sales infrastructure and process and refined the reporting package enabling all to focus on leading indicators. Braveheart also helped the CEO locate and hire new sales reps and ultimately recommended that a full-time sales manager be hired. We helped with the interviewing and screening of the manager hire.



Results there were four major results from these efforts. (1) The CEO was able to focus his attention on other areas of the business that required significant time and energy, knowing that the sales team was executing (2) The most veteran salesperson had her best sales year ever of working for the company for twenty years (3) When the permanent sales manager was hired the processes, systems and infrastructure were all in place, allowing the CEO to hire a purely execution driven sales manager as opposed to a higher-level strategist, saving the company time and money. (4) The permanent sales manager was able to slip into a routine and rhythm that was already established and familiar to the sales people so transition was easy and there were few distractions.

2. Write a short note on following (**any two**) : **14**
 - A) Personal selling and relationship management.
 - B) Green marketing.
 - C) Contextual marketing.

 3. Write a short note on following (**any two**) : **14**
 - A) Sales meeting.
 - B) Porter's three generic competitive strategies.
 - C) Ambush marketing.

 4. Write a short note on following (**any two**) : **14**
 - A) Sales budget.
 - B) e-Business.
 - C) Promotional strategies for social websites.

 5. Express in brief the concept sales organization ? Describe different structures of sales organization. **14**

 6. What is the nature and role of sales management in marketing management ? **14**

 7. Write brief about strategic marketing. What are the offensive and defensive competitive strategies. **14**
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M.B.A. (Part – II) (Semester – III) (CBCS) Examination, 2018
Group – B : FINANCIAL MANAGEMENT (Paper – II)
Paper – XX : Strategic Financial Management

Day and Date : Monday, 14-5-2018

Max. Marks : 70

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

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

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

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

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

1. The Western Company's most recent Balance Sheet is as follows : 14

Liabilities	Rs.	Assets	Rs.
Equity Capital (Rs. 10 per share)	80,000	Fixed Assets	2,00,000
10% Long Term debt	1,00,000	Current Assets	1,00,000
Retained Earnings	40,000		
Current Liabilities	80,000		
	3,00,000		3,00,000

The Company's total assets turnover ratio is 2.5, its fixed operating costs are Rs. 1,25,000 and the variable operating cost ratio is 30%. The income tax rate is 40% percent.

- a) Calculate all three types of leverages.
- b) Determine the likely levels of EBIT if EPS is
 - i) Rs. 2
 - ii) Rs. 1
 - iii) Zero.



2. Write short note on **(any 2)** : **14**
- 1) Lease Vs Hire Purchase
 - 2) Need for Compensation Management
 - 3) Net Income Approach.
3. Write short note on **(any 2)** : **14**
- 1) Implementation of VRS
 - 2) Economic Value added approach
 - 3) Importance of cost of capital.
4. Attempt **(any 2)** : **14**
- 1) Modigliani Miller Approach
 - 2) Innovative Financial Engineering
 - 3) Royal Ltd. is planning to issue 14% Perpetual preference shares face value of Rs. 100/- each. Flotation cost is estimated to be at 4%. Compute cost of preference if they are issued at
 - a) Face Value
 - b) 10% Premium
 - c) 5% discount
 - d) Also compute cost of preference for above all three situation with dividend tax of 5%.
5. What do you understand by Strategic Wage Management ? State its need and essentials of good wage policy. **14**
6. Explain various forms of corporate restructuring. Elaborate in detail Mergers and Acquisition as growth strategy. **14**



7. From the following Balance Sheets of M/s Krishna Ltd. You are required to prepare a schedule of changes in Working Capital and Statement of Funds Flow :

14

Liabilities	2009 Rs.	2010 Rs.	Assets	2009 Rs.	2010 Rs.
Capitals			Fixed Assets		
10% Preference shares	1,00,000	1,10,000	Machinery	2,00,000	2,30,000
Equity shares	2,20,000	2,50,000	Buildings	1,50,000	1,76,000
Share Premium	20,000	26,000	Land	18,000	18,000
Profit and Loss	1,04,000	1,34,000	Current Assets		
12% Debentures	70,000	64,000	Cash	42,000	32,000
Current Liabilities			Debtors	38,000	38,000
Creditors	38,000	46,000	Bills Receivable	42,000	62,000
Bills Payable	5,000	4,000	Stock	84,000	98,000
Provision for tax	10,000	12,000			
Dividends payable	7,000	8,000			
	5,74,000	6,54,000		5,74,000	6,54,000



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M.B.A. (Part – II) (Semester – III) Examination, 2018
Group E – PRODUCTION AND MATERIALS MANAGEMENT (Paper – II)
(Paper – XX)
Logistics and Supply Chain Management (CBCS)

Day and Date : Monday, 14-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. Case Study :

Deere & Company (brand name John Deere) is well known for the manufacture and supply of machinery used in agriculture, construction and forestry, as well as diesel engines and lawn care equipment. In 2014, Deere & Company was listed 80th in the Fortune 500 America's ranking and in 2013 was 307th in the Fortune Global 500 ranking.

Deere & Company has a complex product range, which includes a mix of heavy machinery for the consumer market and industrial equipment which is made to order. Retail activity is extremely seasonal, with the majority of sales made between March and July.

The company was replenishing dealers inventory on a weekly basis, by direct shipment and cross-docking operations, from source warehouses located near Deere & Company's manufacturing facilities. This operation was proving too costly and too slow, so the company embarked on an initiative to achieve a 10% supply chain cost reduction over a four-year period. The company undertook a supply chain network redesign program, resulting in the commissioning of intermediate "merge centers" and optimization of cross-dock terminal locations.

Deere & Company also began consolidating shipments and using break-bulk terminals during the seasonal peak. The company also increased its use of third party logistics providers and effectively created a network which could be tactically optimized at any given point in time. Deere & Company's supply chain cost management achievements included inventory reduction of \$1 billion, a significant reduction in customer delivery lead times (from ten days to five or less) and annual transportation cost savings of around 5%.

Analyse the case, identify problem, suggest alternatives and identify best alternative.

SLR-CW – 47



2. Write short notes on **(any two)** : **14**
- a) Principles of Supply Chain Management.
 - b) Lean Supply Chain Management.
 - c) Packaging Materials.
3. Write short notes on **(any two)** : **14**
- a) 3PL and 4PL service providers.
 - b) Supply chain as competitive advantage.
 - c) Role of Logistics in Management.
4. Write short notes on **(any two)** : **14**
- a) MRP as tool to control dependent demand inventory.
 - b) Inventory Management in Global Supply Chain Management.
 - c) Transport Cost Considerations.
5. Discuss warehousing decisions. Describe in detail layout and design principles of warehouse. **14**
6. Discuss in detail role and importance of IT in supply chain management. **14**
7. What are the objectives of transport in logistics ? Discuss transportation strategy. **14**
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M.B.A. (Part – II) (Semester – III) (CBCS) Examination, 2018
Paper – XX : Group – C : HUMAN RESOURCE MANAGEMENT
Paper – II : Training and Development

Day and Date : Thursday, 24-5-2018

Total Marks : 70

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

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

1. L.R.K. Limited is a leading 20 years old pharmaceutical company functioning in Bangalore, dealing with the manufacturing and selling of drugs in large scale. There are about 1000 people working in different areas like production : Quality Control Department, Packaging Section, HR Dept. and Administration with a manager in-charge in each functional area. Mr. Joseph, the Managing Director of this had taken many steps to develop the business and showed interest in international marketing and introduced much new combination with latest technology.

14

Mr. Rajesh is a Senior Human Resource Quality Manager working from the initial days and knowing all the techniques and procedures related to manufacturing and industry related works. He also has very close contact with the managing director and takes a vital role in many decisions. Mr. Varma joined as a new HR Manager to assist Mr. Rajesh recently. He had done a post graduate diploma in personnel management and Ph.D. in training and development. He visited many industries in foreign countries and participated in several training programs in latest interest.

The All India Pharmaceuticals Manufacturers Association decided to organise an international workshop on training and development in December 2003 at New Delhi. An offer was given to L.R.K. pharmaceuticals to organise the workshop for three days. The main objectives of the workshop are to train the staff towards latest manufacturing technology, selling skills in the marketing, executive development programs to meet the international standards.



The managing director had a meeting with top level executives and decided to give the opportunity to either Mr. Rajesh, Senior HR Manager or to Mr. Varma, new HR manager to organise the workshop in a determined way. One is very experienced and another is well qualified in the latest technology.

Questions :

- 1) Analyse the case.
 - 2) Identify the problem.
 - 3) Identification of alternatives.
 - 4) Choose the best solution.
2. Write short answers (**any 2**) : **14**
- 1) Difference between Training and Development.
 - 2) Kirkpatrick's Model of Training Evaluation.
 - 3) Types of Anchors.
3. Write short answers (**any 2**) : **14**
- 1) Importance of Training.
 - 2) Career Stages.
 - 3) Pre-Training and Post-Training Evaluation.
4. Write short answers (**any 2**) : **14**
- 1) Cross cultural training.
 - 2) Video conferencing.
 - 3) Promotions and transfers.
5. Define Management Development. Elaborate the objectives and techniques of management development. **14**
6. Modern methods of training are more efficient and comfortable for smooth and efficient working of the organisations. Justify the statement. **14**
7. What is Organisational Development ? Explain the process of Organisational Development. **14**
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M.B.A. – II (Semester – III) (CBCS) Examination, 2018
Group F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT (Paper – II)
Paper – XX : Agricultural Marketing

Day and Date : Thursday, 24-5-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. Case study.

14

Marketing is the performance of all business activities involved in the flow of goods and services from the point of initial agricultural production until they are in the hands of the ultimate consumer (Khol, 1967). Agricultural marketing system in broader terms may be defined as physical and institutional setup to perform all activities involved in the flow of products and services from the point of initial agricultural production until they are in the hands of ultimate consumers. Rural market systems play a crucial role in the economic development of the area they serve. It is through the marketing systems that goods articulate and complete the circle from production to ultimate consumption. Produce change hands from the point of production to the destination of ultimate consumption. The longer the route from production to consumption, the higher becomes the price range of goods. Higher the price range lesser is the profit of the primary producer.

Marketing for consumption starts from wholesalers to consumers through retailing. However, the nature of the system will vary according to the type of produce. Goods produced in factories need a different marketing system. In this case, the process of collection is very short as the goods are produced in large quantity at a single point. It needs a chain of agencies, wholesalers, distributors and retailers, etc. In case of agricultural products, the process of collection may need a longer chain. It is because agricultural production is scattered. From farm to wholesalers, there is a wider spatial gap. Most agriculturalists produce a small surplus. The scattered nature of the produce necessitates several channels of collection. Agricultural produce may reach the collection point through farmers themselves, through small traders who act as collecting agents, through these rural markets, through public collecting agencies, etc. It is here that the role of these small but effective trading points (rural markets) is highlighted. These markets, therefore, act



as magnates for attracting horizontal and vertical trade. Through horizontal trading, the process of collection starts. The process of collection and distribution of goods is organised through what is termed as marketing system.

An efficient marketing system ensures higher levels of income for the farmers reducing the number of middlemen or by restricting the cost of marketing services and the malpractices. It guarantees the farmers better prices for farm products and induces them to invest their surpluses in the purchase of modern inputs so that productivity and production may increase.

- 1) Analyze the case.
 - 2) Explain causes and consequences of less price received by farmers for their produce.
 - 3) Suggest the alternatives for improving agriculture marketing system in India.
2. Write short notes on **(any two)** : **14**
 - 1) Components of market.
 - 2) AGMARK.
 - 3) Contract Marketing.
 3. Write short notes on **(any two)** : **14**
 - 1) Types of state trading enterprises.
 - 2) Characteristics of Rural Marketing.
 - 3) Marketing channels for :-cereals, Oilseeds, pulses.
 4. Write short notes on **(any two)** : **14**
 - 1) Scope of agriculture marketing in India.
 - 2) Types of packaging.
 - 3) Characteristics of Traditional Agricultural Marketing System.
 5. Explain in detail price policy of important farm inputs like seeds, fertilizers, pesticides etc. **14**
 6. How warehouses help in getting better price for agriculture products ? Explain in details types of warehouses. **14**
 7. What do you mean by agricultural marketing ? Discuss various functions of agricultural marketing. **14**
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M.B.A. – II (Semester – III) (CBCS) Examination, 2018
Group G – INTERNATIONAL BUSINESS – Paper – II
International Trade Procedures and Documentation (Paper – XX)

Day and Date : Thursday, 24-5-2018

Max. Marks : 70

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

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

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

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

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

1. Analyze the following case, identify the problem, generate possible alternatives and choose the best alternative. 14

Reebok, the well-known athletic shoe multinational, gets its products contract manufactured by independent firms in the developing countries. The MNC, which gives importance to low cost and high quality, is also concerned with human rights protection and requires its suppliers to follow the following human rights standards. Reebok will seek business partners that do not discriminate in hiring and employment practices on grounds of race, color, national origin, gender, religion, or political or other opinion. Working hours/overtime Reebok will seek business partners who do not require more than 60-hour work weeks on a regularly scheduled basis, except for appropriately compensated overtime in compliance with local laws, and we will favor business partners who use 48 hour work weeks as their maximum normal requirement.

Forced or compulsory labor Reebok will not work with business partners that use forced or other compulsory labor, including labor that is required as a means for political coercion or as punishment for holding or for peacefully expressing political views, in the manufacture of its products. Reebok will not purchase materials that were produced by forced prison or other compulsory labor and will terminate business relationships with any sources found to utilize such labor. Fair wages Reebok will seek business's partners who share their commitment to the betterment of wage and benefit levels that address the basic needs of workers and their families so far as possible and appropriate in light of national practices and conditions. Reebok will not select business partners that pay less than the minimum wage required by local law or that pay less than prevailing local industry practices (whichever is higher).



Child labor Reebok will not work with business partners that use child labor. The term 'child' generally refers to a person who is less than 14 years of age, or younger than the age for completing compulsory education if that age is higher than 14. In countries where the law defines 'child' to include individuals who are older than 14, Reebok will apply that definition. Freedom of association Reebok will seek business partners that share its commitment to the right of employees to establish and join organizations of their own choosing. Reebok will seek to assure that no employee is penalized because of his or her non-violent exercise of its right. Reebok recognizes and respects the right of all employees to organize and bargain collectively. Safe and healthy work environment Reebok will seek business partners that strive to assure employees a safe and healthy workplace and that do not expose workers to hazardous conditions. Human rights protection endeavors of Reebok. Its affect on developing country suppliers. These standards pose a problem for the suppliers. Various ways are there through which these standards benefit the suppliers in particular and developing country industrial sector in general.

2. Write a short note on following (**any two**). **14**
 - A) SEZ.
 - B) Duty Exemption Schemes.
 - C) Income Tax Benefits.

3. Write a short note on following (**any two**). **14**
 - A) FEMA.
 - B) INCO Terms.
 - C) Customs Tariff Act 1974.

4. Write a short note on following (**any two**). **14**
 - A) EDI.
 - B) Export Credit Insurance.
 - C) Convertibility of Rupee.

5. What is the term EXIM ? Explain the nature and characteristics feature of EXIM documents. **14**

6. What is ECGC ? Explain various covers issued by ECGC. **14**

7. What is letter of credit ? Explain in detail process and types of letter of credit. **14**



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M.B.A. (Semester – III) (CBCS) Examination, 2018
ERP and SPD (Paper – XX)
Group – D : SYSTEMS MANAGEMENT (Paper – II)

Day and Date : Thursday, 24-5-2018

Max. Marks : 70

Time : 2.30 p.m. to 5.00 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. (14 marks)

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

14

ABC Limited is a global pharmaceutical and Biotechnology Company based in India, with a strong and growing presence in the world's leading markets. The company, a leading player in the Healthcare Industry, manufactures and markets formulations, biopharmaceuticals, nutrition products, vaccines and Active Pharmaceutical Ingredients (APIs). ABC has manufacturing plants in India, United States of America, UK, Ireland and France. More than 65 percent of the company's revenue comes from the United States of America and Europe.

ABC had already deployed ERP systems from Avalon, but was plagued with a number of challenges. The company was unable to draw a future roadmap and upgrade its technology. Consolidation of data across locations was difficult. To add to that, duplication of work and reconciliation would happen at every stage. Further, the lack of a structured information system led to delayed decision making and consequently was having a negative impact on the business. Transparency in processes was essential to make informed decisions. The company looked for integration across all business functions, faster information availability and better control of operations. This prompted ABC to look for an alternative enterprise applications solution for its business.

With ABC going global, the need of the hour was a robust IT infrastructure and an efficient information system in place. The company short listed Oracle and SAP, but found that the SAP solutions were exactly in line with its requirements. The introduction of an integrated solution across the organization has brought many benefits for ABC. A single unified data platform and standardized business



processes have eliminated data entry redundancy and saved valuable data in real-time, which enables them to execute their tasks more efficiently. While enhancing overall efficiency across the organization, the centralized system ensures that information across the business is available to management, not just as raw data, but also as detailed reports. Reports can be quickly produced and without logistical headaches. Moreover, access to accurate information enables the company to evaluate options and make well-informed decisions, on a timely basis. The most striking benefit has been complete visibility leading to better planning and improved coordination across the organization. The company enjoys full visibility into stock across all its sites.

- a) Analyse the case.
 - b) Discuss ABC issues with the old ERP system and how SAP solved those issues.
 - c) Discuss various reasons why ABC succeeds in its ERP implementation.
2. Write short notes on **any two** of the following. **14**
- a) Customer Relationship Management.
 - b) Role of CIO in ERP implementation process.
 - c) Entity Relationship Diagrams.
3. Answer **any two** of the following. **14**
- a) Describe the general guidelines for structuring data entry fields.
 - b) What is implementation team training and how is it conducted ?
 - c) What is problem definition and list the various fact finding methods ?
4. Answer **any two** of the following. **14**
- a) What do you understand by pre-evaluation screening in an ERP implementation and what are the steps involved in it ?
 - b) Describe the process of designing interfaces and dialogues.
 - c) Describe in detail Decision Trees.
5. What is ERP ? What are the various phases of ERP implementation life cycle ? **14**
6. Describe in detail the System Development Life Cycle. **14**
7. Discuss the concept of Business Process Engineering. Explain linkage between BPR, IT and ERP. **14**



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M.B.A. II (Semester – IV) (CBCS) Examination, 2018
ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT
(Paper – XXVI)

Day and Date : Tuesday, 15-5-2018
Time : 10.30 a.m. to 1.00 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. Case Study :

14

“Seeing your own production being aired is a great kick and the fact that most of them figure among the top ten ‘TRP rating’ makes me feel wonderful” Ekta Kapoor, Creative Director, Balaji Telefilms Ltd. (BTL).

Ekta, the face and brain of BTL, was almost completely responsible for the position that BTL was able to achieve in the television software market. The program listings on various channels in 2002 show the hold BTL has on television viewers. Her serials are aired on channels like Star Plus, Zee TV, Sony Entertainment Television, SET Max, Doordarshan and Metro TV, as well as regional channels like Gemini, Sun, Vijaya TV, Udaya TV, etc. BTL grew rapidly since 1994, when it first began its operations. The rate of growth increased after the company went public in 2000. From a modest beginning of 8.5 programming hours per week in 2000, BTL achieved about 35 programming hours per week across all channels in 2002. Most of the achievements of BTL could be traced back to Ekta, the creative director at BTL. In 2001.

Ekta was selected by the Confederation of Indian Industries (CII) to head the committee on entertainment. She also received a number of awards over the years. Some of the awards are : - “Ernst and Young Entrepreneur of the Year” (2001). “Corporate Excellence” from Bharat Petroleum (2002), “Rajiv Gandhi Award” (2002). In 2001, Asia week magazine included her in the list of “Asia’s 50 most Powerful Communicators”.

The Making of an Entrepreneur

P.T.O.



Ekta Kapoor is the daughter of Ravinder Kapoor (popularly known as Jeetendra)- a Hindi movie star, from the 1960s to 1980s. Her mother, Shobha Kapoor, is the CEO of BTL and her younger brother Tushar Kapoor is an actor in Hindi movies. According to Ekta, she had a childhood, which was “materially easy but emotionally difficult. During her childhood she was extremely obese and suffered from low self-esteem. She was a much pampered child and was never oriented towards any kind of achievement. A student of Bombay Scottish School and Mithibai College, Ekta was a poor student and content with getting the minimum passing grades. Her family wanted her to enroll in an MBA program but she was not interested in a theoretical education and had no clue about what she wanted to do in her life. “I was fat, lazy and absolutely aimless in life. I had no direction or focus. I did not believe in excellence or hard work,” she said.

Her only interest was watching television, which she did whenever she could. She says she felt guilty about disappointing her parents, but was not able to do much to rectify the situation. On completing her higher secondary education, she joined FAR Productions, an advertising agency and worked as an assistant model coordinator for a short time in an attempt to do something worthwhile. The turning point in Ekta’s life came in the early 1990s (at age of 19 years), when Ketan Sommaya (a non-resident Indian) requested her father to produce some television serial, for a channel he was starting. Ekta’s father, understanding her craving to do something worthwhile asked her to get involved in the production of the necessary serial. At that time she knew nothing about television production but she produced six pilot each with about three episode at cost of roughly Rs. 5 million the channel unfortunately did not do well and was latter sold to Zee TV. Not wanting her efforts to be wasted she started looking for buyers for the serial she has developed.

Her first pilots were not successful, but her father encouraged her to make more serials in 1994. He set up BTL as a private limited company. The first serial ‘Mano Ya Na Mano’ (believe it or Not) was aired in 1995. This was followed by ‘Dhun Dhamaka’ – a Music based show on DD Metro which was moderately successful. Ekta’s first major success came with ‘Hum Paanch’, a family-based weekly comedy which aired successfully for 5 years on Zee TV. In those initial years, all her working hours were dedicated to television She



worked relentlessly, even foregoing holidays, thinking out concepts, casting, discussing script, shooting and carrying out the many activities connected with television serial development. Her efforts finally paid off. By the end of 2002, her programs had become so popular that she was in a position to dictate terms. Her serials regularly featured in the top ten programs of the week and got the highest TRP ratings.

Analyse the case and answer the following :

- a) Is Ekta an entrepreneur in the traditional sense ? Justify.
 - b) Discuss critical factors contributing to the success of Ekta.
2. Write short notes on **any two** of the following : **14**
- a) Innovation Theory by Schumpeter.
 - b) Social Entrepreneurship.
 - c) Venture Capital Funding.
3. Answer **any two** of the following : **14**
- a) Write note on changing role of an entrepreneur.
 - b) Discuss the terms innovation, invention and creativity.
 - c) Discuss the role of State Government in promoting Entrepreneurship.
4. Answer **any two** of the following : **14**
- a) Write note on Angel Capitalist.
 - b) Write a note on objectives of business plan.
 - c) Discuss reasons for Entrepreneurial failure.
5. Explain Project Management and various feasibility reports. **14**
6. Describe with detailed comparison the roles, responsibilities of Entrepreneur, Intrapreneur and Manager. **14**
7. Explain external influences of Entrepreneurship Development. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2018
(CBCS)**

Paper – XXVII : EXCELLENCE IN MANAGEMENT

Day and Date : Wednesday, 16-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

1. Attempt the following case :

Manny Flavors CC, Inc. is a family owned company now in its fourth generation. The company began in 1889 making only one standard sugar cookie. Over the years it has prospered, and now it produces over 50 flavors of cookies. The company's motto is "cookies for any occasion." Rising sales revenues have brought in a lot of dough, so now money can be allocated to increasing line personnel and managerial staff. Manny, who is addressed as "Mr. Flavors" by employees, has finally added an HR specialist (you) to help with personnel and organizational behavior problems.

He has asked you to help with what he feels is a problem of worker morale in the operations division. Willie Keepum, VP of operations, has complained to Manny that most of his workers have bad attitudes and don't seem to want to work. He says he's prepared to fire them all if they don't shape up. Willie has informed Manny of his intentions, and believes he (Willie) needs to "clean house" to show them who's boss. Besides, he thinks a lot of them have become complacent and don't care about quality. Willie also pays little attention to the mid-level managers' opinions stating that, "I'm ultimately responsible, so I'll make the decisions."

Manny knows that Willie can be heavy-handed in his management style and that he believes workers come to work either motivated or not. Willie has told him "there's nothing you can do to make them work if they don't want to." Knowing



everything about cookies, but nothing about people, Manny isn't sure whether it's the workers or Willie that's creating the problem. He wants to know that if it is Willie, can he be changed. Or is it hopeless ? He wants you to tell him if you think Willie or the workers should go. If you think neither should, then what are the ingredients needed to cook up a solution ? This thing's getting on his nerves. He wants to get it behind him and get back to his cookies. Therefore, Manny asks you to analyze the situation using your knowledge of leadership theories, and recommend at least two possible solutions so he can decide what to do.

- 1) Decide if either the workers or Willie should go. 5
- 2) Analyze Willie's management style and compare it to others that might be better. 5
- 3) Consider whether the workers or Willie can be changed and if so, how to do it ? 4
2. Write short notes on **(any 2)** : 14
 - a) Visionary leadership.
 - b) Knowledge management.
 - c) Stages of six sigma.
3. Write short notes on **(any 2)** : 14
 - a) Strategy and culture.
 - b) Emotional literacy.
 - c) E-commerce v/s E-business.
4. Write short notes on **(any 2)** : 14
 - a) TQM.
 - b) Transformational leadership.
 - c) Emotional intelligence.
5. Define excellence. Explain in details necessary skills to achieve excellence. 14
6. What is the meaning of corporate social responsibility ? Comment upon the role played by the corporate and the government in corporate social responsibility by giving examples. 14
7. What is Business Process Reengineering ? Explain the functional areas where reengineering is applicable. 14



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M.B.A. – II (Semester – IV) (CBCS Pattern) Examination, 2018
Group A : MARKETING MANAGEMENT (Paper – III)
Integrated Marketing Communication and Consumer Behaviour

Day and Date : Thursday, 17-5-2018

Total Marks : 70

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

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

1. Analyze the following case :

14

When the Rs. 415.13 Titan Industries expanded from the watch market in April 1995, where its Titan brand had been extremely successful into designer jewellery with its Tanishq brand of watches, the company was obviously trying to appeal to the buying power of the superrich. To begin with Tanishq offered 18 Karat jewellery to consumers who have traditionally purchased yellow 22 Karat gold. Also the European designers did not go down well with consumers who preferred chunky traditional jewellery. More important, however, not only was branded jewellery a super premium product at a price level that was 20 percent higher than that of jewellery. But despite its avowed attempt to provide an exclusive product, the company not only used newspapers for its advertising thus robbing the brand of media exclusivity it also built retailing system and ambience not vastly different from lack of exclusivity, although their budgets were no constraint, the superrich responded lukewarmly to the product, forcing a pricing rethink two years later.

- Analyze the case study.
- Identify the problem.
- Generate possible alternatives.
- Choose the best alternative.



2. Write short notes (**any two**) : **14**
- a) Classification of advertising.
 - b) Buyer's and seller's rights.
 - c) Trade Fairs and Exhibitions.
3. Write short notes (**any two**) : **14**
- a) Characteristics of Indian consumers.
 - b) Consumer complaint behaviour.
 - c) Consumer decision making process.
4. Write short note (**any two**) : **14**
- a) Diversity of consumer behaviour.
 - b) Influence of culture on consumer behaviour.
 - c) Relationship between advertising and publicity.
5. If you were running an automobile workshop, what steps would you take to delight the customers ? **14**
6. Explain innovation and diffusion. Discuss the stages in the adoption process. **14**
7. What is changing consumer behaviour ? What are the reasons for the change of the behaviour of consumers of the new generation ? **14**
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M.B.A. (Part – II) (Semester – IV) (CBCS) Examination, 2018
FINANCIAL MANAGEMENT : Group – B (Paper – III)
Project Planning and Working Capital Management

Day and Date : Friday, 18-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. Case study :

India Ltd. Plans to undertake a project for placing a new product in the market. The company's cutoff rate is 12%. It was estimated that the project would cost Rs. 40,00,000/- in plant and machinery in addition to the working capital of Rs. 10,00,000/- which will recovered in full when the project's 5 years life is over. The scrap value of plant and machinery at the end of five years was estimated to Rs. 5,00,000/-. After providing for depreciation under Straight Line Method, Profit After Tax were estimated as follows :

Year	1	2	3	4	5
EAT (Rs.)	3,00,000	8,00,000	13,00,000	5,00,000	4,00,000

Evaluate the project under :

- Pay Back Period Method
 - ARR
 - NPV
 - PI
 - IRR
 - Discounted PBP.
2. Explain the concept and features of Venture Capital. Also explain the stages of working capital financing.
3. Attempt (**any 2**) :
- IDFC
 - Cash Budget
 - Sources of generating project ideas.



4. G Ltd. Produces a product which has a monthly demand of 4000 units. The per unit cost of product is Rs. 20/-. The ordering cost is Rs. 120 per order and the holding cost is 10% p.a.

You are required to calculate :

- a) EOQ
 - b) No. of order to placed as per EOQ
 - c) If the minimum lot size to be supplied is 4000 units, what is the extra cost, the company has to incur.
5. Attempt (**any 2**) :
- 1) Causes of Industrial sickness
 - 2) Different Inventory Levels
 - 3) SICOM.
6. Define Working Capital. Explain the various determinants Working Capital.
7. Exxon Ltd. has current sales of Rs. 6,00,000 per annum. To push up sales, Exxon is considering a more liberal credit policy as one of the strategies. The current average collection period of the company is 30 days. Proposed increases in collection period and their impact on sales and default rate (on total sales) are given below :

Credit Policy	Increase in collection period	Increase in sales (Rs.)	Default Rate
1	15 days	25,000	0.5%
2	30 days	60,000	1%
3	45 days	70,000	2%

Exxon is selling its product at Rs. 10/- each. Average cost per unit at the current level is Rs. 8/- and the variable cost per unit is Rs. 6. If Exxon requires a rate of return of 20% on its investment, which credit policy do you recommend and why ? Assume 360 days in a year.



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M.B.A. (Part – II) (Semester – IV) (CBCS) Examination, 2018
Group – E – PRODUCTION AND MATERIALS MANAGEMENT
Paper – III : Industrial Engineering

Day and Date : Friday, 18-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

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

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

1. Case Study :

In the mid-1990s, India's largest Multi Utility Vehicle (MUV) and tractor manufacturer M&M was facing serious problems at its Igatpuri and Kandivili plants in Maharashtra. The plants were suffering from manufacturing inefficiencies, poor productivity, long production cycle and sub-optimal output.

The reason : highly under-productive, militantly unionized and bloated workforces. The company had over the years been rather lenient towards running the plants and had frequently crumbled under the pressure of union demands. The work culture was also reportedly very unhealthy and corruption was widespread in various departments. Alarmed at the plant's dismal condition, Chairman Keshub Mahindra tried to address the problem by sacking people who allegedly indulged in corrupt practices. M&M also tried to implement various Voluntary Retirement Schemes (VRS), but the unions refused to cooperate and the company was unable to reduce the labor force. During this period, M&M was in the process of considering the implementation of a Business Process Reengineering (BPR) program throughout the organization including the manufacturing units. Because of the problems at the Igatpuri and Kandivili plants, M&M decided to implement the program speedily at its manufacturing units. The program, developed with the help of the UK-based Lucas Engineering Systems, was first implemented on an experimental basis at the engine plant in Igatpuri. Simultaneously, an exercise was initiated to assess the potential benefits of implementing BPR and its effect on the unions.



M&M's management was not surprised to learn that the unions expressed extreme displeasure at the decision to implement BPR and soon went on a strike. However, this time around, the management made it clear that it would not succumb to union demands. Soon, the workers were surprised to see the company's senior staff come down to the plant and work in their place. With both the parties refusing to work out an agreement, observers began casting doubts on the future of the company's grand plans of reaping the benefits of BPR.

Analyse the case, identify problem, suggest alternatives and identify best alternative.

- | | |
|---|-----------|
| | 14 |
| 2. Write short notes on (any two) : | 14 |
| a) Objectives of Work Study. | |
| b) SIIMO chart. | |
| c) Stop Watch Time Study. | |
| 3. Write short notes on (any two) : | 14 |
| a) Types of allowances. | |
| b) Travel chart. | |
| c) Method of study. | |
| 4. Write short notes on (any two) : | 14 |
| a) Activity sampling. | |
| b) Elements and its types. | |
| c) Principles of Motion Economy. | |
| 5. Define Productivity. What are the different factors affecting productivity ? What are the different kinds of productivity measures ? | 14 |
| 6. What is Ergonomics and what are different factors in ergonomics ? Which workplace problems can be solved with ergonomics ? | 14 |
| 7. Explain concept and process of BPR. How BPR can be implemented to improve productivity ? | 14 |
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M.B.A. – II (Semester – IV) (CBCS) Examination, 2018
Group C : HUMAN RESOURCE MANAGEMENT
Industrial Relations and Labour Regulations (Paper – III)

Day and Date : Saturday, 19-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

1. Solve Case Study :

14

Vithal Sugars (P) Limited is a large private company employing about 1000 workers. It has an annual turnover of Rs. 1.85 billion. The HR department of the company is headed by Ms. Shanaya, an expert with MA (in human resource management) and BL degrees. Vithal Sugars is a strongly unionized company with nearly 70 per cent of the employees belonging to the only union in the company and the management of this company had a cordial relationship with its employees and their union.

However, a recent incident occurred in the crushing division of this company that has strained this relationship. Mr. Rajesh is a shop level union representative with nearly 20 years of service in the company. He is around 45 years of age and has been employed in the Crushing Division. Of late, he has not been performing well at work. When the HR Manager tried to find out the reason from his friends in the factory, they revealed that he had acute family problems and was depressed. One day, while on duty in a day shift, Rajesh had left his workplace without proper permission and returned after nearly two hours. However, his immediate superior prevented him from resuming the work. Enraged by the refusal, Rajesh engaged in a fierce argument with that superior and misbehaved with him. He also disrupted the work of his co-workers and abused all those who did not support him. Rajesh was immediately suspended from duty pending enquiry and charged with dereliction of duty and disrupting work of the company while on duty. But before the management could proceed with further disciplinary action, Rajesh submitted an application stating that he could not continue in the employment of the company on account of health and voluntarily offered to seek retirement.

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The top union leaders of the company strongly backed the request of Rajesh and insisted that the company shall treat him with compassion. Though the top management was also in favour of this idea, the HR manager insisted on completing the disciplinary proceedings since he feared that Rajesh might create problems at a later stage if the case was not disposed off properly. He also averred that he might even demand reinstatement and all other benefits. Eventually, the management concurred with the views of the HR manager and rejected the request of the aggrieved employee. It also instructed the HR department to begin the disciplinary proceedings. Aghast at this development, the union leaders conducted an emergency meeting and announced a series of agitations. Peeved at this development, the management blamed the HR manager and asked him to find the way out of the mess.

Questions :

- 1) How do you view the request of Rajesh seeking voluntary retirement from the company ? Does he deserve compassion from the management ?
 - 2) Do you agree with the approach of the HR manager towards this issue ?
 - 3) What should the management do now for resolving the problem ?
2. Write short notes (**any two**) : **14**
- i) Workers participation in management.
 - ii) Consequences of industrial disputes on industry and society.
 - iii) Working and impact of ILO on Labour Legislations in India.
3. Write short notes (**any two**) : **14**
- i) Grievance procedure.
 - ii) Registration of trade union.
 - iii) Types collective bargaining.
4. Write short notes (**any two**) : **14**
- i) The Maternity Benefit Act.
 - ii) Minimum Wages Act.
 - iii) Provident Fund Act.
5. Explain in detail Factories Act 1948. **14**
6. Explain in detail preventive machinery of industrial dispute. **14**
7. Define social security. Explain in detail importance and types of providing social security. **14**



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M.B.A. (Part – II) (Semester – IV) (CBCS) Examination, 2018
Gr. F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT
(Paper – III)
Agricultural Production Management

Day and Date : Saturday, 19-5-2018

Max. Marks : 70

Time : 10.30 a.m. to 1.00 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. Case Study :

14

Agricultural development has continued to rely heavily on rain fed agriculture. Rainfall distribution in semi-arid areas ranges between 400 to 900 mm per annum. Further more the rainfall is inadequate, erratic and unreliable forcing the country to continue experiencing food deficits resulting into critical importation of agricultural commodities.

Irrigation is a vital input in the agricultural productivity and agricultural growth. More than 80% of available water resources worldwide as well as in India are being presently utilized for irrigation purposes. However, in India, the average water use efficiency of Irrigation Projects is assessed to be only of the order of 30-35%.

There is no doubt that modernization of irrigation system like concrete lining to the inner surface of the open channel; canal automation etc. will save water significantly. But these techniques require huge capital investment, hence uneasy to adopt. On this background it is appropriate to know the innovative, simple, low cost, easy to adopt, water conveyance techniques used in the command of few irrigation projects in Maharashtra.

There is a large potential for poverty reduction and improving productivity through increased and improved irrigation in small-scale agriculture.

- 1) Analyze the case.
- 2) Identify problem.
- 3) Suggest alternative solutions.



2. Write short note **(any two)** : **14**
- a) Causes for low agricultural productivity.
 - b) Land tenure systems.
 - c) Production and supply of farm products.
3. Write short note **(any two)** : **14**
- a) Irrigation management.
 - b) Difference between farm and non-farm business management.
 - c) Types of production function.
4. Write short note **(any two)** : **14**
- a) Gains from technological improvement to producers and consumers.
 - b) Law of diminishing returns.
 - c) Farm records.
5. Explain the following from farm production and management system function perspective : **14**
- a) Proprietorship.
 - b) Co-operative farming.
 - c) Capital farming.
 - d) Corporate farming.
6. Explain in detail scope of modern agriculture. **14**
7. Demand for agricultural products. Explain agricultural production and productivity trends in India. **14**
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M.B.A. (Semester – IV) Examination, 2018
RELATIONAL DATABASE MANAGEMENT SYSTEM
Group D : System Management (Paper – III) (CBCS)

Day and Date : Saturday, 19-5-2018

Max. Marks : 70

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

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

1. Case Study.

A relational database is to be designed for a medium sized Company dealing with industrial applications of computers. The Company delivers various products to its customers ranging from a single application program through to complete installation of hardware with customized software. The Company employs various experts, consultants and supporting staff. All personnel are employed on long-term basis, i.e. there is no short-term or temporary staff. Although the Company is somehow structured for administrative purposes (that is, it is divided into departments headed by department managers) all projects are carried out in an inter-disciplinary way. For each project a project team is selected, grouping employees from different departments and a Project Manager (also an employee of the Company) is appointed who is entirely and exclusively responsible for the control of the project, quite independently of the Company's hierarchy. The following is a brief statement of some facts and policies adopted by the Company.

- Each employee works in some department.
- An employee may possess a number of skills.
- Every manager (including the MD) is an employee.
- A department may participate in none/one/many projects.
- At least one department participates in a project.
- An employee may be engaged in none/one/many projects.
- Project teams consist of at least one member.

Questions :

- a) Identify the various entities in the database. 4
- b) Describe the attributes of identified entities. 10



2. Write short notes on **any two** of the following : **14**
- a) Operators in databases.
 - b) Primary Key.
 - c) Advantages and disadvantages of Normalization.
3. Answer **any two** of the following : **14**
- a) Write note on the role of Data Base Administrator.
 - b) Discuss in detail SQL commands of DDL type.
 - c) Explain the data types in RDBMS.
4. Answer in brief on **any two** of the following : **14**
- a) Differentiate between Relational and Network Database Models.
 - b) Write short note on Relational Data Model and Relational Algebra.
 - c) Explain the components of entity relationship diagram.
5. Describe relational database design and normalization, its advantages and disadvantages. **14**
6. Discuss various SQL Command types with Syntax of various statements. **14**
7. Explain in detail the different modeling techniques of database management system. **14**
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M.B.A. – II (Semester – IV) (CBCS) Examination, 2018
Group G : INTERNATIONAL BUSINESS
International Marketing (Paper – III)

Day and Date : Saturday, 19-5-2018
Time : 10.30 a.m. to 1.00 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

Channel Selection and Product Modification

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

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



On the advice of Mr. Shyam, a close friend of Mr. Devappa and who was doing his M.B.A. course, the Brindavan Incenses introduced a premium brand, *Sowbhagya*. The ingredients and quality of the new brand were not significantly different from that of *Bhagya*. Instead of the rectangular package of *Bhagya*, a tubular package was used for *Sowbhagya*. The new brand also got good market acceptance. Devappa was thinking of expanding his market to outside Karnataka also. There was no problem to get additional workers to roll agarbathies; nor was there any problem of input availability. The problem was organizational. The Brindavan Incenses was managed all alone by Mr. Devappa. The distribution to dealers was done by agents who worked on commission basis.

As a birthday presentation, Devappa sent hundred packets each of *Bhagya* and *Sowbhagya* to his good friend Nazeer working in Saudi Arabia. Two months later, Devappa received a letter from Nazeer. The letter contained the following information of particular importance to Devappa's business. Nazeer distributed most of the agarbathies among his friends. His friends liked the products very well. Some of them ranked *Bhagya* and *Sowbhagya* as good as the best brands available. Some even considered them as better than leading brands. Some of the foreigners found it difficult to pronounce and remember the words *Bhagya* and *Sowbhagya*.

Nazeer suggested that Devappa could think of entering the foreign markets. Devappa knew that a few agarbathi manufacturers who had started in a small way grew well in the domestic and foreign markets. Devappa became enthusiastic about selling his products in the foreign markets. He was wondering how he could carry out this idea. He decided to consult Mr. Shyam who has completed his M.I.B. programme. From Devappa's discussion with him, Shyam conceived that Devappa would like to have his advice on the International Marketing channel suitable for the Brindavan Incenses and product modifications, including brand, packaging and labeling, for the overseas markets.

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

14

- A) New product development.
- B) Challenges and opportunities in International Marketing.
- C) Marketing, International marketing management process.



3. Write a short note on following **(any two)**. **14**
 - A) Ecological concerns and international marketing ethics.
 - B) International marketing information system.
 - C) International Market selection.

 4. Write a short note on following **(any two)**. **14**
 - A) International distribution.
 - B) Logistics inventory management and transportation.
 - C) Warehousing and insurance.

 5. Explain in detail various international market entry strategies. **14**

 6. What is international promotion explain in detail various promotional strategies at global level. **14**

 7. Describe in brief international pricing and also explain factor affecting on international pricing. **14**
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M.B.A. (Part – II) (Semester – IV) (CBCS Pattern) Examination, 2018
Paper – IV : Group – A : MARKETING MANAGEMENT
Retail and Rural Marketing

Day and Date : Monday, 21-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

1. Case study :

14

It is a world where product features introduced as innovation are copied within no time by others. Most of the products have more or less the same price in one product class, when they have a particular quality level. This parity makes us think of 'selling the experience' along with the product. While dealing with a bank, a customer carries back a memory. This take-back memory is just not restricted to a smiling counter-clerk. Memorable experience can be created by a fusion of diverse disciplines like sociology, anthropology and ergonomics. In a restaurant, chicken tikka is more or less the same everywhere. But the ambience around differs from restaurant to restaurant. In one and the same restaurant also customers can experience chicken tikkas in different ways. They have relaxing properties along with beverages when served near the swimming pool. Inside, they add a relish to the mainstream meal. Our strategy should be to enhance the experience of each group. Car buying can be made a pleasant experience with no hassle-treatment and a variety in selection. Shopper's Stop is not just content selling ready-to-wear outfits. It sells the experience.

- a) What are the factors that make Shopper's Stop unique in providing a good selling experience ? 7
- b) What is the importance of innovation in providing customer service ? 7



2. Write short notes (**Any two**) : **14**
- a) Types of Retailers.
 - b) The space mix.
 - c) Process of Merchandising.
3. Write short notes (**Any two**) : **14**
- a) Rural Marketing Model.
 - b) Rural Marketing Mix.
 - c) Marketing of Agricultural goods.
4. Answer in Short (**Any two**) : **14**
- a) Define the concept of Retail Marketing. Explain scope of Retailing in India.
 - b) Explain the various 4 Ps and 4 As of rural marketing.
 - c) Explain changes and opportunities of Retailing in India.
5. Explain Introduction and Evolution Phase of Rural Marketing. **14**
Explain approaches to Rural Marketing Segmentation in India.
6. Explain the concept of Retail Merchandising. **14**
Explain the evolution nature and process of Merchandising in India.
7. Explain the Marketing strategies for Retail and Rural Marketing. **14**
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M.B.A. (Part – II) (Semester – IV) (CBCS) Examination, 2018
Group B : Financial Management (Paper – IV)
INVESTMENT MANAGEMENT

Day and Date : Tuesday, 22-5-2018

Total Marks : 70

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

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

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

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

4) Figures to the **right** indicates marks.

1. Vinay Sharma is considering an investment in one of two securities. Given the information that follows, which investment is better, based on risk (as measured by the standard deviation and return ? 14

Security ABC		Security XYZ	
Probability	Return (%)	Probability	Return (%)
0.30	19	0.20	22
0.40	15	0.30	6
0.30	11	0.30	14
		0.20	-5

2. Write short notes (**any two**) : 14
- Characteristics of investment.
 - Systematic Risk.
 - CAPM.
3. Write short notes (**any two**) : 14
- Steps in Financial Planning Process.
 - Markowitz Model.
 - Risk in bonds.



4. Solve **any two** : **14**
- a) State assumptions of Random Walk theory.
 - b) Security J has a beta of 0.75 while security k has a beta of 1.45. Calculate the expected return for these securities, assuming that the risk free rate is 5 percent and the expected return of the market is 14 percent.
 - c) Anand owns Rs. 1,000 face value bond with five years to maturity. The bond has an annual coupon of Rs. 75. The bond is currently priced at Rs. 970. Given an appropriate discount rate of 10%, should Anand hold or sell the bond ?
The value of PVIFA for 5 years at 10% = 3.7908 and
The value of PVIF for 5 years at 10% = 0.6209.
5. What are the various avenues for investment available for a investor in India ? Explain any five avenues with its merits and demerits. **14**
6. Explain the concept of technical analysis and most commonly used charts in technical analysis. **14**
7. Explain credit rating concept. Briefly discuss importance of credit rating and the process of rating for a company. **14**
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M.B.A. – II (Semester – IV) (CBCS) Examination, 2018
Gr. E. PRODUCTION AND MATERIALS MANAGEMENT
Paper – IV : Quality Management

Day and Date : Tuesday, 22-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

1. Analyze the following case :

14

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

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



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

Madhu was in the executive MBA program of a prestigious business school and taking a course on Total Quality Management. In his class, they had just studied issues of customer focus and some of the approaches used at Ritz-Carlton Hotel, a 1992 Baldrige Award winner.

Madhu concluded his letter with the statement, “I doubt that we would have experienced this situation at a hotel that truly believes in quality”.

About a week later, Madhu received the following reply :

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

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

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

Questions :

- 1) Were the party hall supervisor’s actions consistent with a customer focused quality philosophy ? Comment. What might he have done differently ?
- 2) How would you have reacted to the letter Madhu received ? Could the Total Quality Lead have sponged differently ?
- 3) What does the fact that the hotel manager did not personally respond to the customer indicate you ?

2. Short note (write **any two**) :

14

- a) Total Quality Management.
- b) Deming’s Management Philosophy.
- c) Crosby’s Philosophy.

Set P



3. Short note (write **any two**) : **14**
 - a) Quality Audit.
 - b) Quality Certification Systems.
 - c) ISO 9000.

 4. Short note (write **any two**) : **14**
 - a) Analysis of various quality cost and losses.
 - b) Marketing aspects of TQM.
 - c) Six Sigma.

 5. What are the elements of Total Quality Management ? Discuss the criteria for Malcolm Baldrige National Quality Award. **14**

 6. What is quality costs ? Discuss in detail balance between cost of quality and value of quality. **14**

 7. What do you mean by quality circles ? Discuss in detail management of quality circles and zero defect program. **14**
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M.B.A. (Part – II) (Semester – IV) (CBCS) Examination, 2018
Group C : HUMAN RESOURCE MANAGEMENT (Paper – IV)
Performance Management & Compensation

Day and Date : Wednesday, 23-5-2018
Time : 10.30 a.m. to 1.00 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.

14

Case

Air India-International Carrier of Sahara Mumbai used to pay more than bauble the salaries to expatriates pilots compared to that of national pilots. In fact national pilots are in no way inferior to expatriate pilots in skill and in performance in safety, regularity and punctuality. The salary discrimination was necessitated to attract foreign pilots due to shortage of national pilots. This practice was along with policies and practices of compensation management in other public and private organizations in Mumbai.

These practices resulted in the dissatisfaction among national pilots that prompted them to look for opportunities in other countries. The fast growth of airlines industry in various countries led to shortage of pilots resulting in higher salaries for pilots across the countries. Majority of the pilots of Mumbai who are dissatisfied with the salaries in air Mumbai based on skill levels and performance records procured jobs in various airline companies particularly in the middle – east with triple the salary level of their previous job in air Mumbai. In fact, one of the former national pilots of Mumbai got the job deputy CEO of one of the middle – east Airline Company.

The migration of Air India-International Carrier of Sahara Mumbai reached the peak level in January 2009 and ultimately Air Mumbai did not have required number of pilots to operate their flights and air Mumbai had to cancel some of its domestic flight and delay the operation of international flights, resulting in halting the wings of Air Mumbai flights.



Consequently the Air Mumbai modified its compensation policies and offered equal salary levels to its national pilots along with that of expatriate pilot to combat the situation. However it could not attract that pilot who left the company, but could halt the further migration of pilots to other companies.

Questions –

- 1) Do you think the compensation discrimination based on the nationality is desirable ?
 - 2) Why did the management of Air Mumbai failed to foresee the situation ?
 - 3) Suggest the strategy to prevent such situation in future and in other organization in various countries that differentiate the salary expatriates from that of nationals consequent upon shortage of human resources of certain categorizes.
2. Short notes **Any two.** **14**
- 1) Significance of Performance Management.
 - 2) Team/Group incentives.
 - 3) Challenges to remuneration.
3. Short notes **Any two.** **14**
- 1) Development centre.
 - 2) Quantitative methods.
 - 3) Challenges of performance appraisal.
4. Short notes **Any two.** **14**
- 1) Benefits of HRA.
 - 2) Old age and Retirement benefits.
 - 3) Problem to appraisal.
5. Define Performance Management and explain scope of performance management. **14**
6. What is meant by HR Accounting explain its Objectives. **14**
7. Explain Job Evaluation means what ? Explain Non-Quantitative Method. **14**



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M.B.A. – II (Semester – IV) (CBCS) Examination, 2018
Group – F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT
(Paper – IV)
Agro-Processing Industries and Rural Industrialization

Day and Date : Wednesday, 23-5-2018

Max. Marks : 70

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

- Instructions :**
- i) Questions No. 1 is **compulsory**.
 - ii) Attempt **any two** from Question No. 2 to 4.
 - iii) Attempt **any two** from Question No. 5 to 7.
 - iv) Figures to the **right** indicate **full marks**.

1. Case study :

14

Gokul Milk Kolhapur is known for its quality dairy products like cheese, butter, dry milk etc. It meets most of its need to 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. Gokul Milk 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. Gokul Milk 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 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 Gokul Milk.

After a round of negotiations between Gokul Milk and the major milk cooperatives conclusion was not reached. Cooperatives warned the stoppage of milk supply.

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

P.T.O.



2. Write short note (**any two**) : **14**
- 1) Socio-Eco benefits of Rural Industries.
 - 2) Role of Financial Institutions in Agro Processing Industries.
 - 3) NABARD.
3. Write short note (**any two**) : **14**
- 1) Problems of SSI.
 - 2) Opportunities and constraints in rural industrialization.
 - 3) Promotional measures of KVIC.
4. Write short note (**any two**) : **14**
- 1) WTO and its impact on Agro-based industries.
 - 2) Sources of Agricultural Finance.
 - 3) Causes and impact of fluctuations in agriculture prices.
5. Describe in detail Cooperative Sugar Industry in Maharashtra. **14**
6. Explain in detail problems and prospects for agro processing cooperatives. **14**
7. Explain the role of performance of cottage and small scale industries in Indian economy. **14**
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M.B.A. (Semester – IV) Examination, 2018
SECURITY AND CONTROL INFORMATION SYSTEM (CBCS)
Group – D : System Management (Paper – IV)

Day and Date : Wednesday, 23-5-2018

Max. Marks : 70

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

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

1. Analyse the following case and answer the questions below :

APMI is a management training organization with MBA, BBA and BCA streams and following seats capacity.

MBA – 2 year curriculum – 60 seats each.

BBA – 3 year curriculum – 50 seats each.

BCA – 3 year curriculum – 50 seats each.

All the Administrative data in the institute is computerized.

Administration data includes Admission data, fee deposits and Internal evaluation and library data.

The institute has 2 computer labs with 50 computers + 1 server each.

All students are allowed to use computers for internet access, project work or documentations etc. The computer usage as per the profile is as under.

MBA – 12 hrs./week – Internet/MS-office/Accounting package/DBMS.

BBA – 08 hrs./week – Internet/MS-office/Accounting package

BCA – 20 hrs./week – internet/MS-office/DBMS/Programming Language.

Working hours for Lab is 07.30 a.m. to 7.30 p.m. 1 hour batches.

- a) Analyze the risk of students using the computers in the labs. **4**
- b) Prepare Logon policies as per the profiles. **5**
- c) Security policy regarding usage of external storage devices. **5**

P.T.O.



2. Answer **any two** of the following : **14**
- a) Discuss the need for security and control in information systems.
 - b) Discuss the concept of Public Key encryption.
 - c) What is meant by Authentication ? Discuss the concept of identification and authentication.
3. Write short notes on **any two** of the following : **14**
- a) Authentication types.
 - b) E-security and certification authorities.
 - c) Access Control.
4. Answer in brief on **any two** of the following : **14**
- a) Explain Database security.
 - b) Discuss meaning of malicious software and its threat to information system.
 - c) Discuss the applications of Message Digests.
5. Explain the concept of Information security. Also discuss Security policy and security mechanisms. **14**
6. What do you mean by Cryptography ? Discuss different types of cryptography techniques. **14**
7. Explain the concept of Security Audit and Administrative security in detail along with organizational security policies. **14**
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M.B.A. (Part – II) (Semester – IV) (CBCS) Examination, 2018
Group G – INTERNATIONAL BUSINESS
International Financial System and Markets (Paper – IV)

Day and Date : Wednesday, 23-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

1. Attempt the following case : 14

The price of a nation's currency in terms of another currency is termed as Foreign exchange rate. An exchange rate is the price of one currency in terms of another – in other words, the purchasing power of one currency against another.

Exchange rates are an important instrument of monetary policy – a growing number of countries are intervening in currency markets as part of their economic strategies. One of the major types of foreign exchange rates are Fixed Exchange Rate System and Flexible Exchange Rate System.

A fixed exchange-rate system (also known as pegged exchange rate system) is a currency system in which governments try to maintain their currency value constant against a specific currency or good. Pegged floating currencies are pegged to some band or value, either fixed or periodically adjusted.

Flexible exchange rate system refers to a system in which exchange rate is determined by forces of demand and supply of different currencies in the foreign exchange market. Both the system involves its own advantages and disadvantages.

Questions :

- 1) With reference to above foreign exchange rate system explain advantages and disadvantages of Fixed and Floating Exchange rate system. 10
- 2) Explain the difference between Fixed and Floating Exchange rate system. 4



2. Write short notes on **(any two)** : **14**
- 1) Features of international monetary system.
 - 2) Suppliers' Credit.
 - 3) Issues in financial decision in MNC.
3. Write short notes on **(any two)** : **14**
- 1) Interest Rate Parity.
 - 2) International Bond Market.
 - 3) Need and importance of International Financial Management.
4. Write short notes on **(any two)** : **14**
- 1) Role of financial intermediaries.
 - 2) Foreign Direct Investment.
 - 3) European Monetary System.
5. Explain in detail Balance of Payment Crisis of 1990. **14**
6. Explain in brief various instruments in International Financial Market. **14**
7. Explain the factors affecting foreign exchange rate and different types of transactions involved in foreign exchange market. **14**
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Set **P**

M.B.A. (Part – II) (Semester – IV) (CBCS) Examination, 2018
Group – A : MARKETING MANAGEMENT
International Marketing (Paper – V)

Day and Date : Thursday, 24-5-2018

Max.Marks : 70

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

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

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

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

1. Case Study :

The entry of global media conglomerates in India began with the creation of Satellite Television Asian Region (STAR) in 1991. The opening up of the Indian economy and the subsequent access to satellite television redefined not only the viewing experience for millions but also brought in a vast opportunity for media moguls to generate unheard sums of profits from the Indian market. STAR set new standards in content, production and variety. It is hard to dispute its claim of “setting the pace of media in Asia, as it broadcasts 40 services in seven languages and reaches 300 million viewers in 53 countries. Over 173 million people watch STAR every week.

The success of the STAR TV network has been achieved by making programs in Indian languages such as Hindi and by localizing content as well as adapting local family culture and values in its program content.

Until 1991 India had just one state controlled channel Doordarshan, which was little more than a mouthpiece of the government of the day and offered monotonous unpalatable programs. The opening of the broadcasting skies brought in more than 300 digital channels.

This opening of satellite network and exposure of the Indian viewer called for new program content that could satisfy local cultural feelings in addition to his remaining in touch with the ever growing global entertainment forays. Thus, from news to game and chat shows from soap operas to “reality TV” - which have been provided by the burgeoning television industry that was mainly global, a kind of discontent had prevailed amongst mass viewers.

P.T.O.



Indian television was spreading its wings in five continents during this time. In the United Arab Emirates, a vast majority of people from Indian subcontinent made it a key target for television networks based in India. In Britain Indian channels are available on sky's digital network have dedicated viewership. Indian television companies are increasingly finding a niche within the lucrative US market, where the Indian diasporas comprises one of the richest strata of society.

India's rapidly expanding economy and pro market government, coupled with an established satellite network, made the Indian market an extremely attractive proposition for transactional broadcasters. According to the trade press in 2004 there were nearly 390 million television viewers in India with satellite and cable penetration reaching more than 48 million homes and growing annually at the rate of 10%.

As a global player STAR TV suffered initial shock when it failed to read the Indian viewer as hungry for copies of programs based on American and western culture. Hence, it saw its objectives of TRP remaining much below expectations.

However, STAR's market value and viewership rating India grew rapidly and changed fortunes for the better since its flagship channel Star Plus launched Kaun Banega Crorepati, an Indian version of British game show "Who wants to be a Millionaire" alongwith Indian family drama like Saas bhi kabhi Babu thi, Kahani Ghar Ghar Ki, Kumkum etc.

Once the Hindi Channels started doing well, channels catering to strictly English viewership also picked up in total tariff rating.

Thus, while STAR network started out with mainly American western programs, it took the strategic decision to adapt, rationalize and finally localize its programming to suit the variety of cultural and linguistic tastes of the diverse Indian market.

STAR's adaptation to Indian culture and language did not however prevent it from maintaining international digital quality of its technically superior broadcasting and relaying of programs as compared to some of the national and regional channel networks.

Questions :

- a) Analyze the case. 4
- b) Find out the reasons for STAR TV network's success in Indian television industry. 5
- c) "Adaptation to local culture by an MNC can only ensure regional success". Do you agree with this view ? Explain in the light of the case study presented. 5



2. Write short notes on **(any two)** : 14
- a) Deciding which markets to enter.
 - b) Economic environment.
 - c) Market segment selection.
3. Write short note on **(any two)** : 14
- a) Channel strategy for new market entry.
 - b) Regulation and promotion of foreign trade.
 - c) Global media decisions.
4. Answer in short **(any two)** : 14
- a) International trading environment.
 - b) Licensing and franchising.
 - c) Pre-shipment documents.
5. What are the pricing objectives ? Discuss pricing for exports. 14
6. Discuss in detail the international marketing program. 14
7. Write in brief about the global STP strategy. 14
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M.B.A. – II (Semester – IV) (CBCS) Examination, 2018
Group – B : FINANCE MANAGEMENT (Paper – V)
International Finance

Day and Date : Friday, 25-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

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

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

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

1. Convert the following rates into outright rates and indicate their spreads. **14**

	Spot	1-Month	3-Month	6-Month
Rs/\$	35.630/25	20/25	25/35	30/40
Rs/£	55.2200/35	40/30	50/35	55/42
Rs/DM	23.9000/30	30/25	40/60	45/65

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

- 1) Characteristics of international business
- 2) International banking
- 3) Exchange rate quotations.

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

- a) Scope of international finance
- b) EXIM bank
- c) Factors influencing foreign exchange rate.



4. Attempt **any two** of the following : **14**
- 1) Capital structure of MNC
 - 2) Export credit guarantee corporation
 - 3) At two forex centers the following Rs. US \$ rates are quoted :
London : Rs. 47.5730 – 47.6100
Tokyo : Rs. 47.6350 – 47.6675.
Find out Arbitrage possibilities for an arbitrageur who has Rs. 100 Million.
5. Define globalization and explain India's financial sector reform in detail. **14**
6. Explain the structure of foreign exchange market. **14**
7. The US inflation rate is expected to average about 4 per cent annually, while the Indian rate of inflation is expected to average about 12 per cent annually. If the current spot rate for the rupee is \$ 0.0285, what is the expected spot rate in two years ? **14**
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SLR-CW – 70

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**M.B.A. (Part – II) (Semester – IV) (CBCS) Examination, 2018
Group E – PRODUCTION AND MATERIALS MANAGEMENT
Paper – V : World Class Manufacturing**

Day and Date : Friday, 25-5-2018

Max. Marks : 70

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

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

1. Case Study :

Six Sigma best practices are designed to help companies reduce the number of defects in business processes. Here is one example of how Six Sigma was successfully used in a business.

3M strives to prevent pollution in its organization by implementing Six Sigma best practices. With the help of Six Sigma, the company became a leader in corporate pollution prevention. 3M believes in preventing pollution through proactive measures and addressing the pollution at the source rather than being reactive and addressing the issue once it has already entered the environment. In 31 years, the company has prevented 2.6 million pounds of pollutants from entering the environment and also saved over \$1 billion.

To achieve Six Sigma standards, 3M enrolled over 55,000 employees in Six Sigma training. These 55,000 earned Six Sigma certification and Six Sigma black belt status, Six Sigma green belt status or Six Sigma yellow belt status. With the help of trained professionals, over 45,000 Lean Six Sigma projects were completed.

In 2007, the company trained two Six Sigma black belts and a master black belt. The black belts provided coaching to the organization. All of the team members were required to have at least a Lean Six Sigma green belt. Two weeks of training was required to become a Six Sigma green belt.

3M's Six Sigma projects focus on reducing waste, air emissions, greenhouse gas emissions and energy use. By 2006, over 70 percent of the 3P projects in the organization were operating according to Six Sigma methods. The results were favorable.

P.T.O.



The company used Six Sigma to reduce volatile air emissions. 3M's goal was 25 percent reduction in volatile air emissions. The company achieved 61 percent reduction. 3M also strove to reduce the U.S. Environmental Protection Agency Toxic Release Inventory (TRI). The goal was 50 percent reduction, but the company achieved 64 percent reduction. Improving energy efficiency was also of importance to 3M. A goal of 20 percent reduction was set and 27 percent was achieved. In general, the company tried to double the number of Pollution Prevention Pays (3P) projects from 194 to 400. Instead, the company reached 1262 projects, which is more than double the goal.

3M proved that Six Sigma best practices can save companies money. If the processes are implemented appropriately, companies become more efficient, productive and profitable.

Analyse the case, identify problem, suggest alternatives and identify best alternative.

14

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

14

- a) Automation in material handling system.
- b) Benchmarking.
- c) Maintainability.

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

14

- a) Kanban system.
- b) Cellular Manufacturing System.
- c) Flexible Manufacturing System.

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

14

- a) Six Sigma philosophy.
- b) Strategic Decisions in Manufacturing Management.
- c) Supply Chain Management.

5. What is JIT ? What are the principles advocated in JIT system ?

14

6. Discuss role of Human Resource System in World Class Manufacturing.

14

7. What are the factors causing pollution and its effects on health ? How to control pollution.

14



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M.B.A. – II (Semester – IV) (CBCS) Examination, 2018
Group C : HUMAN RESOURCE MANAGEMENT
Paper – V : Global Human Resource Management

Day and Date : Saturday, 26-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

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

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

1. Case study :

14

Mrs. Wilfred joined Toyota as an automobile engineer in its USA operations. She is in her late 40s and supporting the education of her two children and the unemployed husband. In fact, her husband was retrenched consequent upon 2008 global economic crisis. The company plans to start its operations in Georgia.

She could not get any kind of promotion in USA during her 20 years career. Her superior attributes her performance as the reason and she attributes the glass-ceiling as the reason for being not promoted.

One day, her superior Mr. Michael called her and appraised her that the company is contemplating to start its operations in its Georgia plant in three months time and she was promoted as head of the operations department of the Georgia plant with double her current remuneration as base salary along with a number of allowances like hardship allowance, educational allowances for children, exchange rate stability allowance, COLA, settling-in allowance. Her total remuneration in Georgia would be three times of her current remuneration. Further, the company is contemplating to provide a suitable job to her husband in Georgia plant.

Mrs. Wilfred listened coolly and replied without any kind of emotions, that I can't accept his promotion.

Analyse the above case, identify the problems, state the alternatives and give best solution.



2. Write short notes on **(any two)** : **14**
- a) Kidnapping and Ransom Insurance.
 - b) Online Recruitment websites.
 - c) HRM and International Corporate Social Responsibility.
3. Write short notes on **(any two)** : **14**
- a) Selection of Expatriate Managers.
 - b) Diffusibility of employment practices.
 - c) Mandatory and Voluntary code of conduct.
4. Write short notes on **(any two)** : **14**
- a) International Labour Relations.
 - b) Criteria for Recruitment and Selection.
 - c) Ethnocentric approach in International Staffing.
5. What are the strategies used in case of international rewards ? What are the steps in establishing a global pay system ? **14**
6. Explain in brief about knowledge and knowledge transfer. How knowledge management is deal in case of International HRM. **14**
7. Define Global HRM. Explain the impact of inter-country differences on Human Resource Management. **14**
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M.B.A. – II (Semester – IV) (CBCS) Examination, 2018
Group – F : AGRICULTURAL BUSINESS MANAGEMENT (Paper – V)
International Trade and Agriculture

Day and Date : Saturday, 26-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

- Instructions :** 1) *Question No. 1 is compulsory*
2) *Attempt **any two** from questions No. 2 to 4.*
3) *Attempt **any two** from questions No. 5 to 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 Fiji. 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 Way Cooperative (Fiji) Ltd. (NWC) was formed in 1995 to undertake mandatory quarantine treatment on behalf of Fiji's fruit export industry. The company has over 120 shareholders, made up of growers and exporters. The vast majority of the shareholders are small farmers who, without the services provided by NWC, would not have access to export markets.

While papaya farming has traditionally been considered a domestic garden activity in Fiji it is now emerging as an important export commodity, offering the opportunity for sustainable income and employment in the rural areas. In addition, a domestic market for the Fiji red papaya has emerged that works through sales channels such as hotels, restaurant, market vendors and supermarkets. Based on the increasing demand for papaya, NWC 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. NWC owns and operates a quarantine treatment facility. The customers of NWC's quarantine treatment services are its shareholders – the exporters and growers of fresh for export. Without this service they could not export.

P.T.O.



There is no government interface in the operations of business. The role of government has been confined to the initial provision of capital and in the carrying out of core quarantine functions. NWC needs to find out sources for funding.

- 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) Regional integration and economic growth
 - 2) SDR
 - 3) AGMARK
3. Write short note (**any two**) : **14**
- 1) IBRD
 - 2) IDA
 - 3) GATT.
4. Write short note (**any two**) : **14**
- 1) Multilateral trade
 - 2) Transfer of technology
 - 3) IMF.
5. Discuss in detail importance of tariffs and quota in international trade. **14**
6. What do you mean by international trade ? Explain theory of comparative advantages with suitable examples. **14**
7. Discuss in detail exports procedure and strategies of exports for agro based industry. **14**
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M.B.A. (Semester – IV) Examination, 2018
Group – D System Management (Paper – V)
PROGRAMMING CONCEPTS & ADVANCED EXCEL (CBCS)

Day and Date : Saturday, 26-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. Write an algorithm and draw flowchart for programming a calculator. User should input two numbers and an operator ('+', '-', '*', '/') or ('A' for addition, 'S' for Subtraction, 'M' for Multiplication and 'D' for Division) as input. If any other character is entered, instruct to enter correct operator. Input of operator should be computed on the two numbers and result should be displayed. User should be asked if he wants to continue with another operation or wants to quit. Accordingly the program should continue or quit saying 'Thank You for Using Calculator'. **14**
2. Answer **any two** of the following : **14**
 - a) Various Elements of a Flowchart.
 - b) Discuss the logical 'AND' and 'OR' functions in Excel with examples.
 - c) Unary and Binary operators in programming.
3. Write short notes on **any two** of the following : **14**
 - a) Character Coding using ASCII
 - b) Branching constructs in programming.
 - c) Subtotals feature in Excel.
4. Answer in brief on **any two** of the following : **14**
 - a) Differentiate between inbuilt and user defined functions.
 - b) Differentiate between Local and Global variables.
 - c) Differentiate between IF-ELSE and SWITCH-CASE constructs. **P.T.O.**



5. Discuss in detail meaning of programming. Also discuss different programming approaches and different constructs in programming. **14**

 6. Discuss in detail types of operators and function of different operators. Also discuss their precedence. **14**

 7. Draw flowchart for a program of medicine schedule for a patient. The course is for 3 days, 3 doses a day. The program should count the number of doses for each day and the day number in progress. Before every dose, the patient be asked if he feels uncomfortable / uneasiness, if 'Yes', dose should be stopped and Doctor to be called. The Doctor may continue the same medicine or change the course. If Medicine is continued, continue the process. If medicine is changed, start from Day 1. **14**
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M.B.A. – II (Semester – IV) (CBCS) Examination, 2018
Group G : INTERNATIONAL BUSINESS (Paper – V)
International Logistics

Day and Date : Saturday, 26-5-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

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

14

Intel

One of the world's largest manufacturers of computer chips, Intel needs little introduction. However, the company needed to make a lot of supply chain cost reductions after bringing its low-cost "Atom" chip to market. Supply chain costs of around \$ 5.50 per chip were bearable for units selling for \$ 100, but the price of the new chip was a fraction of that, at about \$ 20.

Somehow Intel had to reduce the supply chain costs for the Atom chip, but had only one area of leverage – inventory. The chip had to work, so there were no service trade-offs that could be made. Being a single component, there was also no way to pay less in the way of duties. Intel had already whittled packaging down to a minimum and with a high value-to-weight ratio, the chips' distribution costs could not really be pared down any further. The only option was to try and reduce levels of inventory which were, at that point, kept very high in order to support a nine-week order cycle. The only way Intel could find to make supply chain cost reductions was to try and get this cycle time down and therefore reduce inventory.

Intel decided to try what was considered an unlikely supply chain strategy for the semiconductor industry : a true make-to-order scenario. The company began with a pilot operation using a manufacturer in Malaysia. Through a process of iteration, they gradually sought out and eliminated supply chain inefficiencies to incrementally reduce order cycle time. Further improvement



initiatives included : Reduced the chip assembly test window from a five-day schedule, to a bi-weekly, 2-day long process introduced a formal S & OP planning process moved to a vendor-managed inventory model wherever it was possible to do so through its incremental approach to cycle time improvement, Intel eventually drove the order cycle time for the Atom chip down from nine weeks to just two. As a result, the company achieved a supply chain cost reduction of more than \$ 4 per unit for the \$ 20 Atom chip – a far more palatable rate than the original figure of \$ 5.50.

2. Write a short note on following (**any two**) : **14**
 - A) Global Supply chain strategy.
 - B) Performance measurement and evaluation in global supply chains.
 - C) International shipping – characteristics and structure.

 3. Write a short note on following (**any two**) : **14**
 - A) 3 PL and 4 PL service providers.
 - B) Role of outsourcing in global supply chain management.
 - C) Service driven logistics systems.

 4. Write a short note on following (**any two**) : **14**
 - A) IT in Supply Chain Management.
 - B) Future trends in logistics.
 - C) Building Strategic Partnership and Trust in Supply Chain.

 5. What are the strategic importance of transport in global logistics and explain in brief various mode of transportation. **14**

 6. What are objectives and functions of warehousing ? Describe in brief warehousing evaluation, requirements and location strategies. **14**

 7. How to do measurement and evaluation in global supply chains ? Explain in brief trends in International Supply Chain Management. **14**
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