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M.B.A. – I (Semester – I) (CBCS) Examination, 2017
Paper – I : PRINCIPLES OF MANAGEMENT (New)

Day and Date : Tuesday, 12-12-2017
Time : 2.30 p.m. to 5.00 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

Analyse the case

I would like to retire from my company to do service to the society full time and serve the global poor and needy through our foundation until last breath said billionaire of the world.

William Henry Gates III, popularly known as Bill Gates, had pressed ctrl+alt+delete in his career with Microsoft Corporation on July 1, 2008. He founded the software company in 1975. After serving the company as President and CEO for over 33 years, he thought to reboot himself in the avatar of a full-time philanthropist to serve the much better and with utmost satisfaction.

The world had become global village by the dawn of the twenty-first century. The number of billionaires had increased in different parts of the globe. The globally known CEOs had a desire to be the richest in the world. Some of the second and third generation CEOs had exceeded in wealth maximization than those of the first generation. For instance, the second generation CEO of Reliance Industries Ltd., Mukesh Ambani, had become the richest person according to a study.

Born on October 28, 1955, Bill Gates had his education at Lakeside School and Harvard University. He founded Microsoft with Paul Allen in 1975. He signed a landmark agreement with IBM for Dos in 1980. In 1995, Windows 95 with integrated internet explorer and MSN were launched and gained almost monopoly. After two and half decades of innovative business operations, Bill Gates set up Bill and Melina Gates Foundation. In 2001, Gates introduced X box gaming console. Gates the richest man in the world, is well known for his dynamism, creativity and visionary leadership. Several people in the world tried to follow him.

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Several CEOs of India, including Nandan Nilekani, co-founder and co-chairman of Infosys Technologies had interaction with Gates on several occasions. After hearing Gates' decision to do full-time societal responsibilities, Nilekani said. The world is fortunate that a man of his genius is putting his enormous wealth and brand value behind social causes and that, too, in the prime of his life at 52 years. Once his client and later his competitor, Steve Jobs of Apple Computers and an occasional bridge partner Warren Buffet also stated that it was a better place because Gates realized that his goal was not to be the richest guy in the cemetery, his mission was to become a dedicated global social worker by serving the needy and poor of the globe.

- 1) How do you feel about the billionaire's decision ?
 - 2) Explain how it is possible to fulfil his mission.
 - 3) What is the lesson that you learn from the world's richest man ?
2. Write short note (**any two**) : **14**
- a) Herzberg's theory of motivation.
 - b) Corporate Social responsibility.
 - c) Importance of controlling.
3. Write short answers (**any two**) : **14**
- a) Define scientific management. What are its important principles ?
 - b) What do you understand by informal organization ? How does it differ from formal organization ?
 - c) If you are a practicing manager, analyze the various skills you possess in relation to the levels of your job.
4. Write short answers (**any two**) : **14**
- a) Discuss the different styles of leadership, pointing out merits and demerits of each.
 - b) What are the characteristics of creative people ?
 - c) Virtual organizations.
5. Explain the contributions made by Elton Mayo to management thought. **14**
6. What are the different types of plans ? Discuss the various steps involved in the planning process. **14**
7. What is managerial grid as provided by Blake and Mouton ? What are the various leadership styles in this grid ? Which combination of the style do you think the best and why ?



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M.B.A. (Semester – I) (New CBCS) Examination, 2017
Paper – II : ACCOUNTING FOR MANAGERS

Day and Date : Wednesday, 13-12-2017
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 Western Traders as on 31st March 2016. You are required to prepare Trading and Profit & Loss Accounts for the year ended 31st March 2016 and Balance Sheet as on the date

14

Particulars	Rs.	Particulars	Rs.
Opening Stock	25,000	Capital	40,000
Purchases	75,000	Interest	400
Return inward	1,000	Sales	1,25,000
Wages	3,000	Return outward	2,000
Salaries	6,000	Creditors	14,000
Discount allowed	700	Bills Payable	5,700
Insurance	900	Discount received	1,200
Carriage	2,000	Commission	1,000
Office rent	1,000		
Investment	10,000		
Bad debt	400		
Building	10,000		
Cash in hand	3,300		
Drawings	10,000		
Debtors	24,000		
Machinery	17,000		
Total	1,89,300		1,89,300

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**Adjustments :**

- 1) Closing stock is valued at Rs. 34,000 on 31-3-2016.
- 2) Depreciate machinery by 10% and Building by 2% p.a.
- 3) Rent of Rs. 200 and Salaries of Rs. 500 are outstanding.
- 4) Provide RDD at 5% on Sundry Debtors.
- 5) Interest on investment due of Rs. 500 but not received.
- 6) Goods of Rs. 1,000 taken by proprietor for personal use not recorded in books of accounts.

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

14

- 1) XYZ Ltd. having an authorized capital of Rs. 5,00,000 divided into 5,000 equity share of Rs. 100 each, issued 4,000 equity shares for public subscription. All the shares issued were applied and the amount were called as under :

Particulars	Rs.
Application money	10
Allotment money	30
First call	30
Final call	30

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

- 2) Accounting concepts.
- 3) International Financial Reporting Standard.

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

14

- 1) Causes of depreciation.
- 2) Objectives of accountancy.
- 3) Enter the following transactions in a cash book with cash and bank column for the month of April, 2015.
 - 1 Started business with cash Rs. 30,000
 - 2 Opened a current account with bank and deposited Rs. 9,000
 - 15 Received Rs. 4,850 for cash sales and discount allowed Rs. 50
 - 20 Purchased goods of Rs. 3,000, half the amount was paid by cash and remaining by cheque
 - 24 Received a crossed cheque for Rs. 7,775 from Megha Associates and discount allowed Rs. 25
 - 26 Purchased machinery of Rs. 13,300 and paid for installation Rs. 700
 - 30 Received a bearer cheque from Vinod Rs. 2,230

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4. Attempt (**any 2**) : **14**
- 1) Features of company.
 - 2) Classification of accounts.
 - 3) M/s India Ltd. purchased Machinery of Rs. 1,00,000 on 1st April, 2008. On 1st October 2008 additional machinery was purchased for Rs. 50,000. On 1st October 2009 he firm sold machinery purchased on 1st April, 2008 for Rs. 80,000 and purchase new machinery on same date for Rs. 60,000. The firm provides depreciation @ 10% p.a. under straight line method on 31st March every year. Prepare Machinery and Depreciation Account for three years i.e. 2008-09, 2009-10, 2010-11.
5. Explain the meaning of Cost Accounting. Also explain the difference between Cost Accounting and Financial Accounting. **14**
6. Journalize the following transactions in the books of M/s Hind
- 2015 July 1 Started business with cash Rs. 81,000, buildings worth Rs. 1,00,000 and borrowed from friend Kumar Rs. 25,000
- 2 Paid cash into Bank of India Rs. 90,000
 - 5 Purchased office equipment from Raj and issued him a cheque Rs. 6,000
 - 7 Credit purchase from Mohan Rs. 15,000 less 4% trade discount
 - 8 Returned goods to Mohan Rs. 150
 - 10 Goods sold and received bearer cheque of Rs. 4,500
 - 11 Credit sale to Vinayak Rs. 3,000 less trade discount 2%
 - 12 Vinayak returned goods of Rs. 294
 - 14 Goods taken for personal use Rs. 300
 - 16 Paid for printing and stationary Rs. 100 and electricity bill of Rs. 600
 - 19 Withdrawn from bank for office use Rs. 5,000
 - 21 Purchased computer and printer of Rs. 25,000 from modern and half amount in cash and half in cheque
 - 28 Paid house rent of proprietor of Rs. 3,000
 - 31 Paid salary by cheque Rs. 4,000
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7. The Modern Manufacturing Co. submits the following on 31st March, 2014 :

Particulars	Rs.
Sales for the year	2,75,000
Inventories at the beginning of the year :	
Finished goods	70,000
Work in progress	4,000
Purchase of material for the year	1,10,000
Material inventory	
At the beginning	3,000
At the end	4,000
Direct labour	6,500
Factory overhead	60% of direct labour cost
Inventories at the end of the year	
Finished goods	6,000
Work in progress	8,000
Selling expenses	10% sales
Administrative expenses	5% sales

Prepare Cost Sheet as on 31st March, 2014.



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**M.B.A. – I (Semester – I) (CBCS) Examination, 2017
MANAGERIAL ECONOMICS (Paper – III) (New)**

Day and Date : Thursday, 14-12-2017

Max. Marks : 70

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

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

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

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

1. A 5% fall in price of good leads to 10% rise in its demand. A consumer buys 40 units of a good at a price of Rs. 10 per unit. How many units will he buy at a price of Rs. 12 per unit ? Calculate. 14
 2. Write short notes (**any two**) : 14
 - a) Types of costs.
 - b) Inflation.
 - c) Long run cost function.
 3. Write short notes (**any two**) : 14
 - a) Law of supply.
 - b) Types of budgets.
 - c) Cross elasticity of demand.
 4. Write short notes (**any two**) : 14
 - a) Disequilibrium in the BOP.
 - b) Industrial sickness.
 - c) Role of MNCs.
 5. Discuss the characteristics of different market structures. 14
 6. Explain the Law of Variable proportions. 14
 7. Explain Economic Environment. Discuss the major problems of Indian Economy. 14
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M.B.A. – I (Semester – I) (New CBCS) Examination, 2017
Paper – IV : ORGANISATIONAL BEHAVIOUR

Day and Date : Friday, 15-12-2017
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

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

iii) Attempt **any 2** questions from Q. No. 5, Q. No. 6 and Q. No. 7.

1. Analyse the following case :

14

Subhash has been working as an operator in assembly-line of automobile company, manufacturing two-wheeler scooters and bikes for the last 10 years. He has been working very honestly and sincerely and meets standard of performance determined for him. He is of a creative nature and even at home he discusses various work related matters with his wife. He tells her that he is capable of making certain improvement in the overall functioning of motor bike. But when he takes his ideas to his superior he makes fun of it and does not give serious thought to it. Gradually the level of efficiency of Subhash came down. Though he knows yet he is unable to cope with situation some time he feels frustrated. But he is finding it difficult to meet standard of performance. He has already started losing his interest in the job.

- 1) Analyse the case.
- 2) Identify the problem.
- 3) Find the suitable alternatives.
- 4) Identify the best solution.

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

14

- 1) Factors affecting individual behavior
- 2) Formal and informal groups
- 3) Individual coping strategies to stress.

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3. Write short notes (**any 2**) : **14**
 - 1) Types of attitude
 - 2) Stages of group development
 - 3) Emotional intelligence.

 4. Write short notes (**any 2**) : **14**
 - 1) Approaches to OB
 - 2) Strategies to improve group decision making
 - 3) Big Five Model.

 5. State the process required for organisational change and the ways to manage resistance to change. **14**

 6. Define teams. State the various types of teams and the difference between team vs group. **14**

 7. Perceptual process is crucial in decision making, Elaborate the statement. **14**
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**M.B.A. – I (Semester – I) (New-CBCS) Examination, 2017
STATISTICS FOR MANAGEMENT (Paper – V)**

Day and Date : Saturday, 16-12-2017

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

1. Find the value of P if mean is 21.4 and draw the histogram and superimpose the polygon on following data

Mid Points	Cumulative Frequency
4	6
12	13
20	23
28	31
36	31 + P

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

A) Mean, Median and Mode.

B) Calculate Semi-inter-quartile Range of following data

Class	Less than 35	35 – 37	38 – 40	41 – 43	Above 43
Cumulative Frequency	14	76	175	193	200

P.T.O.



C) Calculate the Yule's coefficient of association between intelligence in fathers and sons from the following data :

Intelligent father with intelligent sons	=	248
Intelligent father with dull sons	=	81
Dull father with intelligent sons	=	92
Dull father with dull sons	=	579

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

A) Types of index numbers.

B) Find the missing frequency (p) for the following distribution whose mean is 50

x	10	30	50	70	90
f	17	P	32	24	19

C) Calculate Karl Pearson's coefficient of correlation and interpret it from following data.

	1	2	3	4	5	6	7	8	9	10
Age (X)	30	32	35	40	48	50	52	55	57	61
Sick days (Y)	1	0	2	5	2	4	6	5	7	8

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

A) Time series analysis.

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

Class Interval	0 – 10	10 – 20	20 – 30	30 – 40	40 – 50	50 – 60	60 – 70
Frequency	8	12	10	8	3	2	7

C) Calculate median and mode for following data.

Class	21 – 22	23 – 24	25 – 26	27 – 28	29 – 30
Frequency	7	13	22	10	8



5. Obtain the rank correlation coefficient between the variables X and Y from following data.

X	Y
50	110
55	110
65	115
50	125
55	140
60	115
50	130
65	120
70	15
75	160

6. From the following data obtain the two regression equations and calculate the value of Y if X = 6.2

X	1	2	3	4	5	6	7	8	9
Y	9	8	10	12	11	13	14	16	15

7. An analysis of monthly wages of workers of two organisations A and B yielded the following results, calculate the combined mean and SD and interpret which organisation is more equitable in regard to wages by CV.

	Organisation	
	A	B
No. of Workers	50	60
Average monthly wages	60	48
Variance	100	144



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M.B.A. Part – I (Semester – I) (New – CBCS) Examination, 2017
Paper – VI : MANAGERIAL COMMUNICATION – I

Day and Date : Monday, 18-12-2017
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 to Q. No. 4.
3) Attempt **any two** questions from Q. No. 5 to Q. No. 7.

1. Draft the following : 14
Draft the Notice, Agenda and Minutes of Meeting of 15th Annual General Meeting of Star Enterprise Pvt. Ltd., Mumbai.
 2. Write short notes on (**any two**) : 14
 - a) Listening comprehension.
 - b) Reading different kind of texts.
 - c) Teleconference and Videoconferencing.
 3. Write short notes on (**any two**) : 14
 - a) Speaker's appearance and personality.
 - b) Group discussion strategies.
 - c) Paralanguage.
 4. Write short notes on (**any two**) : 14
 - a) Types of listening.
 - b) Body language.
 - c) Downward channel of communication.
 5. Define Reports. Explain in brief different types of reports. 14
 6. What is meant by barriers to communication ? How and why do they occur ? 14
 7. Explain the different Medias of oral communication. Also state the advantages and disadvantages of oral communication. 14
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**M.B.A. (Part – I) (Semester – I) Examination, 2017
(New CBCS)
Paper – VII : LEGAL ASPECTS OF BUSINESS**

Day and Date : Tuesday, 19-12-2017
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

- Ravi promises to pay Raj Rs. 5,000/- is Raj beats Rajat. Raj beats Rajat, but Ravi refuses to pay. Can Raj recover the amount from Ravi ?
- A tells his wife that he would commit suicide if she did not transfer her personal assets to him. She does so under the threat. Can the wife avoid the contract ?
- Ram contracts with Laxman to supply him 100 kg of wheat @ 20 Rs./- per kg to be delivered on a specific date. To fulfill this contract Ram also contracts with Bharat for the purchase of 100 kg of wheat @ 18 Rs./- per kg to be received before a specific date. Bharat is unaware about the contract between Ram and Laxman. Bharat fails to fulfill the contract with Ram. Can Ram recover the damage ?
- Two trading firms, each having 15 partners, amalgamated their business. Can the contract entered into by amalgamated firms be enforced by or against the firms ?
- A and B are partners in a stationary business. A orders in firm's name on the firms letter head to be supplied with 2 bags of wheat at his residence. Is the firm liable to pay the debts ?
- 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 ?

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2. Write short notes on (**any 2**) : **14**
- a) Information Technology Act, 2000.
 - b) Prevention, control and abatement of environmental pollution.
 - c) Remedies for breach of contract.
3. Write short notes on (**any 2**) : **14**
- a) Meetings.
 - b) Restrictive trade practices.
 - c) Dishonor of cheque.
4. Distinguish between (**any 2**) : **14**
- a) Promissory note and bills of exchange.
 - b) Void agreement and void contract.
 - c) Partnership and company.
5. Explain the meaning and characteristics of partnership firm. Explain the various types of partners. **14**
6. Define environment. Explain the powers of the government in relation to environmental protection. **14**
7. Define companies. Explain memorandum and articles of association briefly. **14**
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**M.B.A. (Part – I) (Semester – I) (CBCS) Examination, 2017
Paper – VIII : IT FOR MANAGEMENT (New)**

Day and Date : Wednesday, 20-12-2017
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. Analyze the following case and answer the questions given below :

14

The idea to connect the rural areas of developing countries through Wi-Fi by using the existing transportation infrastructure was conceived by Amir Alexander Hassan. Founder & CEO of United Villages. As per Amir, 'We were looking to leverage existing transportation infrastructure in rural areas of developing countries to create a zero-cost, store-and-forward, driven by Wi-Fi network that can bridge the digital divide and provide 2 billion villagers with a digital identity in a commercially viable way'. Under this innovative scheme, the villagers access the service through a village kiosk that is run by a local entrepreneur who is trained in using the PC and deliver the services. The kiosk operator needs to wither have some grid based electricity or solar panels and a UPS power backup.

A proprietary Wi-Fi device, a 'Mobile Access Point (MAP)' is installed on a vehicle that is already travelling to and from the villages everyday. This MAP is wired into the vehicle battery and an antenna is secured on the roof. The company recruits and trains the entrepreneurs to operate kiosks installed with Wi-Fi antennas along the vehicle's route where villagers can go to send and receive emails, SMS, voicemails, web searches and other services. When the vehicle with MAP drives past each kiosk, it automatically picks ups all of the kiosks outgoing data and drops off all incoming data at wireless broadband speed. The MAP does this for 10 kiosks per route on an average and when it comes within the range of either a cellular data network or a real time Internet Wi-Fi network, it transfers all that data for and from the kiosks to and from the internet. This

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technological innovation (called DakNet) is already benefiting thousands of villagers in India, Cambodia, Rwanda and Paraguay. Currently in India, it is being pilot tested in the villages of Orissa. The company has plans to get up 90,000 DakNet service providers in India by 2012.

Questions for discussion :

- 1) Explain the concept of the communication mechanism being presented in this case.
 - 2) Give your comments on the effectiveness and viability of this service.
 2. Write short notes on (**any two**) : **14**
 - a) Ethical Issues in Information System.
 - b) Software Development Life Cycle.
 - c) Knowledge Management.
 3. Write short notes on (**any two**) : **14**
 - a) M-commerce
 - b) Database Management System.
 - c) Information security principles.
 4. Write short notes on (**any two**) : **14**
 - a) Cloud Computing
 - b) Features of MS PowerPoint.
 - c) Types of SQL.
 5. Define Information Technology. Explain in detail the hardware infrastructure of IT. **14**
 6. What are the various types of E-commerce ? Explain several E-commerce payment systems in detail. **14**
 7. Explain in detail the various features which are used in Tally. **14**
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M.B.A. – I (Semester – I) (New CBCS) Examination, 2017
Paper – VIII : TAXATION

Day and Date : Wednesday, 20-12-2017
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. Attempt **any four** cases from the given cases : **14**

- 1) Mr. Rao, a senior scientist goes to Nigeria on a job approved by the central government for a period of 3 years on 15th September 2016. He has never been out of India before. Determine his residential status for the previous year 2016-2017.
- 2) X is an employee of ABC Ltd. getting a salary of Rs. 5,000 per month which is 'due' on the last day of month but is paid on the 7th of next month. Salary for which months will be taxable for assessment year 2017-2018.
- 3) Mr. Babu a married citizen of India left for Germany for the first time on 15-9-2015 on a business trip. He returned to India on 5-6-2016, during his absence from India he has maintained a dwelling house for himself in Calcutta. What will be his residential status for the Assessment Year 2017-18.
- 4) What is residential status of an individual who came to India for the first time in 2014-15 and who has in India as follows ?

Previous year	Presence in India
2016-17	185 days
2015-16	15 days
2014-15	26 days

Findout his residential status in the assessment year 2017-18.



- 5) Mr. Jayasurya, a Sri Lankan cricketer, comes to India since 1995-96 every year to play cricket and stays here for 120 days. State his residential status for A.Y. 2017-18.
- 6) Ascertain the previous year of the income in relation to assessment year 2017-18 in the following cases :
 - 1) Dr. Shah was appointed as lecturer in Hindu College for the first time on 1-8-2016.
 - 2) Jai Kumar inherited a let out house property of two rooms on 5-7-2016.
 - 3) A received a remuneration of Rs. 10,000 for acting as an arbitrator on 10-3-2017 for the first time.

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

- a) Define Assessment Year and Previous Year.
- b) Write short notes on deductions u/s 80C.
- c) Mr. Ashikh retired in September, 2016 after having put in 42 years of service in a company. His average salary for 10 months preceding Sept. 2016 was Rs. 2,500 p.m. He received a gratuity of Rs. 60,000. Compute his taxable gratuity.

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

- a) Concept of PAN.
- b) Write short notes on meaning and scope of supply.
- c) Amar is the owner of a house in Chennai. He lets out this house to a tenant for 4,000 p.m. The Municipal value of the house is 40,000 p.a. During the year, he pays Municipal Tax of 4,000. Find out the annual value of the house for the Assessment year 2017-2018.

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

- a) Mechanism of Input Tax Credit.
- b) Explain concept of Income.
- c) Mr. S. B. Singh, a College Professor, furnished the following particulars. You are required to compute income from other sources :
Examination remuneration Rs. 7,000
Royalty from books and articles Rs. 25,000
Winnings from card games Rs. 6,700
Winnings from state lottery Rs. 30,000
Expenditure on purchase of lottery tickets Rs. 12,000.



5. Income Tax Act gives absolute exemption in respect of certain incomes. Discuss. **14**
6. From the following particulars of Shri Ram Kishan, a manager of a firm, compute his taxable income from salary for the Assessment Year 2017-2018. **14**

	Rs.
i) Basic salary (p.m.)	5,000
ii) D.A. (included in salary for retirement benefits (p.m.))	400
iii) Own contribution towards recognized provident fund	3,000
iv) Employer's contribution towards recognized provident fund	3,000
v) Interest on RPF @ 13% per annum	4,680
vi) House rent allowance Rs. 7,200, rent paid for house at Delhi	13,800
vii) Medical allowance (p.m.)	100
viii) Shri Ram Kishan was also provided with a motor car for his official as well as private use by the employer	

7. What is GST ? Explain salient features of GST. **14**
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M.B.A. – I (Semester – I) (CBCS) Examination, 2017
PERSPECTIVES OF MANAGEMENT (Paper – I) (Old)

Day and Date : Tuesday, 12-12-2017

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

Max. Marks : 70

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

1. Analyse the case :

Mr. Sumit Mishra is the Managing Director of an oil manufacturing company. To increase sales, the Board of Directors wanted to start a full-fledged marketing department; Mr. Mishra is entrusted with the task of finding a suitable candidate to head the proposed marketing department. After considering a number of candidates, he has narrowed down his choice to two persons : Mr. Vinod Agrawal and Mr. Ravi Kapoor.

Mr. Agrawal has an excellent track record in the company. During his fruitful association with the company, to be precise 15 years, he has always shown a high degree of enthusiasm and initiative in his work. He is still young, dynamic and aggressive. 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 a good job, he lets you know it”. Mr. Agrawal is willing to shoulder additional responsibilities. He decides things quickly and when action is required, he is ‘always on his toes’.

During his 20 years tenure in the company, Mr. Ravi Kapoor has endeared himself to all his colleagues by his superior workmanship and pleasing manners. He always believes in principles of employee participation in the decision making process. Unlike Mr. Agarwal, 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 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 production soon after Ravi Kapoor became the head of his department.

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- 1) Analysis of the case.
 - 2) Identification of the problem.
 - 3) Suggest alternative solution.
 - 4) Select best solution. 14
2. Short notes on **(any two)** :
- a) Direction and supervision
 - b) Hersey and Blanchard's situational leadership model
 - c) Management by exception. 14
3. Short notes on **(any two)** :
- a) Maslow theory of human needs
 - b) Management by objectives
 - c) Conflict and co-ordination. 14
4. Short notes on **(any two)** :
- a) Characteristics of management
 - b) Goal setting theory
 - c) Delegation of authority. 14
5. What are six dynamic themes management ? Describe them in detail. 14
6. What is planning ? Explain in detail process involved in planning. 14
7. Discuss in detail the contribution made by Henry Fayol to the management. 14
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M.B.A. – I (Semester – I) (CBCS) Examination, 2017
Paper – II : ACCOUNTING FOR MANAGEMENT (Old)

Day and Date : Wednesday, 13-12-2017

Max. Marks : 70

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

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

1. From the following particulars prepare Trading and Profit and Loss A/c for the year ended 31st March 2015 and a Balance Sheet as on that date of Mr. Sahil. **14**

Trial Balance as on 31-3-2015

Particulars	Debit (Rs.)	Particulars	Credit (Rs.)
Machinery	50,000	Capital	50,000
Sundry Debtors	60,400	Bank loan	38,000
Stock (on 1 st April 2014)	10,000	Discount	1,000
Furniture	18,000	Sales	38,750
Salaries	1,600	Purchases Returns	2,400
Wages	900	Creditors	26,000
Printing and stationery	700	R.D.D.	800
Insurance	2,500	Bank Overdraft	18,000
Factory rent	2,300	Bills payable	10,650
Office rent	1,500	Dividend	8,000
Advertisement	500		
Drawings	6,000		
Bad debts	600		
Discount	750		
Sales return	1,400		
Purchases	24,650		
Travelling expenses	1,800		
Carriage inward	2,000		
Goodwill	5,000		
Interest	3,000		
Total	1,93,600	Total	1,93,600

**Additional Information :**

- 1) Stock as on 31st March 2015 amounted to Rs. 60,000.
 - 2) Depreciate Machinery by 5% p.a. and furniture by 10% p.a. respectively.
 - 3) Insurance is prepaid Rs. 500.
 - 4) Outstanding expenses were wages Rs. 1,100 and office rent Rs. 700.
 - 5) Goods worth Rs. 10,000 were lost by Fire and Insurance Company admitted claim of Rs. 5,000.
 - 6) Rs. 400 are to be written off as further bad debts and create a provision for reserve for doubtful debts 5% on Sundry Debtors.
2. A) Ganesh Trading Company purchased a Plant and Machinery on 1st October 2014 for Rs. 90,000 and incurred Rs. 10,000 on its erection expenses. On 1st April 2015 another Plant and Machinery was purchased for Rs. 1,00,000.

On 1st October 2016, it sold off the first Plant and Machinery for Rs. 90,000. Depreciation is to be charged at 10% p.a. under Straight Line Method on 31st March every year.

Prepare Plant and Machinery Account and Depreciation Account for three years. 7

- B) Journalise the following transactions in the books of Mr. Prasanna. 7

April 2012

- 1 Purchased goods worth Rs. 10,000 for cash less 10% trade discount
- 5 Sold goods to Sanika Rs. 20,000
- 6 Received Rs. 3,960 from Mohan and allowed him Rs. 40 as discount
- 8 Purchased goods from Anita Rs. 15,000
- 11 Paid to Radhika Rs. 5,500
- 15 Purchased furniture for Rs. 20,000
- 19 Withdraw goods of Rs. 1,000 and cash Rs. 2,000 from business for personal use
- 20 Paid salary Rs. 6,000
- 23 Sold goods to Sanjay for Rs. 5,000 at 10% cash discount
- 24 Received commission Rs. 1,000
- 27 Cash withdrew from Bank Rs. 5,000 for office use
- 29 Paid Anita Rs. 14,500 in full settlement of her account
- 30 Shashikant sent an order of goods worth Rs. 3,000.



3. A) From the following particulars, prepare the Store Ledger Account showing the value of stock under the LIFO method. 7

Date	Particulars
1-1-2010	Opening Stock 1000 units at Rs. 5 each
2-1-2010	Purchased 900 units at Rs. 6 each
5-1-2010	Issued 1200 units
9-1-2010	Purchased 800 units at Rs. 6.20 each
12-1-2010	Purchased 300 units at Rs. 6.40 each
17-1-2010	Issued 400 units
21-1-2010	Issued 600 units

- B) Explain the elements of cost. 7

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

- 1) Bank Reconciliation Statement.
- 2) Computerized Accounting System.
- 3) Financial Accounting Vs Cost Accounting.

5. What do you mean by financial accounting ? Explain accounting concepts and conventions in detail. 14

6. Enter the following transactions in three column cash book of Shriram Traders for June 2012. 14

- 1 Started business with an investment of Rs. 9,000
- 2 Deposited in bank Rs. 7,000
- 4 Acquired a building by issuing a cheque of Rs. 5,000
- 10 Paid the bill of the furniture by cheque of Rs. 1,000
- 15 Purchased goods of Rs. 800 by cheque
- 18 Withdraw Rs. 100 from the bank
- 20 Sold goods for Rs. 1,200
- 22 Deposited Rs. 2,000 into the bank
- 25 Bought goods of Rs. 1,000
- 26 Sold machinery by cheque Rs. 1,500



- 27 Paid Rs. 100 by cheque as the premium for insuring building against by fire
 28 Paid freight Rs. 50
 29 Withdrew from bank for personal use Rs. 500
 30 Cleared electricity bill Rs. 90
 30 Paid to Mahesh Rs. 1,080 in full satisfaction by cheque. We owed to Mahesh Rs. 1,100 for goods purchased
 30 Received from Suresh a cheque for Rs. 1,480 in full satisfaction of the debt of Rs. 1,510.

7. Prepare the Cost Sheet from the following information :

14

Sr. No.	Particulars	Amount (Rs.)
1	Factory rent and taxes	24,000
2	Indirect wages	29,000
3	Factory Insurance	5,000
4	Direct expenses	22,000
5	Lighting	7,200
6	Depreciation on Plant and Machinery	16,000
7	Repairs of Plant and Machinery	9,000
8	Opening stock of finished goods	49,000
9	Closing stock of finished goods	65,000
10	Office expenses	900
11	Office Insurance	6,000
12	Office Rent and Taxes	15,000
13	Opening stock of raw material	1,20,000
14	Closing stock of raw material	1,36,000
15	Direct wages	2,30,000
16	Purchase of raw material	6,50,000
17	Interest on loan	6,500
18	Sale of finished goods	18,00,000
19	Income Tax paid	10,000
20	Advertising	8,500
21	Carriage outward	26,000



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M.B.A. (Part – I) (Semester – I) (CBCS) Examination, 2017
Paper – III : MANAGERIAL ECONOMICS (Old)

Day and Date : Thursday, 14-12-2017

Total Marks : 70

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

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

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

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

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

1. Complete the following table and state the equilibrium level of output and profit accruing to the firm concerned. **14**

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

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

- a) Significance of managerial economics.
- b) Schumpeter theory of business cycle.
- c) Cost plus pricing.



3. Write short notes on (answer **any two**) : **14**
- a) The demand function of a men's shirt is $Q_d = 700 - 5P$. How many shirts per day can the store expect to sell at a price of 100 per shirt ? What is the highest price anyone is willing to pay ?
 - b) Oligopoly.
 - c) Return to scale.
4. Write short notes on (answer **any two**) : **14**
- a) Price elasticity of demand.
 - b) Monopolistic competition.
 - c) COBB – Douglas production function.
5. What is demand forecasting ? Explain the various methods of demand forecasting. **14**
6. Define inflation; explain need and measures of government intervention to control the inflation. **14**
7. Explain break-even point; discuss its importance in managerial decision. **14**
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M.B.A. (Part – I) (Semester – I) (Old-CBCS) Examination, 2017
Paper – IV : ORGANIZATIONAL BEHAVIOUR

Day and Date : Friday, 15-12-2017

Max. Marks : 70

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

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

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

14

November 30, 1997 goes down in the history of a Bangalore-based electric company as the day nobody wanting it to recur but everyone recollecting it with a sense of pride.

It was a festive day for all the 700-plus employees. Festoons were strung all over, banners were put up, banana trunks and leaves adored the factory gate, instead of the usual red flags; and loud speakers were blaring Kannada film songs. It was the day the employees chose to celebrates Kannada Rajyothsava, annual feature of all Karnataka based organizations. The function was to start ay 4 p.m. and everybody was eagerly waiting for the big event to take place.

But the event, budgeted at Rs. 1,00,000, did not take place. At around 2 p.m., there was a ghastly accident in the machine shop. Murthy was caught in the vertical turret lathe and was wounded fatally. His end came in the ambulance on the way to hospital.

The management sought union help, and the union leaders did respond with a positive attitude. They did not want to fish in troubled waters.

Series of meetings were held between the union leaders and the management. The discussion centered around two major issues (i) restoring normalcy and (ii) determining the amount of compensation to be paid to the dependants of Murthy.

Luckily for the management, the accident took place on Saturday. The next day was a weekly holiday and this helped the tension to diffuse to a large extent. The funeral of the deceased took place on Sunday without any hitch. The management hoped that things would be normal on Monday morning.

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But the hope was contradicted. The workers refused to resume work. Again the management approached the union for help. Union leaders advised the workers to resume work in all departments except in the machine shop, and the suggestion was accepted by all.

Two weeks went by ; nobody entered the machine shop, though work in other places resumed. Union leaders came with a new idea to the management – to perform a Pooja to ward off any evil that had be fallen on the lathe. The management accepted the idea and home was performed in the machine shop for about five hours commencing early in the morning. This helped to some extent. The workers started operation on all other machines in the machine shop except on the fateful lathe. It took two full months and a lot of persuasion from the union leaders for the workers to switch on the lathe.

The crisis was blown over, thanks to the responsible role played by the union leaders and their fellow workers. Neither the management nor the workers wish that such an incident should recur.

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

Murthy's death witnessed an unusual behavior on the part of the workers and their leaders and magnanimous gesture from the management. It is a pride moment in the life of the factory.

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



2. Write short notes on (**any two**) : **14**
 - a) Reinforcement.
 - b) Advantages and disadvantages of work teams.
 - c) Stages of Group development.

 3. Write short notes on (**any two**) : **14**
 - a) Personal factors affecting individual behavior.
 - b) Virtual teams.
 - c) Functional and dysfunctional conflict.

 4. Answer the following (**any two**) : **14**
 - a) Define organization behaviour. Explain various approaches to organization behavior.
 - b) Distinguish between work groups and work teams.
 - c) Explain various factors affecting stress.

 5. What are the work teams ? Define various types of work teams. **14**

 6. Give the meaning and definition of organizational culture. Explain various dimensions and levels of organizational culture. **14**

 7. What is organizational change ? What are forces of change ? Explain the concept of resistance to change with a neat figure. **14**
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M.B.A. – I (Semester – I) (Old CBCS) Examination, 2017
STATISTICAL METHODS (Paper – V)

Day and Date : Saturday, 16-12-2017
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. Given below the daily wages paid to the 300 workers in three companies X, Y and Z.

	Company X	Company Y	Company Z
No. of workers	90	112	P
Average wages	68	Q	74
Variance	-	196	289
S.D.	15	-	-

Find the value of P and Q

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

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

A) Mean, Median and Mode.

B) Calculate upper and lower quartile from given data :

Size	0 – 10	10 – 20	20 – 30	30 – 40	40 – 50	50 – 60	60 – 70	70 – 80
Frequency	5	7	8	12	28	22	10	8



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

$$(A) = 36 \quad (\alpha\beta) = 10 \quad (N) = 70 \quad (AB) = 16$$

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

A) Permutation and combinations.

B) Find the missing frequency (p) for the following distribution whose median is 46.75.

x	20 – 30	30 – 40	40 – 50	50 – 60	60 – 70
f	3	5	20	p	5

C) Calculate Karl Pearson coefficient of correlation from following data :

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

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

A) Probability distribution.

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

Marks	6	8	10	12	14	16	18	20
No. of students	1	14	25	27	18	9	4	2

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

5. Find the two lines of regressions from the following data and estimate Y, when $X = 164$

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



6. Following are the score of ten students in a class and their I.Q. Calculate Rank correlation coefficient between the score and IQ.

Student	1	2	3	4	5	6	7	8	9	10
Score	35	40	25	55	85	90	65	55	45	50
I.Q.	100	100	110	140	150	130	100	120	140	110

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

Height (cms)	No. of Students
145 – 149	2
150 – 154	5
155 – 159	9
160 – 164	15
165 – 169	16
170 – 174	7
175 – 179	5
Above 180	1



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M.B.A. (Part – I) (Semester – I) (CBCS) Examination, 2017
Paper – VI : MANAGERIAL COMMUNICATION – I (Old)

Day and Date : Monday, 18-12-2017
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

1. Case study

Vice President : I am not inviting Rajesh back for another office interview. There's something about him that isn't quite right. I don't trust him.

Manager : How can you say that ? He has the best credentials of any of the applicants so far. In looking over your notes, you will surely find that he said the right things in the interview; too what is the problem ?

Vice President : I can't pinpoint anything what he said or did but I know he's not right for us. I have been a recruiter for last 10 years and I can tell that when there's something wrong. Rajesh made me uncomfortable by sitting too close, looking at me too much, things like that. I think he's a cunning man who's going to take advantage of us.

Manager : Is it appropriate to reject an applicant simply because he makes you uncomfortable ?

Vice President : I gave you my reason – his behavior. We are going to call back only three candidates for the position and I think at least three others are more deserving for a second look.

Questions :

- 1) What is the problem in the case ? 4
- 2) Discuss the aspects of non-verbal communication process. 5
- 3) How much influence in a job interview do such non-verbal elements as smiles, clothing and eye contact have ? 5

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2. Write short notes on **(any two)** : **14**
- 1) Effects and strategies to improve Feedback.
 - 2) Techniques of Effective Speech.
 - 3) Teleconferencing and Vedeoconferencing.
3. Write short notes on **(any two)** : **14**
- 1) Forms of Communication
 - 2) Paralanguage
 - 3) Email.
4. Answer in brief **(any two)** : **14**
- 1) Define Listening. Explain in detail the types of Listening.
 - 2) Define Speech. Brief about the Speakers Appearance and Personality required for Effective Speech.
 - 3) Draft a notice and Agenda for 6th Annual General Meeting for ATS Engineering Pvt. Ltd.
5. What are the channels of communication ? Explain the Medias of Upward and Downward Channel of communication. **14**
6. Define Reports. Explain in details the types of Reports. **14**
7. What are the barriers of Listening ? Explain the strategies of Effective Listening. **14**
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Set **P**

**M.B.A. (Part – I) (Semester – I) (CBCS) Examination, 2017
(Old)
Paper – VII : LEGAL ASPECTS OF BUSINESS**

Day and Date : Tuesday, 19-12-2017
Time : 2.30 p.m. to 5.00 p.m.

Max. 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 problems giving the reasons for your answers (**any 4**): **14**
- 1) A minor fraudulently represents a money lender that he was of full age and executed a mortgage deed of Rs. 10,000/-. Has the money lender any right to recover any money lent to the minor. Can he take any action against the minor ?
 - 2) A agrees to sell to B “My white Maruti Suzuki” for 2,00,000/- or 2,50,000/-. Is the agreement between A and B valid ?
 - 3) There were 5 people in a private company. They went to picnic and had a boat ride there. The boat turned upside down and all of them died in that incident. What would be the status of the company ?
 - 4) An agent refused to handover the books of accounts to the Principal of a college unless the Principal agreed to release him from all liabilities. The Principal had to give a release deed to the agent as demanded. Is the contract valid ?
 - 5) A enters into a contract with an alien to import arms and ammunitions. For this purpose he borrows money from B who is aware of the purpose of loan. Is the agreement void ?
 - 6) Over a cup of tea in a restaurant A invites B to a dinner at his house on Monday. B reaches the house of A at the given time but A failed to keep up the promise. Can B recover any damage from A ?

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2. Write short note on **any 2** of the following : **14**
- 1) Bill of exchange.
 - 2) Kinds of companies.
 - 3) Unfair trade practices.
3. Write short note on **any 2** of the following : **14**
- 1) Information Technology Act, 2000.
 - 2) State Consumer Protection Council.
 - 3) Oppression and Mismanagement.
4. Write short note on **any 2** of the following : **14**
- 1) Competency to contract
 - 2) Meetings
 - 3) Dishonor of cheque.
5. Define contract. Explain the essentials of valid contract with examples. **14**
6. What are the objective and scope of Consumer Protection Act, 1986 ? Write in details about the consumer dispute redressal forum and the provisions relating to the same. **14**
7. Define industrial dispute. Explain strikes and lockouts and state the provisions related to strikes and lockouts. **14**
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**M.B.A. – I (Semester – I) (Old-CBCS) Examination, 2017
IT FOR MANAGEMENT (Paper – VIII)**

Day and Date : Wednesday, 20-12-2017
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. Case study :

14

A TVS our philosophy has always been to understand our customers through learning and exceeding their expectations. While serving them, we have always been guided by certain key values such as trust, loyalty and operational excellence, a long standing tradition within the TVS Group. We believe that for a product or service to be successful, it has to touch the lives of the masses. Take a look at the 2004 elections. Half a billion people experienced the power of IT when they used the Electronics Voting Machines. IT must be taken to the masses of it is to make an impact. We are proud to say that this was the first an experiment of this kind was attempted, and that too successfully.

India is slowly emerging into a global R&D hub.845 patents of the Who's Who in IT have come out of India. India currently employs over 2,00,000 engineers in embedded systems and design. The next version of CPUs, PDAs, Printers, multifunctional peripherals are all going to be designed here. The demand for IT products is going beyond the Tier 1 and 2 cities to the SMEs and smaller players in Tier 3 towns. This trend has been largely due to an increased awareness of PC usage and growth in disposable income in this category. We seek to cater to this increased demand by taking out coverage from 350 towns presently to over 500 towns by the end of 2005.

The IT hardware industry is witnessing unprecedented growth. The IT hardware manufacturing market is expected to grow from \$ 5 billion to \$ 25 billion by 2009. With PC shipments expected to register over 35% growth, demand for peripherals is also expected to grow at over 20%. We shall continue to focus on our printer business by bringing cost improvements to enhance profitability, such that the business unit contributes to 70% our revenues. With the IT hardware market growing at over 35% and zero duty regimes fast approaching, domestic manufacturing will grow significantly but companies need to be extremely

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competitive to survive in a truly global market. Indian companies have 2 choices- innovate new products to serve markets like India or manage cost effectively to deliver products at the competitive price to the consumer. New products will become the key differentiators for India companies. We intend to expand the portfolio of our products and provide better value at lower costs to our consumers. The retail sector is witnessing a boom, and demand for automation to improve operational efficiencies has increased not just in organized retail counters but in the stand alone outlets that are segment with innovative products addressing this boom.

We have to constantly rethink on the conventional models. We have to come up with innovative technologies to address the opportunities in the bottom of the pyramid. We have to look at developing products with low costs and large volumes. With the surplus of opportunities that company has, it will only be a matter of time before we take out technology to the heart of India. Success comes from volumes and volumes come from the heart of India.

- a) Analyze the case. 5
- b) Explain the strategy focus of TVS in exploiting market of IT hardware. 4
- c) What are the threats and opportunities TVS is seeing in the market ? 5

2. Write short notes on (**any 2**) : 14
 - 1) Application of MS-word in business
 - 2) DBMS
 - 3) System software.

3. Write short notes on (**any 2**) : 14
 - 1) Differentiate between primary and secondary memory
 - 2) Computer security
 - 3) Describe brief history of Internet and various uses of internet in day to day life.

4. Write short notes on (**any 2**) : 14
 - 1) Discuss the various Information needs at different organization levels
 - 2) Application of Power Point
 - 3) E-Commerce.

5. Explain in detail the input and output function of hardware. Describe the working of 3 devices of each function. 14

6. Define ERP. Explain benefits and Modules of ERP in details. 14

7. Explain the Operational Information System for Sale and Marketing Management. 14



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M.B.A. – I (Semester – II) Examination, 2017
Paper – IX MARKETING MANAGEMENT (CBCS)

Day and Date : Tuesday, 28-11-2017
Time : 2.30 p.m. to 5.00 p.m.

Marks : 70

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

1. Case study :

14

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

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

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

In a view of above situations help 'Cooldent' to formulate marketing decisions to effectively deal with competition.

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



2. Write short notes (**any two**) : **14**
 - a) PEST Analysis
 - b) Holistic Marketing Orientation
 - c) Effective Segmentation Criteria.

 3. Write short notes (**any two**) : **14**
 - a) Logistic Management.
 - b) Marketing Research Process.
 - c) Product Life Cycle.

 4. Write short notes (**any two**) : **14**
 - a) Environmentalism
 - b) Network Marketing
 - c) Target Marketing.

 5. What is meant by market segmentation ? Explain how are markets segmented ? **14**

 6. Explain briefly the steps to be followed in new product development. **14**

 7. What is consumer buying behavior and which factors influence consumer behaviour ? **14**
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M.B.A. (Part – I) (Semester – II) (CBCS) Examination, 2017
Paper – X : FINANCIAL MANAGEMENT

Day and Date : Wednesday, 29-11-2017
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

You are financial analysts for XYZ Co. Ltd. The director of capital budgeting has asked to analyze two proposed capital investments. Project P and Project Q. The cost of capital for each project is 12%. The project's expected net cash flows are as follows :

Year	Project P	Project Q
0	(10,00,000)	(10,00,000)
1	6,50,000	3,50,000
2	3,00,000	3,50,000
3	3,00,000	3,50,000
4	1,00,000	3,50,000

Assume Tax Rate : 35% and depreciation under straight line method.

Required :

- 1) Calculate PBP, ARR, NPV and PI.
- 2) Which project or projects should be accepted, if they are independent ?
- 3) Which project should be accepted if they are mutually exclusive ?
- 4) If Cost of capital changes to 15% what would you suggest as per NPV ?

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

14

- 1) Present the following information to show to the management :
 - a) The Marginal Product cost and the contribution per unit.
 - b) The total contribution and the profits resulting from each of the following sales mixtures.
 - c) Suggest the most profitable sales mix.

	Product	Per Unit (Rs.)
Direct Material	A	10
	B	9
Direct Wages	A	3
	B	2

Fixed Expenses : Rs. 800

Variable Expenses are allocated to product as 100% of direct wages

Sales Price : A Rs. 20
 B Rs. 15

Sales Mixtures :

- i) 1000 units of Product A and 2000 units of B
- ii) 1500 units of Product A and 1500 units of B

- 2) Objectives of Financial Management
- 3) BEP Analysis.

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

14

- 1) Venture Capital
- 2) Bonus Shares
- 3) Foreign Exchange Market.

4. Explain the similarities and differences between domestic and international financial Management and also explain the reasons for going global.

14

5. Prepare Balance Sheet from the following details.

14

Stock Velocity	6
Capital turnover ratio based on cost of sales	2
Fixed assets turnover ratio based on cost of goods sold	4
Gross profit turnover ratio	20%

Set P



Debtors velocity	2 Months
Creditors velocity	73 days
Gross Profit	60,000
Reserve and Surplus	20,000

Closing Stock was Rs. 5,000 in excess of Opening Stock

Assets side includes fixed assets, Stock, debtors and cash balance.

6. Explain the features of preference shares and debentures shares in detail. **14**
7. Estimate the working capital requirement from the following information. You are given the following estimates and are instructed to add 20% as contingencies. **14**

Details	Figures for the year (Rs.)
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1. Amount blocked up in stocks :	
Stock of finished goods	6,000
Stock of stores	10,000
2. Average Credit Sales :	
Inland sales – 8 weeks credit	3,00,000
Export sales – 2 weeks credit	80,000
3. Lag in payment of wages and other outgoings :	
Wages – 2 weeks	2,50,000
Stock of materials – 4 weeks	50,000
Rent, Royalties – 6 months	10,000
Clerical staff – 4 weeks	5,000
Misc. Expenses – 8 weeks	50,000
4. Payment in Advance :	
Sundry Expenses (Paid Quarterly)	10,000



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**M.B.A. – I (Semester – II) (CBCS) Examination, 2017
HUMAN RESOURCE MANAGEMENT (Paper – XI)**

Day and Date : Thursday, 30-11-2017
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. Analyze the following case :

14

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

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

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



2. Write short notes (**any 2**) : **14**
- 1) Job Analysis.
 - 2) Components of remuneration.
 - 3) Flextime and Flex work.
3. Write short notes (**any 2**) : **14**
- 1) Methods to job evaluation.
 - 2) Incentives and fringe benefits.
 - 3) Career stages.
4. Write short notes (**any 2**) : **14**
- 1) Difference between PM Vs HRM.
 - 2) Succession planning.
 - 3) Sources of recruitment.
5. Define HRM. State the various functions involved in it. **14**
6. Explain the statement “Selection is also referred as scanning”. **14**
7. Training can be given in various ways. Elaborate this statement. **14**
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**M.B.A. – I (Semester – II) (CBCS) Examination, 2017
PRODUCTION AND MATERIALS MANAGEMENT (Paper – XII)**

Day and Date : Saturday, 2-12-2017

Total Marks : 70

Time : 2.30 p.m. to 5.00 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 :

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 PM 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.

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

About a week later, Madhu received the following reply :

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

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

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

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

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

- a) What do you understand by production management ? Discuss its importance in modern business.
- b) Batch production.
- c) ABC analysis.



3. Write short note (**any two**) :
 - a) What is store keeping ? What are the functions of store keeping ?
 - b) Supply chain management.
 - c) Maintenance management.
 4. Write short note (**any two**) :
 - a) Just In Time.
 - b) Interface of production with other functional areas like marketing HR, R & D, Finance and Materials department in an organization.
 - c) Quality control.
 5. What is meant by plant layout ? Differentiate between process and product layout.
 6. What do you mean by materials management ? Describe the objectives materials management system.
 7. First plan your work, then work your plan, explain this piece of advice given to the department of production planning and control. Describe fully the main functions involved in production planning and control.
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**M.B.A. (Part – I) (Semester – II) (CBCS) Examination, 2017
Paper – XIII : ECONOMIC ENVIRONMENT FOR BUSINESS**

Day and Date : Monday, 4-12-2017

Total Marks : 70

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

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

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

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

1. Attempt the following case :

14

The National Rural Employment Guarantee Act (NREGA) was enacted with the objective of enhancing livelihood security in rural areas by providing at least 100 days of guaranteed wage employment in a financial year to every household whose adult members volunteer to do unskilled manual work. The Act initially came into force in 200 districts with effect from 2nd February 2006. According to the Act, rural households have a right to register themselves with the local Gram Panchayats (GPs) and seek employment. Work is to be provided within 15 days from the date of demand, failing which the state government will have to pay unemployment allowance at the stipulated rates. It is noted that the Act is a unique Laudable Act of Parliament which confers a right on the rural households to demand up to 100 days of employment as a matter of their statutory right. The government linked wages under the Act to inflation, risking higher food inflation, but resisted the demand to bring them on par with minimum wages.

But lately because of slowing growth, inflation and shortage of labor, there is much focus on this program. Wages under the scheme are higher than the minimum wages in 20 states. The scheme has supported consumption growth, but it is feared that it is now contributing to inflation.

Some analysts claim that support programs like NREGA have contributed to the rise in food demand but the activities involved in it are not increasing agricultural productivity. As more people get employment in other sectors, wages of agricultural labor have also gone up. Rising rural wages and incomes have resulted in increased food demand by rural families. With supply relatively inelastic, this increased demand for food has pressured food inflation.

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The rise in rural wages most likely reflects the presence of a NREGA reservation wage more than it does commensurate increases in productivity. The industry also fears demand for higher wages from workers and that labor will become even scarcer.

In the past few years, it is one of the biggest items of expenditure for the government.

Analyse the above case in the light of rising unemployment and government expenditure.

2. Write short notes (**any two**) : **14**
 - a) IMF.
 - b) Rupee convertibility.
 - c) Agricultural marketing.

 3. Write short notes (**any two**) : **14**
 - a) SAARC.
 - b) Core Banking.
 - c) Agriculture Labour.

 4. Write short notes (**any two**) : **14**
 - a) Composition of international trade.
 - b) Role of MNC's in Indian Economy.
 - c) Role of agriculture in Indian Economy.

 5. What is balance of payment ? What leads to disequilibrium in balance of payment ? Suggest methods to correct adverse BOP. **14**

 6. Explain the concept of environment in Indian Economy. What are the major issues related to Indian economy ? **14**

 7. Write an explanatory note on the role and functions of RBI. What are the objectives of monetary policy laid by RBI ? **14**
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M.B.A. (Part – I) (Semester – II) (CBCS) Examination, 2017
Paper – XIV : MANAGERIAL COMMUNICATION – II

Day and Date : Tuesday, 5-12-2017
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.

Mr. Ramesh working as a Marketing Executive in the TLS Pvt. Ltd. was asked to give a presentation to the core committee of management for the new product launch. He was supposed to give the presentation towards the committee and then further to the CEO and executive directors of Board. He was nervous. He has, until now, neither attended nor given a presentation. He has no idea whatsoever about the way a presentation is made or given. Is it like a convocation address or director's annual report of the meeting – an oral essay to read out? How long it should be? Is it some sort of lecture based on questions and answers? What exactly should the presentation be on? Ramesh's mind was full of unanswered questions. As further the presentation was to be given to the CEO and Executive directors of the Board, he was supposed to prepare the presentation in English. He was up against two challenges: one, to prepare the presentation; other, to give it in English.

He decided to write a long essay in English and read out it before the panel. He covered all the important plans and techniques which were required to launch a product in the market. He had all effective ideas which can very smoothly and easily help the company to enter with a new product into the market. Next day Ramesh came to the Conference hall in the Office. He walked the Dias, Addressed

P.T.O.



the panel, opened his essay and read out it clearly and confidently. When he finished however the committee did not say anything. Ramesh realized that it was a wonderful opportunity which he had. However as he lacked to present it effectively, he missed the opportunity to present his ideas for product launch which would also given him a chance to get promoted.

Questions :

- a) What went wrong in the case ? Was Ramesh effective to prepare for the presentation ? Justify your opinion. 5
- b) How was Mr. Ramesh supposed to plan for the presentation ? 5
- c) Is there a use of visual Aids to make a presentation effective ? Comment on your opinion. 4
2. Write short notes on **(any two)** : 14
- a) Characteristics of Effective Memo.
- b) Nature and importance of Group Discussion.
- c) E-Mail Etiquettes.
3. Answer in brief **(any two)** : 14
- a) Define Job Interview. Explain the Pre-Interview preparation techniques required by the interviewee for an Interview.
- b) Explain direct and indirect communication styles. What are the problems which occur in business communication due to the cultural differences ?
- c) All your reminders, requests and offers have failed to bring as reply from Messrs. Arora and Sons who owe you Rs. 90,000 for computers supplied three months ago. Write to them drawing their attention to their poor rating of their own credit reputation.



4. Answer in brief (**any two**) : **14**
- a) What is meant by an oral Business Presentation ? Explain the technique to effectively organize a Business Presentation.
 - b) Explain in brief Press Release and Internet Press Release.
 - c) Mr. Raj Singh bought a video camera from you five months ago. He now claims that it is defective and asks for an exchange. Inspection shows that it has been carelessly handled. Write a suitable letter to the customer.
5. Explain the purpose of Writing. Explain in brief the principles of effective writing. **14**
6. Highlight the strategies that are required for participating effectively in a group discussion. Also explain the techniques required for individual contribution in a group discussion. **14**
7. What are the types of interview questions ? What answering strategies are required in the interview session ? **14**
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**M.B.A. (Semester – II) (CBCS) Examination, 2017
RESEARCH METHODOLOGY
(Paper – XV)**

Day and Date : Wednesday, 6-12-2017
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. Analyze and answer the question of following case. 14

A two-wheeler automobile company was set up in 2003 in India with a view to provide quality selling to the customer at an affordable price. Having completed over two years of its existence, the management wants to have a feedback from those who have availed its products. The purpose of seeking such a feedback is to know shortcoming in its various activities so that necessary corrective steps can be taken.

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

- a) Accessibility
- b) Pre and post sale service
- c) Dealers
- d) Sales person and technicians
- e) General
- f) Features (look, design, price, mileage etc.)

Question :

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

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2. Write a short note on following (**any two**) : **14**
- A) Secondary data
 - B) Non-probability sampling
 - C) Null hypothesis and alternative hypothesis.
3. Write a short note on following (**any two**) : **14**
- A) Interview method
 - B) Levels for measurement in research
 - C) Observation method.
4. Write a short note on following (**any two**) : **14**
- A) Simple vs Cross tabulation
 - B) Research report
 - C) Independent and Dependent variables.
5. What is meant by research ? Explain in details the various steps involved in research process. **14**
6. Explain in brief the term scale, what are the different scales in research. **14**
7. What is research design ? Describe the various types of design in research. **14**
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**M.B.A. I (Semester – II) Examination, 2017
OPERATIONS MANAGEMENT (CBCS) (Paper – XVI)**

Day and Date : Thursday, 7-12-2017
Time : 2.30 p.m. to 5.00 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.*
 4) *All questions carry equal marks.*

1. Case study : 14

A Plant manufactures two products A and B . The profit for each product has been estimated as Rs. 20 for Product A and Rs. 24 for Product B. Each product passes through three departments. The time required for each product and total time available in each department is as follows :

Department	Hours Required		Available Hours
	Product A	Product B	
1	2	3	1500
2	3	2	1500
3	1	1	600

Formulate the problem as linear programming model and solve by graphical method.

2. Solve any two : 14

a) Determine Initial Basic Feasible Solution by

I) North-West Corner Method

II) Least Cost Method.

	D ₁	D ₂	D ₃	D ₄	D ₅	Supply
O ₁	3	4	6	8	9	23
O ₂	2	10	1	5	8	30
O ₃	7	11	20	40	3	15
O ₄	2	1	9	14	16	13
Demand	40	6	8	18	6	



b) Solve Graphically :

$$\text{Minimize } Z = 60x + 40y$$

$$\text{Subject to, } 30x + 10y \geq 240$$

$$10x + 10y \geq 160$$

$$20x + 60y \geq 480$$

$$x, y \geq 0$$

c) Write a note on – Monte Carlo Simulation.

3. Solve **any two** :

14

a) In a bank, cheques are cashed at a single teller counter. Customers arrive at the counter in a Poisson manner at an average rate of 30 customers per hour. The teller takes on an average 1.5 min. to cash a cheque. The service time is exponentially distributed. Calculate

- I) Percentage of time teller is busy.
- II) Average waiting time for customers in queue.
- III) Average number of customers in the system.

b) Suggest optimum assignment of 4 workers A, B, C and D to 4 jobs I, II, III, IV. The time taken by different workers in completing the different jobs is given below. Find total time taken for completing jobs.

		Jobs			
		I	II	III	IV
Workers	A	8	10	12	16
	B	11	11	15	8
	C	9	6	5	14
	D	15	14	9	7

c) Write a note on Game theory.

4. Solve **any two** :

14

a) Solve the game by using dominance property. Find value of the game.

		Player B		
		1	7	2
Player A	6	1	7	2
	2	6	2	7
	6	6	1	6



b) Given the following payoff matrix, suggest which action is to be taken on the basis of

I) Maximax Criterion II) Minimax Criterion

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

c) Write a note on Markov Chains.

5. A small garment making unit has five tailors stitching five different types of garments. All five tailors are capable of stitching all five types of garments. Profit in Rs. for each tailor for each type of garment is given. Which type of garment should be assigned to which tailor to maximize profit ?

14

Tailors	Garments				
	1	2	3	4	5
A	14	27	8	24	24
B	8	27	10	21	32
C	16	15	4	27	32
D	12	15	16	30	40
E	14	24	20	27	36

6. National Oil Company has three refineries and four depots. The capacity of each refinery, transportation cost in Rs. per ton and requirement at each depot are given in the following table. Use VAM and MODI method to determine optimum allocation of output.

14

	D ₁	D ₂	D ₃	D ₄	Capacity
R₁	5	7	13	10	700
R₂	8	6	14	13	400
R₃	12	10	9	11	800
Requirement	300	600	700	400	

7. What is Operation Research ? Discuss significance and scope of OR in business with its application potential.

14



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**M.B.A. (Part – II) (Semester – III) (CBCS) Examination, 2017
CORPORATE PLANNING AND STRATEGIC MANAGEMENT
(Paper –XVII)**

Day and Date : Tuesday, 12-12-2017
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

- Instructions :** 1) Q. No. 1 is **compulsory**.
2) Solve **any two** questions 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

Tasty Soft Drinks limited was one of the leading soft drinks manufacturers. The market was unorganized and infrastructure and transport facilities were not developed that time. Culture of customers was not in favour of consumption of soft drinks, it was luxury for them. Strategic choices of the company included : Developing Brand, Creating awareness and efficient operating system. There were few soft drink varieties and company was using niche strategy.

Company's close competitor Fresh Soft Drinks offered merger proposal and management of Tasty Soft Drinks Limited and they accepted it. Company's capital went up from 1 lakh to 50 lakh and sales increased from 15 lakhs to 1 crore. Company expanded its market as environment was favourable due to economic growth, population growth and increased awareness.

New brand came in market and became popular with attractive bottles and different sizes. New brands advertised extensively and high income group customers shifted to new brands. The new company offered concessional price for bulk purchases. This created threat to Tasty Soft Drinks Limited. The company's sales declined. Company followed the penetration pricing Policy and advertised product intensively. Favourable marketing and environmental conditions and company's strategy helped to revive financial position. The business reached to peak level in 2010 and then started declining. Operating expenses were in excess of sales revenue. Than management could not estimate the situation and could



not come out of shock. The company was unable to pay even the salaries of employees. Management called urgent meeting of Board of Directors to discuss the issue and formulate the future strategies. Company was of opinion that, it should have more than one type of business in its portfolio. The board of directors discussed about different related and unrelated businesses.

Analyse the case, identify problems.

You as management advisor, suggest strategic alternatives to company to solve their present problems and identify best strategic option.

2. Write short notes on (**any two**). **14**
 - a) Value chain Analysis
 - b) New Business Models for Internet Economy
 - c) Strategic Leadership.

3. Write short notes on (**any two**) : **14**
 - a) Objectives and characteristics of effective objectives.
 - b) Strategic Control and purpose of Strategic Control.
 - c) Matching Organizational Structure with Strategy.

4. Write short note on (**any two**). **14**
 - a) Strategic Business Units
 - b) Boston Consultancy Group Model
 - c) Tailoring Strategies for Diversified Agencies.

5. What is organizational Appraisal ? Explain methods and techniques used for organizational Appraisal. **14**

6. Write a detail note on diversification strategy, its types and diversification in Indian context with examples. **14**

7. Define Strategy and various levels at which it operates. What do you mean by Strategic Decision Making ? **14**



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M.B.A. – II (Semester – III) (CBCS) Examination, 2017
MANAGEMENT ACCOUNTING (Paper – XVIII)

Day and Date : Wednesday, 13-12-2017

Max. Marks : 70

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

Instructions : 1) Question No. 1 is compulsory.

2) Attempt **any 2** from Question No. 2, 3 and 4.

3) Attempt **any 2** from Question No. 5, 6 and 7.

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

1. Case study :

14

Prepare a flexible Budget from the following data :

Particulars

Capacity	50%
Volume	10,000 units
Selling Price Per Unit	Rs. 200
Material	Rs.100
Labour	Rs.30
Factory overhead	Rs.30 (Rs.12 Fixed)
Administrative Overheads	Rs.20 (Rs.10 Fixed)

At 60% Working, Material Cost per unit increased by 2% and selling price per unit falls by 2%.

At 80% working Material Cost per unit increased by 5 and selling price per unit falls by 5%.

Estimate the price at 60% and 80% working.

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2. From the following information, compute :

14

- 1) Cost variance
- 2) Mix variance
- 3) Price variance
- 4) Usage variance

Standard				Actual		
Material	Qty(kg)	Unit Price (Rs.)	Total (Rs.)	Qty(kg)	Unit Price (Rs.)	Total (Rs.)
A	10	2	20	5	3	15
B	20	3	60	10	6	60
C	20	6	120	15	5	75
	50	4	200	30	5	150

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

14

- 1) Zero based budgeting.
- 2) Differentiate between Cost Accounting and Management Accounting.
- 3) Characteristics of good report.

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

14

5. The following production/sales mix is capable of achievement in a factory :

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- a) 2,000 units of Product A and 2000 units of product C
- b) 4,000 units of Product B
- c) 1,000 units of Product A, 2,000 units of Product B, 1,600 units of Product C.

Cost per unit is as follows :

Particulars	A	B	C
Direct Material (Rs.)	20	16	40
Direct Wages (Rs.)	8	10	20



Fixed cost is Rs.20,000 and variable overheads per unit of A, B and C are Rs. 2, Rs.4 and Rs.8 respectively. Selling prices of A, B and C are Rs.36, Rs.40 and Rs.100 per unit respectively. Determine the marginal contribution per unit of A, B and C and the profit resulting from product mixed a, b and c.

6. Company Bharti produces two products H and L. Both are produced on the same equipment and use similar processes. The products differ by volume. Product H is a high volume product while L is a low volume product. Details of product inputs, output and the cost of activities are as follows :

14

Particulars	Product L	Product H
Machine Hour per unit	2	2
Direct Labour Hour per unit	4	4
Annual Output (Units)	1,000	10,000
Total Machine Hours	2,000	20,000
Total Direct Labour Hours	4,000	40,000
No. of Purchase orders	80	160
No. of Setups	40	60

The cost centres costs (overheads) are Rs.4,40,000 but have been further analyzed as follows :

Volume related	Rs.1,10,000
Purchasing related	Rs.1,20,000
Setup related	Rs. 2,10,000
	<hr/>
	Rs. 4,40,000

Calculate overhead cost under :

- 1) Traditional volume based costing system.
- 2) ABC system.

7. Explain Management Control System. Describe Management Control System in non-profit organization.

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No.Set **P****M.B.A. (Part – II) (Semester – III) (CBCS) Examination, 2017
BUSINESS ETHICS (Paper – XVIII)**

Day and Date : Thursday, 14-12-2017

Max. Marks : 70

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

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

1. Case Study :

14

Neil Armstrong to Sue Barber

Apollo moon mission astronaut Neil Armstrong has threatened to sue a barbershop owner who collected Armstrong's hair after a turn and sold it for 83000 at Ohio. Armstrong the first man to walk on the moon used to go to Marx's barber shop in Lebanon, Ohio about once a month for a cut. That stopped when he taugth that owner Marx Sizemore had collected his hair from clippings from the floor and sold them in ma 2004 to a collector at Connecticut John Reznikosf, who figures in the Gunnies Book of world records for having the largest collection of hair from histrionic celebrities like Abraham Lincoln, Marilyn Monroe, Albert Einstein and Napoleon Bonaparte ! Sizemore said I did not deny it or anything. I told him I did it. He also said that Armstrong asked him to try to retrieve the hair, but the buyer did not want to give it back. I called Neil back and told him that. Size more. Said then I got this letter from his lawyer the letter contents that the sale violated Ohio law designed o project the rights of famous people. It threatens legal action if Sizemore does not return the hair or contribute his project to charity. This is splitting lunar hairs.

Neil Armstrong when he became the first man to put his foot on the moon back had uttered historic words that's one small step for man, one giant leap for mankind, the sale of hair clappers could evoke a suitably adapted comment on that one small haircut for Armstrong one big sale for his hairdresser ? Armstrong, who values for his privacy is not taking the affair lightly. He has settled down in Ohio. He has threatened the barber to sue the hair cutting saloon owned under a state law designed to protect the rights of famous people it warns of legal action if the hair is not returned or after reimbursing Armstrong's legal expenses. Returning the hair could be difficult since Sizemore has already sold the hair.

Armstrong can escape such hair-rising experiences in future by opting for a barber shop in Bangalore instead of Ohio. Barbers in Bangalore, do not collect hair clippings by sweep them away to a pit and make wigs mixing different hairs.

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Neil Armstrong's hair may get distributed in different heads in a colorful way.

The astronaut can continue teaching aeronautical engineering that the University of Cincinnati while winging down to Bangalore for the monthly haircut. What may seem a distance to travel for a common Ohioan in search of a haircut need not perturb Armstrong who took a lunar walk in his stride by terming it as one small step for a man the regulars at Marks Barber shop may muss Armstrong's small talk on how it is easier to take a walk on the moon than to cross an Ohio street during peak hour but the Astronaut will no longer have to split horns or comb them each time he leaves the saloon !

Questions :

- 1) Analyze the case.
 - 2) Identify the problem in the case.
 - 3) Recommend alternative solutions.
 - 4) Suggest the best solution.
2. Write short notes on (**any two**) : **14**
 - a) Corporate Governance in India.
 - b) Voluntary and regulatory actions in business ethics.
 - c) Ethical Dilemma.
 3. Write short notes on (**any two**) : **14**
 - a) Responsive management.
 - b) Social responsibilities of business organization.
 - c) Corporate culture.
 4. Write short answers (**any two**) : **14**
 - a) Explain the meaning and importance of Corporate Governance.
 - b) What ethical norms should be followed by organization under Media and Advertising ?
 - c) Explain negative effects of conflicts.
 5. Explain the concepts of values, norms, beliefs and standards. Also explain important types business values and corporate values for successful operations of business organization. **14**
 6. What is a normative ethics ? Explain different types of normative ethical theories in decision making . **14**
 7. What are the different provisions and acts for environmental protections in India ? **14**



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M.B.A. (Part – II) (Semester – III) (CBCS) Examination, 2017
Gr.A : Marketing Management (Paper – I)
PRODUCT AND BRAND MANAGEMENT (Paper – XIX)

Day and Date : Friday, 15-12-2017
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 :

Marketing Executives at Green-Food Ltd. were concerned about the performance of their 'NISHAN' brand of jams. The advertising campaign would involve an unusual and prospectively controversial direct comparison of the vitamin-nutritional value of "NISHAN" vis-a-vis the fresh natural fruits. The approach would be controversial in the sense that most Indians associated nourishment either to fresh fruits/vegetables or to medical preparations. Green Food's executives were worried by the decline in NISHAN's market share. Upon gathering and analyzing information from consumer panels, it was discovered that substantial portion of NISHAN's volume losses represented shifts to more 'exotic' tastes like 'mango-orange', '3-in-ones', etc. The other categories that appeared to be cutting into sales of NISHAN more than its competitors were the new introductions like cheese-spread and margarine.

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

Alternative Copy Proposition :

- 1) NISHAN is the only jam which has the vitamins and minerals essential part of diet.
- 2) Unlike other brands, only NISHAN has the vitamins and minerals of fresh fruits.
- 3) NISHAN jam spread over a toast is as good as a fresh fruit eaten at breakfast.
- 4) Children may hate fresh fruits. Relieve your anxiety by giving them NISHAN.
- 5) Fruits picked up from the orchard are packed into the jam bottle without delay keeping the nourishment intact.



Next, three different advertising executions were developed by NISHAN'S advertising agency. These in turn were to be copy-tested to determine which seemed to most effectively fulfill the strategic objective set for the brand. The summary of the three alternative copy executions is as follows :

- 1) A mother picking up a bottle of a leading brand of jams, begins a dialogue with an off camera announcer. After she indicates her belief that all jams have natural fruits and freshments, the announcer asks her to look more closely at the label on the bottle. He then hands her a bottle of NISHAN jam and shows her the label where the vitamins and the mineral contents are listed. He then says. "All jams are made from fruits but only NISHAN preserves the natural vitamins and minerals in its jams".
- 2) Mother is serving while the husband has sat down with a young boy and girl for breakfast. The mother serves a fruit which the children refuse to take. She says "Alright. I will give you only what you want". She puts the fruit on top of a toast and children watch. The fruit dissolves into a thin layer of jam. A proud mother speaks, "I served them fresh fruit but my children thought it was just the jam".
- 3) A large chemical analytical laboratory in the background with a doctor in his overalls is on the desk. He speaks, "I recommend fresh fruit at breakfast because they provide essential vitamins and minerals to keep you going for the day. Mothers come to me asking for some prescriptions for their children who would not eat fruits at breakfast". In the meanwhile he puts a fruit in a masticator, converts it to a paste. He scoops a spoonful of jam from the NISHAN bottle and puts it in the auto-analyzer. The computer screen lights up showing the vitamin and mineral contents.

- a) Analyse the case. 4
- b) If you were the Brand Manager for the leading competing brand to NISHAN, how would you respond to the advertising approach of NISHAN ? 5
- c) Suggest a new strategy for brand positioning. 5

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

- a) Packaging.
- b) Product Portfolio Decisions.
- c) Brand Extension.



3. Write short notes (**any two**) : **14**
 - a) Brand Building Process.
 - b) E-branding.
 - c) Internal Branding.
 4. Write short notes (**any two**) : **14**
 - a) Family Vs Individual Branding.
 - b) Brand Ambassadors.
 - c) Organizational Culture and Brand.
 5. Explain BCG matrix and its applications in product management with the help of example. **14**
 6. What is Customer Based Brand Equity ? What are the various techniques to measure Brand Equity ? **14**
 7. Explain Brand Personality and various elements of it. What are the different types of brand personality ? Explain with examples. **14**
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M.B.A. – II (Semester – III) (CBCS) Examination, 2017
Financial Management (Paper – I) (Group B)
INDIAN FINANCIAL SYSTEM – Paper – XIX

Day and Date : Saturday, 16-12-2017

Max. Marks : 70

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

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

1. Should an insurance claim be paid to insured or financier ? Amar Rathod had purchased a bus by taking a loan from Swami Financers. The bus was being used as a private service vehicle, and not as a public transport one. It was insured under a comprehensive insurance policy issued by United India Insurance. The bus met with an accident, for which insurance was claimed. The insurance company appointed its surveyor, who assessed the loss at Rs. 1,26,500. However, the company deducted Rs. 33,125 from the assessed amount, on the ground that the driver did not have an endorsement on his licence to drive a transport vehicle. Even this amount was not paid to Amar Rathod, but was directly paid to the financier.

Aggrieved, Amar Rathod filed a consumer complaint that ultimately reached the National Commission. It was held that once a person had a licence to drive a heavy goods carriage vehicle, it would mean that he/she was entitled to drive a transport vehicle, including a public service vehicle. Accordingly, the insurance company was directed to pay the balance amount, along with 12 per cent interest and costs of Rs. 5,000.

The commission also ruled that the practice adopted by insurance companies of directly paying to the financier, without informing the insured or without his consent, cannot be justified. If the insurance policy is taken in the name of the vehicle purchaser, there is no question of paying the amount straight away to the financier.

Analyze the above case.

14

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2. Write short notes (**any two**). **14**
- a) Merchant Bank
 - b) Public Issue
 - c) BSE.
3. Write short notes (**any two**). **14**
- a) E-Trading
 - b) Rolling Settlement
 - c) International Capital Market.
4. Write short notes (**any two**). **14**
- a) Order types
 - b) Book Building
 - c) IRDA.
5. State the overview of Indian Financial System. Explain components of the formal financial system. **14**
6. Explain the concept of Money Market. Which are the various money market instruments available in Indian Market ? Explain with its features. **14**
7. Define Mutual Fund. Take the review of history of mutual funds. Explain the various schemes of mutual funds with its features. **14**
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**M.B.A. – II (Semester – III) (CBCS) Examination, 2017
Group E – PRODUCTION AND MATERIALS MANAGEMENT (Paper – I)
Paper – XIX : Purchasing and Inventory Management**

Day and Date : Saturday, 16-12-2017
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. Analyse the case :

A New England manufacturer of hardware and small tools has decided to install a computer. The firm has sales of about \$100,000,000 a year and employs about 2,500 people, including blue-collar workers and office and executive personnel. The firm's one plant is devoted to general metal working, finishing, assembly and packaging operations. It has its own brass and bronze foundry, stamping, screw machine and machine tool shops, but all ferrous castings, forgings, sheets, rods or rolls are purchased, as are packaging supplies.

The purchasing department consists of ten people, including clerical personnel. It buys, in varying quantities and at varying times, about 30,000 items. However, production control handles raw material inventory records and the warehouse and stores department does the receiving and storage job. Traffic also is a separate department. When material is needed, production control sends a requisition to purchasing.

One day the president of the company approached the purchasing manager and said, "you know we have just contracted for an electronic computer. We think it will be great for payroll and accounting and other uses, but that won't take up all the computer's time. So your purchasing department can have a hour a week on the computer beginning about a year from now when the machine is fully installed. Let me know in two months if you want the hour each week and what you want it for".

- 1) If you were the purchasing manager of the company, how would you go about analyzing your situation ?
- 2) What would you tell the president at the end of your two-month grace period ?



2. Short notes on (**any two**) : **14**
- a) Stores layout
 - b) Steps in purchasing cycle.
 - c) How does standardization reduce cost ?
3. Short notes on (**any two**) : **14**
- a) Materials handling equipments used in stores.
 - b) Speculative buying.
 - c) Discuss the process of negotiation.
4. Short notes on (**any two**) : **14**
- a) Selection of sources of supply.
 - b) Factor affecting accuracy of forecasting.
 - c) Key functions of master production scheduling.
5. What do you understand from Materials Requirement Planning ? How is it used for planning of materials ? **14**
6. What is demand forecasting ? Describe in detail its objectives and factor affecting accuracy of forecasting. **14**
7. Define term “materials management” ? State the primary and secondary objectives of materials management. Mention some key functions of materials management. **14**
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**M.B.A. (Part – II) (Semester – III) (CBCS) Examination, 2017
Group – C : HUMAN RESOURCE MANAGEMENT (Paper – I)
Strategic Human Resource Management (Paper – XIX)**

Day and Date : Monday, 18-12-2017
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

1. Case study :

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The GPS Company manufactures hand tools from screwdrivers to hammer to all types of wrenches. The company takes pride in producing the highest-quality tools for crafts people world-wide and has exacting specifications for both mass and customized tool production. However GPS realizes that the time it takes to fulfill an order is problematic because it is not fast enough to satisfy the customers. Timing is so crucial in this industry that GPS is losing clients.

A study of the issue quickly revealed the source of the problem. The company still used a labour intensive production system that is not computerized. Other tool companies have switched to computerized production systems and production control systems that deliver comparable quantity in shorter times. Furthermore, those companies can give definite promises about product delivery dates, whereas GPS can only offer educated guesses that are often incorrect.

As a result of the study, GPS has made a commitment to computerize its operations. Over the past six months the production control system has been computerized and everyone at GPS is excited about the potential benefits. Production and scheduling are now done by computer and software accurately forecast delivery dates. However, Management's excitement is tempered by the realization that to use the system effectively, employees must learn a new set of skills. GPS has offered an early retirement option to its workforce and a number of workers have taken it. There is now room in the production area to hire a significant number of new employees.

Analyze the above Case.



2. Write short notes on **(any two)** : **14**
- a) Individual Pay System
 - b) Approaches to Work System Design
 - c) Competency Mapping.
3. Write short notes on **(any two)** : **14**
- a) Role of line and HR managers in selection.
 - b) Delphi method
 - c) Difference between Traditional Pay and Strategic Pay.
4. Write short notes on **(any two)** : **14**
- a) Internal Market Employee Segmentation.
 - b) Multiskilling
 - c) Factors affecting organizational design process.
5. Define Strategic Human Resource Management. What is the role SHRM ? How to Link the Company Strategy with HR Strategy. **14**
6. Explain in brief the changing Internal and External Factors Environment of HRM. **14**
7. What are the strategic dimensions of Performance Appraisal ? Explain the result based performance methods. **14**
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**M.B.A. (Part – II) (Semester – III) (CBCS) Examination, 2017
(Gr. F) AGRICULTURE AND CO-OPERATIVE MANAGEMENT
(Paper – I)**

Fundamentals of Agriculture and Co-operative Management (Paper – XIX)

Day and Date : Monday, 18-12-2017
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

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

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

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

1. Case study

The Farmers

Sixty female farmers in the Kintamani and Karangasem areas of Bali are producing a wide range of vegetables. This number is due to increase to one hundred in the near future.

The Market

This is provided by the company PT Dif Nusantara, which markets produce under the “Bali Fresh” brand. It was seeking additional, reliable and safe supply for the Bali hotel, restaurant and supermarket sectors, and also for export (e.g. cherry tomatoes to Singapore).

The Linkages

The company initially approached a few women living in a relatively poor area of Bali to identify their interest in farming. Land was rented for the women and also for a company nursery which tests varieties and growing methods and provides the farmers with seedlings which, because of its specialized facilities, are of

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higher quality than the farmers can produce themselves. Depending on crop type harvest can start just four to twelve weeks after planting, permitting a rapid response to customer needs. After harvest the produce of each female farmer (some farmers work in groups) is weighted and registered. It is then packed and transported in cold storage trucks to the processing and storage facilities of PT Dif Nusantara in Sanur, Bali where washing, grading and packing take place.

- a) Analyze the case. 5
 - b) Explain training and support services. 2
 - c) Discuss the result. 5
 - d) Highlight lessons and distinct features. 2
 - 2. Write short notes on **(any two)** : 14
 - a) Irrigation
 - b) Soil erosion
 - c) Plant protection measures.
 - 3. Write short notes on **(any two)** : 14
 - a) National Seed Corporation.
 - b) Agricultural labour.
 - c) Types of chemical fertilizers.
 - 4. Write short notes on **(any two)** : 14
 - a) Soil and losses of nutrients
 - b) Co-operative movement in India
 - c) Fundamental of agriculture.
 - 5. Explain classification of land, cultivated area and cropping pattern. 14
 - 6. Discuss agri and non agricultural co-operatives in India. 14
 - 7. Explain in detail co-operative management and requisite of meeting. 14
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M.B.A. – II (Semester – III) (CBCS) Examination, 2017
Group – G : INTERNATIONAL BUSINESS Paper – XIX
International Business Environment (Paper – I)

Day and Date : Monday, 18-12-2017

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. 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 :

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

When IOC started talking to the Iranian Company for the acquisition in October 1998, oil prices were at rock bottom (\$ 11 per barrel) and most refining companies were closing shop due to falling margins. Indeed, a number of good oil properties in the Middle East were up for sale. Using this opportunity, several developing countries made a killing by acquiring oil equities abroad.

IOC needed Government's permission to invest abroad. Application by Indian company for investing abroad is to be scrutinized by a special committee represented by the Reserve Bank of India and the finance and commerce ministries. By the time the government gave the clearance for the acquisition in December 1999 (i.e. more than a year after the application was made), the prices had bounded back to \$ 24 per barrel. And the Elf of France had virtually taken away the deal from under IOC's nose by acquiring the Premier Oil.

The RBI, which gave IOC the approval for \$ 15 million investment, took more than a year for clearing the deal because the structure for such investments were not in place, it was reported.

Answer the following questions :

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

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2. Answer in short (**any two**) :
 - a) Arguments for protectionism.
 - b) How relevant is the theory of comparative advantage to modern trade patterns ?
 - c) Discuss the global strategy issue and ethics.

 3. Answer in short (**any two**) :
 - a) Characterize the nature of human resource management in international business.
 - b) What is international licensing ? What are the advantages and disadvantages of licensing ?
 - c) European Union.

 4. Write short note (**any two**) :
 - a) NAFTA
 - b) Importance determinants of international staffing policy.
 - c) Critically examine main drivers of globalization.

 5. What is free trade concept ? How global efficiency be increased through free trade ?

 6. How does international competition differ from domestic competition ? Critically examine role of FDI in building export competitiveness.

 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, 2017
MANAGEMENT INFORMATION SYSTEM (Paper – XIX)
Paper – Group D : Systems Management (Paper – I)**

Day & Date : Monday, 18-12-2017
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

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

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

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

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

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

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

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

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

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

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



2. Write short notes on **any two** of the following. **14**
 - a) Production Management Information System.
 - b) Executive Support System.
 - c) Scope of Management information system.

 3. Answer **any two** of the following. **14**
 - a) Explain the importance of Knowledge Management.
 - b) Explain the Strategic Role of Information system.
 - c) Discuss tools for interaction with MIS.

 4. Answer **any two** of the following. **14**
 - a) Explain logical and physical view of data.
 - b) Explain the factors of success of information system implementation.
 - c) Discuss the uses of management information systems.

 5. Explain in detail the Financial Management Information System and its association with other systems. Also discuss the queries and reports from Financial Management Information System. **14**

 6. What is Knowledge ? Discuss difference between data, information and knowledge. Also discuss types of knowledge and its need for business management. **14**

 7. Discuss in detail the problem areas, factors of success and failure and strategies for implementation of information systems. **14**
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**M.B.A. – II (Semester – III) (CBCS) Examination, 2017
Group A : MARKETING MANAGEMENT (Paper – II)
Sales and Strategic Marketing (Paper – XX)**

Day and Date : Tuesday, 19-12-2017
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

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

14

Fairs, Melas and Carnivals

These options are being tried to boost up sales in a sluggish market. Consumer fairs in Delhi are very common. They attract several lacs customers. Most of the organizers of the fairs are selling consumer traffic. In fairs, there are business deals too. To begin with, fairs are aimed at prospecting and identifying new customers. They also help build the relationship with existing customers. These days mostly these events are sales-driven. Buyers expect better deals at these events. These events also tap the fence-sitters. They also provide an opportunity to potential buyers to see the product before they buy it. This is good for niche marketers; who cannot use costly mass media. Consumer goods companies traditionally participate in the fairs. These days service companies also participate in them. There are tie-ups with financing companies and limited one-day carnivals can be arranged. These events also generate substantial enquiries for durables. These events are cost-effective media. Marketers book orders and pass on these to the trade. The cost-benefit analyses of such events still have not been possible scientifically.

Issues

A computer company wants to participate in a fair. Is it fair enough ? How should it go about it ? What should be done to make the participation successful ?

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2. Write a short note on following (**any two**) : **14**
- A) e-Business
 - B) Green Marketing
 - C) Porter’s three generic competitive strategies.
3. Write a short note on following (**any two**) : **14**
- A) Sales meeting
 - B) Contextual marketing
 - C) Ambush marketing.
4. Write a short note on following (**any two**) : **14**
- A) Sales budget
 - B) Personal selling and relationship management
 - C) Promotional strategies for social websites.
5. Describe in brief the concept sales organization. Explain in detail different structures of sales organization. **14**
6. What is sales management ? Explain its nature and role marketing management. **14**
7. What is strategic marketing ? Explain the offensive and defensive competitive strategies. **14**
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Set **P**

M.B.A. (Part – II) (Semester – III) (CBCS) Examination, 2017
Group – B : FINANCIAL MANAGEMENT (Paper – II)
Strategic Financial Management (Paper – XX)

Day and Date : Wednesday, 20-12-2017
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

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

Assets	31st Dec. 2009	31st Dec. 2010
	Rs.	Rs.
Land and Buildings	50,000	50,000
Plant	24,000	34,000
Stock	9,000	7,000
Debtors	16,500	19,500
Cash at Bank	4,000	9,000
Total	1,03,500	1,19,500
Liabilities		
Capital	80,000	85,000
Profit and Loss	14,500	24,500
Creditors	9,000	5,000
Mortgage	–	5,000
Total	1,03,500	1,19,500

2. Write short note on (any 2) :

14

- 1) Types of Leases
- 2) Cost and benefit of strategic Financial Management
- 3) Net Operating Income Approach.



3. Write short note on **(any 2)** : **14**
- 1) Implementation of VRS
 - 2) Market Value added approach
 - 3) Forms of Corporate Restructuring.
4. Attempt **(any 2)** : **14**
- 1) Importance of cost of capital
 - 2) Vendor Management.
 - 3) Calculate explicit cost of debt for each of the following situation :
 - 1) Debentures are sold @ par and floatation cost is 5%
 - 2) Debentures are sold @ 10% premium and floatation cost is 5% of issue price.

Assume : 1) Coupon rate of interest on debenture is 10%

 - 2) Face value of debt Rs. 100/-
 - 3) Maturity period = 10 years
 - 4) Tax rate = 35%.
5. What do you understand by Strategic Financial Management explain 9-s Model of Strategic Financial Management. **14**
6. Explain the difference between Hire Purchase and Lease Financing. Also explain the impact of taxation on Leasing decision. **14**
7. The well established Company's most recent balance sheet is as follows : **14**
- | Liabilities | Rs. | Assets | Rs. |
|-----------------------------------|-----------------|----------------|-----------------|
| Equity Capital (Rs. 10 per share) | 60,000 | Fixed Assets | 1,50,000 |
| 10% Long term debt | 80,000 | Current Assets | 50,000 |
| Retained Earnings | 20,000 | | |
| Current Liabilities | 40,000 | | |
| | 2,00,000 | | 2,00,000 |
- The Company's total assets turnover ratio is 3, its fixed operating costs are Rs. 1,00,000 and the variable operating cost ratio is 40%. The income tax rate is 35% percent.
- a) Calculate all three types of leverages.
 - b) Determine the likely levels of EBIT if EPS is :
 - i) Rs. 1
 - ii) Rs. 3
 - iii) Zero.



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Set **P**

M.B.A. – II (Semester – III) (CBCS) Examination, 2017
Group – E : PRODUCTION AND MATERIALS MANAGEMENT (Paper – II)
Logistics and Supply Chain Management (Paper – XX)

Day and Date : Wednesday, 20-12-2017

Max. Marks : 70

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

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

1. Analyse the case :

Distribution centres face new challenges daily. One of the major challenges is how to handle the inflow of returns from retail vendors, seasonal goods, damages, excessive inventory and so on. Reverse logistics is an interesting area for mobile phones. In India every month 6-7 million new mobile handsets are added to the market. Even ahead of China, India now is the top mobile market in the world. Moreover, it is not all about low-end ones, increasing numbers of middle and upper-end mobiles are also being sold. Reverse logistics is an important strategic operational tool in the modern business era. This is particularly important for short life cycle industries such as the mobile phone industry. As estimated by Nokia, the average life cycle of a mobile handset the world over is 18 months. However, in India, it is about 24-30 months, but is shrinking drastically due to the changing consumer behaviour. Interestingly, in the war for market share of new handsets sold, retailers are exchanging old ones for the new at their shops. And what happens to the old ones ? Even if 30 percent of Indians replace their mobile handsets, that is nearly 80 million a year, there is a huge opportunity for reverse logistics for mobile handset companies here. Nokia has come up with an interesting concept for recycling its phones. It launched its “We Recycle” campaign sometime back. Within this, it has demonstrated how it will make mobiles using recycled aluminium, circuits and plastic. In Europe it has started putting up bins in the Nokia Care Centres, where people can dump their old mobiles. Something similar can also be done in India. There are e-waste companies such as Inforek Syscom and Trishiya (bought by SIMS Australia last year) that can recycle

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mobiles and computers. They get their stuff filtered up through the “kabadi” chain. The theoretical recycling ability of Nokia mobile devices ranges from 65 to 80 percent. Nokia supports the concept of recycling as its drive towards environmental concerns. Nokia is currently developing awareness-building programmes that fit into existing recycling infrastructure and local cultural norms as well as regulatory framework local legal requirements. Old phones might seem worthless, but they still contain many usable and valuable materials. Nokia’s idea is to make it easier for the consumers to act as a ‘eco-conscious’ citizen by offering the possibility to return old, unused phones and accessories. Authorized Nokia sales and service points are all possible channels for returning used products.

Equipment sold via Nokia networks is traceable with recycling possibilities included in the commercial contracts. Nokia is offering this service since 1999 in Europe : Currently, efforts in the United States are that pre-addressed, postage-paid envelopes will be included in sales packs, providing the customers with an easy method for returning used products for recycling, at no cost to them. The consumer simply places the contents in the bag and then puts it in the mailbox. In post-consumer collection, the composition of collected products and materials is verified by professional pre-treatment. For the recycling of obsolete mobile devices and batteries, Nokia selects companies audited through its set of “Requirements for Services Providers”.

- 1) Why did Nokia take the initiative of “reverse logistics” for used cell phones ?
 - 2) What are the major issues in reverse logistics ?
 - 3) How can the “Kabadi” network be deployed in the reverse logistics system ?
 - 4) How can the issue of e-waste be addressed in India ? 14
2. Short notes on **(any two)** : 14
- a) Transport documentation.
 - b) Need for outsourcing logistics.
 - c) 3PL and 4PL service providers.
3. Short notes on **(any two)** : 14
- a) Importance of packing.
 - b) E-commerce as a tool to world class supply chain managers.
 - c) Logistics interfaces with other functional areas.



4. Short notes on (**any two**) : **14**
 - a) Supply chain as a competitive advantage.
 - b) Collaborative buyer-seller relationships.
 - c) Characteristics of lean supply system.

 5. Explain the term supply chain management. Why it has received so much importance today ? **14**

 6. “Logistics outsourcing will considerably enhance the competitiveness of the organization”. Discuss. **14**

 7. Discuss the role of logistics in a customer value delivery chain. How is logistics used for gaining a competitive advantage to deliver a superior customer service ? **14**
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M.B.A. (Part – II) (Semester – III) (CBCS) Examination, 2017
Paper – XX : Group C : HUMAN RESOURCE MANAGEMENT
Paper – II : Training and Development

Day and Date : Thursday, 21-12-2017

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

1. Case study.

14

The mission at Golden Tires's headquarters and its 500 stores in 22 States is to encourage employees to be the same at work as they are in every other area of their lives. Golden Tires sells and repairs tires and provides other car repair services. Employees at Golden Tires include managers, various levels of automobile technicians/mechanics, retail sales people and tire maintenance technicians. Golden Tires has the philosophy, "We won't sell you tires, we help you buy them," encouraging customers to be confident that tires and services will never be recommended unless they are needed. This straightforward, honest approach is the basis of Golden Tires's success and has helped make it part of the largest tire retailing group in the country. At Golden Tires, customer satisfaction is simply not good enough; rather, guest enthusiasm must be the goal. Golden Tires believes a customer who leaves satisfied will come back, but a guest who leaves enthused may tell everyone they know. Therefore, Golden Tires not only demands guests be treated courteously but also guarantees the lowest price on every tire it sells. One of the company's most important goals is to promote employees' growth and loyalty and fairness as social and economic concepts.

What do you think are the most important business goals for Golden Tires ? If you were going to establish Golden Tires University, what types of strategic training and development initiatives would you create ?

- 1) Analyse the case. **4**
- 2) What do you think are the most important business goals for Golden Tires ? **4**
- 3) If you were going to establish Golden Tires University, what types of strategic training and development initiatives would you create ? **6**

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2. Write short notes on **(any two)** : **14**
a) Cost benefit analysis.
b) Career anchors.
c) Reviewing effectiveness of training.
3. Write short notes on **(any two)** : **14**
a) Warr's framework.
b) Phases of expatriate training.
c) Managing promotions and transfers.
4. Write short notes on **(any two)** : **14**
a) Managerial grid.
b) Kirkpatrick's design.
c) Evaluation of CCT.
5. What do you mean by the term 'modern methods' of training ? Explain computer based training; action based training and self efficacy training with advantages and disadvantages. **14**
6. Explain in detail areas of training also discuss methods of training with suitable examples. **14**
7. Enumerate various career stages with suitable examples and also explain various techniques of management development. **14**
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Set **P**

M.B.A. (Part – II) (Semester – III) (CBCS) Examination, 2017
Gr. F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT (Paper – II)
Agricultural Marketing (Paper – XX)

Day and Date : Thursday, 21-12-2017
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

1. Case study :

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. The marketing of agricultural crops plays an important role not only in stimulating production and consumption, but also in accelerating the pace of economic development. It is not only an economic link between the producers and consumers; it maintains a balance between demand and supply. A study was conducted of agricultural crops through rural markets and the price structure of different crops in rural markets of Ambedkar Nagar District. It also highlighted the composition and structure of sellers and traders engaged in the marketing process. Local rural markets are the best option for the marginal and small farmers to dispose off their perishable surplus to get quick returns. Due to the lack of good infrastructural facilities in the study area, most of the farmers prefer local rural markets instead of going to the specialized markets or near-by town area. The variation in the transaction of agricultural produce is mainly due to a number of factors like higher market demand, accessibility, nature of produce,

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transportation facility, market-size, fair price, and so on. The average price of individual crop also varies from market to market due to the various socio-spatial factors.

- a) Analyze the case. 4
 - b) Rural market systems play a crucial role in the economic development of the area they serve. 3
 - c) Is it through the marketing systems that goods articulate and complete the circle from production to ultimate consumption ? 3
 - d) Produce change hands from the point of production to the destination of ultimate consumption. 4
2. Write short note (**any two**) : 14
- a) Market information
 - b) Contract marketing
 - c) Electricity and farm machinery.
3. Write short note (**any two**) : 14
- a) Rural consumer
 - b) Directorate of marketing and inspection
 - c) State trading.
4. Write short note (**any two**) : 14
- a) Innovative marketing channels
 - b) Marketing pattern of important farm inputs
 - c) Standardization and quality control.
5. Explain market structure. Also explain components of market structure. Explain in detail growth of markets. 14
6. What is packaging ? Explain its types, packaging materials and new inventions in packaging. Also explain transportation. 14
7. Explain agricultural marketing. Explain need, differences in marketing of agricultural and manufactured goods. 14
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Set **P**

M.B.A. – II (Semester – III) (CBCS) Examination, 2017
Group G – INTERNATIONAL BUSINESS (Paper – II)
International Trade Procedures and Documentation (Paper – XX)

Day and Date : Thursday, 21-12-2017

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. 2, Q. 3 and Q. 4.
3) Attempt **any two** questions from Q. 5, Q. 6 and Q. 7.
4) **All** questions carry **equal** marks.

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

14

Indian Leather Goods Exports

Leather and leather goods are one of the largest export categories of India. Although there has been a significant increase in the export of this product group, India's performance has been poor in comparison with latecomers like China and South Korea. India's share of world exports of leather and leather goods fell from about 9 percent in the early 1970s to about 3 percent in the early 1990s.

The Indian leather industry is considered as one with large export potential. Large raw material base, processing facilities and availability of cheap and skilled labor were India's strengths. According to a study by the Indo-German Export Promotion Project (IGEP), India has the basic strength of material and human resources which it must harness to forge ahead. The Indian leather industry which employs about 15 lakh people is dominated by small family units, many of which have been in this business for generations. The reservation of leather manufacturing for the small scale sector and the licensing policy discouraged the entry of large units in the industry. Leather industry continued under licensing, untouched by the economic liberalization of 1991. An interesting development has been that a number of Indian firms who were primarily in the export business have recently turned to the domestic market due to various reasons. In case of Aero it was the collapse of the Soviet Union and the resultant substantial excess capacity with its export oriented unit that provoked it to turn to the booming domestic market and to new markets in Europe. The development of the Indian

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market, as evinced by the total market expansion and emergence of considerable demand for premium and fashionable products and fierce competition in the international market from China, Malaysia, Thailand and South Korea which combined high labor productivity with low cost inputs have promoted many firms to pay due attention to the domestic market. The list of such firms includes Liberty, Wasan Shoes, Mideast India (which markets the Mescos brand) Hidesign and RY. Gaitonde and Co. Another interesting development is that several foreign firms have manufacturing marketing tie-ups with Indian firms. Some Indian firms have such tie-ups with more than one foreign firm. Phoenix which has its own brands in the market manufactures for Reebok.

Reebok has manufacturing contracts with Lotus Bawa and Lakhani which also manufactures shoes for Adidas, which is an arch rival of Reebok. In fact, due to high production costs in the developed countries, firms in those countries have been moving to low cost production bases. Their earlier choices were Korea and Taiwan. Recently they have moved to countries like Vietnam, China and India. One of the major hurdles in increasing India's exports is the shortage of raw materials. To get a 10 percent share in the world market, India will need 4.8 million sq. feet of raw leather against the availability of 3.5 million sq. feet. One of the immediate problems to be addressed is to reduce the wastage of hides and skin, the loss on account of which is estimated to be about Rs. 660 crore annually. The leather technology mission, launched in 1995, had an uphill task in this respect. Over 1500 tanneries had to be modernized. Government decided to establish a Leather Industry Development Fund (LIDF) through a development fee to be raised in lieu of the export duty abolished in the 1994-1996 Union Budget. Pollution is a serious problem of the leather industry. Use of certain chemicals/dyes which are not acceptable in foreign markets will have to be stopped. Further, if and when these electronic and computer controlled machinery are introduced in the Third World countries, the cost differential will be less because operations will be less labor intensive. Germany emerged as the biggest importer of leather goods in the EC, with over one-third of its sales of footwear being accounted for by goods of Indian origin. Other major markets are UK, France, USA, Italy, Japan and the CIS. Demand in Asia is growing. One of the important problems which Indian exporters encounter is the unfavorable consumer attitude towards Indian products. According to a former President of the Council for Leather Exports, leather goods exports from India face a highly biased international market. The re-exported goods fetch a better price.

What is worse is that foreign markets buy inferior grade leather from India and finish these for high priced items. Indian manufactures are still unable to utilize such leather to their advantage. This is exactly the opposite in Holland or Italy where inferior grade leather is used in a big way.



2. Write a short note on following (**any two**) : **14**
- A) Import of Capital Goods.
 - B) Cargo Loss Claims.
 - C) Foreign Trade Act 1992.
3. Write a short note on following (**any two**) : **14**
- A) FERA.
 - B) Export Promotion Council.
 - C) EDI.
4. Write a short note on following (**any two**) : **14**
- A) Income Tax Benefits.
 - B) INCO Terms.
 - C) SEZ.
5. What is letter of credit ? Explain in detail process and types of letter of credit. **14**
6. State the concept export and import. Explain current trends of Indian Import and Export in global trade . **14**
7. What is the term EXIM ? Explain the nature and characteristics feature of EXIM documents. **14**
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M.B.A. (Semester – III) (CBCS) Examination, 2017
ERP AND SPD (Paper – II)
Group D System Management Paper – XX

Day and Date : Thursday, 21-12-2017
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. Analyze the following case, identify the problem, provide alternate and best solution for the same.

14

XYZ Co Ltd., a confectionary manufacturing and distribution operations, realized one bad day in 1999 that company's supply chain has ground to a halt and it is impossible to fulfill \$100 million worth of orders.

In 1996, XYZ Co Ltd. set out to upgrade its patchwork of legacy IT systems into an integrated ERP environment. It chose SAP's R/3 ERP software, Manugistic's supply chain management (SCM) software and Seibel's customer relationship management (CRM) software. Despite a recommended implementation time of 48 months, XYZ Co Ltd. demanded a 30-month turn around so that it could roll out the systems before Y2K. Based on these scheduling demands, cutover was planned for July of 1999. This go-live scheduling coincided with XYZ Co Ltd. busiest periods – the time during which it would receive the bulk of its Halloween and Christmas orders. To meet the aggressive scheduling demands, XYZ Co Ltd. implementation team had to cut corners on critical systems testing phases. When the systems went live in July of 1999, unforeseen issues prevented orders from flowing through the systems. As a result, XYZ Co Ltd. was incapable of processing \$100 million worth of Kiss and Jolly Rancher orders, even though it had most of the inventory in stock.

ERP Implementation Scheduling

XYZ first tried to squeeze a complex ERP implementation project into an unreasonably short timeline. Sacrificing due diligence for the sake of expediency is a sure-fire way to get caught.

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XYZ timed its cutover during its busy season. It was unreasonable for XYZ Co Ltd. to expect that it would be able to meet peak demand when its employees had not yet been fully trained on the new systems and business processes. Even in best-case implementation scenarios, companies should still expect performance declines because of the steep learning curves.

By timing cutover during slow business periods, the company gives itself more slack time to iron out systems kinks. It also gives employees more time to learn the new business processes and systems. In many cases, we advise our clients to reduce incoming orders during the cutover period.

- a) Analyse the case.
 - b) From the above case what are the two reasons for failure of ERP solutions ?
 - c) What should have been the realistic operating scenarios for success ?
2. Write short notes on **any two** of the following : **14**
- a) Role of CIO in ERP implementation process
 - b) BPR
 - c) Common ERP myths.
3. Answer **any two** of the following : **14**
- a) What are the characteristics that a good systems analyst should have for gathering requirements ?
 - b) What are the reasons for the growth of ERP market ?
 - c) How does IT closely relate to BPR ? Describe.
- 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) What column, row and text formatting issues are important when designing tables and lists ?
 - c) Discuss the general Graphical Interface design issues to be considered when designing GUIs.
5. What is ERP ? Explain its need and advantages in detail. **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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Set **P**

M.B.A. (Part – II) (Semester – IV) Examination, 2017
Paper – XXVI : ENTREPRENEURSHIP DEVELOPMENT AND PROJECT
MANAGEMENT (New CBCS)

Day and Date : Tuesday, 28-11-2017
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 :

Prem Ganapathy, was stranded at the Bandra station, when the person accompanying him left him and ran away. Prem had no local acquaintances or knowledge of the language. Prem decided to work in Mumbai and started cleaning utensils in a restaurant. Prem bided his time till a neighborhood dosa restaurant opened and offered him a job from a dishwasher to a tea boy. Prem became a huge hit with the customers because of his excellent customer service, initiatives and relationship and brought business Rs. 1,000 daily which was almost 3 times as compared to other tea boys. A customer made him an offer. He was planning to open a tea shop in Vashi in Mumbai. He wanted Prem to be his 50-50 partner where the owner would invest the money while Prem would run the shop. The shop started doing brisk business when the owner became greedy. It hurt him to share 50% of the profit with Prem and ended their partnership.

Prem took a small loan from his uncle and opened his own tea stall. He found a spot and set up a South Indian stall. He did not know a thing about dosas and idli but learnt by observation, trial and error. The dosa stall was a huge hit and flourished. It was its hygiene, proper appearances of the waiters and fresh ingredients which stood out as a difference. He saved a couple of lakhs of Rupees and instead of heading home he took the biggest risk of his life and opened a new shop near Vashi station and named it as Dosa Plaza. His Chinese Plaza next to the Dosa Plaza flopped miserably and was shut down in 3 months. Undaunted, Prem realized some lessons from it. He applied those lessons in making Chinese cuisine in his dosas which worked very well. He got passionate and invented a variety of dosas with Chinese style like American Chopsuey, Schezwan Dosa, Paneer chilly, Spring roll dosa etc. The 108 types of Dosas in his menu get him a lot of publicity.

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A chance encounter with a customer who was part of the team setting up a food court in a mall in New Bombay advised him to take a stall at the food court and again Prem was ready and willing to grow and expand. His vision was to grow by better offerings and better customer service. He also went to ad agencies to create the brand identity including the logo, brands, menu card, waiters dress etc. He started getting a lot of offers for franchising and had to find out the meaning of franchising and its modus operandi. Dosa Plaza currently has 26 outlets and 5 of them are company owned. It has 150 employees and a turnover of 5 crore. All the branches are connected and networked and there are training managers and proper manuals to maintain standard and uniform product and services.

- a) Discuss struggle made by Prem while becoming entrepreneur. 5
- b) What are the factors contributing to the success of Prem ? 5
- c) Which qualities made him successful ? 4
2. Write short notes (**any two**) : 14
 - a) Innovation Theory by Schumpeter
 - b) Social entrepreneurship
 - c) Entrepreneurship Development Cycle.
3. Write short notes (**any two**) : 14
 - a) Angle capitalist
 - b) Theory of High Achievement by McClelland
 - c) Role of EDII.
4. Write short notes (**any two**) : 14
 - a) Theory of profit by knight
 - b) Venture capital funding
 - c) Financial Support by SIDBI.
5. Explain how to become successful entrepreneur and discuss reason for failure of entrepreneurship. 14
6. Explain various challenges faced by women entrepreneurs and discuss main reasons for slow progress of women entrepreneurship in India. 14
7. What is meant by business plan and what should be contents for ideal Business Plan ? 14



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Set **P**

**M.B.A. (Part – II) (Semester – IV) Examination, 2017
(New CBCS)
Paper – XXVII : EXCELLENCE IN MANAGEMENT**

Day and Date : Wednesday, 29-11-2017
Time : 10.30 a.m. to 1.00 p.m.

Max. 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

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

She attended a strategy-formulation seminar, read a number of popular books on contemporary strategy, and hired a consultant to help. When the consultant identified productivity as the company's primary problem, Radha fired him. She knew her company suffered some productivity problems, but they did not fully explain the declining market share. At this point what would you have done if you were Radha ?

- 1) Analyse the above case in the light of creative insight.
- 2) What should Radha do to benefit her company ?

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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) Skills to achieve excellence.
 - b) Emotional literacy.
 - c) E-commerce v/s E-business.

 4. Write short notes on (**any 2**) : **14**
 - a) BPR
 - b) Transformational leadership.
 - c) Kaizen.

 5. Define excellence. Explain in details the foundation of excellence. How does this foundation help in creating 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 total quality management ? Explain the objectives, procedure, advantages and disadvantages of TQM. **14**
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M.B.A. – II (Semester – IV) (New) (CBCS Pattern) Examination, 2017
Gr.A : MARKETING MANAGEMENT (Paper – III)
Integrated Marketing Communication and Consumer Behaviour

Day and Date : Thursday, 30-11-2017

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

Total Marks : 70

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

1. Analyse the following case :

14

In the U.S. cereals are taken at breakfast time. Cereals manufacturing is an industry of great magnitude. Cereals are manufactured in various shapes, flavours and colours and the advertisement is directed at children. The leading manufactures are Kellogg's General Mills, General Foods, Quaker Oats and Champion. Kellogg's share was constantly being eaten away by other manufacturers who were introducing new cereals. Kellogg's therefore thought of introducing a new cereal, which they had not done for a long time. The cereals were not only consumed by children, but a substantial portion formed the adult market as well.

Kellogg's developed a new plan to come out with a cereal which would be tasty, nutritious, free of sugar and made of grain. The cereal consisting of the above attributes was named, "Nutrigrain". These were available in four types. Nutrigrain Corn, Corn, Wheat, Barely and Rye. These were introduced together, and no test marketing was done to avoid competition.

These products were advertised heavily and targeted at adults. To promote the product further, discount coupons were freely distributed, which gave a cut of an about 30 % in the retail price of the product. Coupons were also inserted in the Nutrigrain boxes' so that customers would return to take advantage of these coupons and make repeat purchases. A lot of information and advantages of consuming Nurigrain was boldly printed on the packages for the information of the consumers. Proper display in the shelves of store was also taken care of.

Their efforts brought results and the stores were loaded with orders and most adults started eating these cereals, because of promotion, curiosity etc. after one year, the sales declined because there were very few repeat purchases this



started extensive thinking as to where they had gone wrong. Consequently, they withdraw two of their brands-Barley and Rye. These were replaced by raisin and wheat varieties.

They also found out later, that there was a shortage of time for the adults, which prevented them from having cereals. If they could get out of bed 10 minutes early and devote these ten minutes to breakfast, they would probably enjoy the cereals. They also found out that through people were clamouring for sugarless cereals, yet they loved to satisfy their palates with sugar coated cereals.

- 1) Analyze the case study.
 - 2) Identify the problem.
 - 3) Generate possible alternatives.
 - 4) Choose the best alternative.
2. Write short note **(any two)** : **14**
 - a) What is the need to delight the consumer ?
 - b) What role the opinion leaders play in transmitting information ?
 - c) Relationship between sales promotion and advertising.
 3. Write short note **(any two)** : **14**
 - a) Media Management
 - b) Diffusion of Innovations
 - c) Effects of consumerism.
 4. Write short note **(any two)** : **14**
 - a) Event management
 - b) Social class and consumer behaviour
 - c) Types of Publicity.
 5. What are the factors leading to satisfaction and dissatisfaction and what are the responses of dissatisfied customers ? **14**
 6. What is Integrated Marketing Communications ? Explain in detail process of integrated marketing communications. **14**
 7. What are the classifications of adopters ? Illustrate and explain with the help of a diagram. **14**



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M.B.A. – II (Semester – IV) (CBCS) Examination, 2017
FINANCIAL MANAGEMENT (Paper – III) (Group B) (New)
Project Planning and Working Capital Management

Day and Date : Saturday, 2-12-2017
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. a) Ms. Akansha is undertaking a new project, whose cost is Rs. 10,00,000. She has estimated the project Cash Flow over two years are as follows :

	Year 1	Probability	Year 2	Probability
CFAT	5,50,000	0.4	4,50,000	0.6
			6,00,000	0.4
CFAT	6,50,000	0.6	8,50,000	0.5
			10,50,000	0.5

Ms. Akansha's expected rate of return is 12%. Evaluate the project using decision tree approach and suggest whether the project should be started or not.

7

- b) A company has Rs. 7 crore available for investment. It has evaluated its options and has found that only 4 investment projects given below have positive Net Present Value. All these investments are divisible. Advise the Management that which investment(s)/projects it should select.

7

Project	Initial Investment	NPV (Rs. Crore)	PI
P	3.00	0.60	1.20
Q	2.00	0.50	1.25
R	2.50	1.50	1.60
S	6.00	1.80	1.30



2. Write short notes on (**any two**) : **14**
- a) SICOM
 - b) Receivables management various costs
 - c) Working capital financing.

3. Attempt **any two** of the following : **14**
- a) Explain venture capital. Explain the stages of venture capital financing.
 - b) Technical analysis in project planning.
 - c) Determine reorder level, minimum level and maximum level.

Normal usage	200 units per week
Lead time	4 to 6
Minimum usage	100 units per week
Maximum usage	300 units per week
Re-order quantity	1200 units

4. Attempt **any two** of the following : **14**
- a) ABC analysis
 - b) Motives for holding cash
 - c) A company is making sale of Rs. 16,00,000 and it extends a credit of 90 days to its customers. However, in order to overcome the financial difficulties, it is considering to change the credit policy. The proposed terms of credit and expected sales are given hereunder.

Policy	Terms	Sales
I	75 days	Rs. 15,00,000
II	60 days	Rs. 14,50,000
III	45 days	Rs. 14,25,000
IV	30 days	Rs. 13,50,000
V	15 days	Rs. 13,00,000

The firm has a variable cost of 80% and a fixed cost of Rs. 1,00,000. The cost of capital is 15%. Evaluate different proposed policies and which policy should be adopted ? (Year may be taken as 360 days).



5. A proforma cost sheet of a company provides the following particulars. 14

Elements of Cost :

Raw material	40%
Labour	10%
Overheads	30%

The following further particulars are available :

- a) Raw materials are to remain in stores on an average 6 weeks.
- b) Processing time is 4 weeks.
- c) Finished goods are required to be in stock on an average period of 8 weeks.
- d) Credit period allowed to debtors, on average 10 weeks.
- e) Lag in payment of wages 2 weeks.
- f) Credit period allowed by creditors 4 weeks.
- g) Selling price is Rs. 50 per unit.

You are required to prepare an estimate of working capital requirement adding 10% margin for contingencies for a level of activity of 1,30,000 units of production.

6. Bajaj Co. is expected to have Rs. 25,000 in its bank account. Prepare a cash budget for April, May, June 2010 from the following estimates. 14

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

Other information :

- a) 20% sales on cash. Balance on credit and the amount to be collected in the next month.
- b) Suppliers are paid second month following the purchases.
- c) Workers salary paid in the same month.
- d) Administrative and selling expenses are paid in the next month.
- e) Dividend of Rs. 10,000 and bonus to workers of Rs. 15,000 are to be paid in the May.
- f) Income tax of Rs. 25,000 to be paid in June.

7. What is sick unit ? Explain the causes, symptoms and revival of sick units. 14



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**M.B.A. (Part – II) (Semester – IV) (CBCS)
Examination, 2017
Group E – PRODUCTION AND MATERIALS MANAGEMENT (New)
Paper – III : Industrial Engineering**

Day and Date : Saturday, 2-12-2017
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 :

A good example Business Process Reengineering (BPR) project is the redesign undertaken by Xerox Corporation. The problem Non-Production Procurement (NPP), at Xerox, covers all purchases of supplies other than supplies used in the actual production of copying machines. Thus, all office supplies, from desks and personal computers to pencils and stationery comes under the category of non-production procurement. In early 1994, Xerox was spending about \$4.3 billion dollars a year on NPP. Xerox realized that the redesign of this process represented a major opportunity to save money. By mid-1996 the entire NPP process had been reduced the three sequences, each comprising a few activities. Credit cards were issued to all managers. The credit cards had established limits and managers were encouraged to use them when they needed to acquire something quickly. By shifting decision-making and responsibility for these unique, rush purchases to departmental managers, a large portion of the NPP bureaucracy was eliminated.

Xerox also decided to identify and negotiate mega-purchasing deals with very large suppliers who could support Xerox throughout the world. By replacing numerous small contracts with a few very large contracts, the team eliminated most of the contracts negotiation people and the numerous problems otherwise associated with monitoring many small contracts. The team also decided to completely automate access between Xerox managers and the suppliers so that all paperwork would be eliminated. Each manager can use his or her PC to access the supply system and complete orders online. Departmental limits and constraints are all handled by the computer system without any need for

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intervention by accounting personnel. The IT team that joined the BP redesign team preferred using object models. They converted specific activities to use case diagrams and eventually develop object models for each of the major transactions. This also allowed the IT team to develop a detailed cost analysis of the various sets of activities. Hundreds of activities had been reduced to dozens and numerous redundant sub-processes were now combined into three major sub-processes. Hundreds of suppliers, with all the overhead involved in managing them, had been reduced to four major suppliers and emergency purchases had been delegated to departments that now relied on credit cards. A complex system of dozens of paper forms had been eliminated and the entire process was now handled, online, by a new NPP software system.

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

14

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

14

- a) Method Study
- b) Elements and its types
- c) Activity Sampling.

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

14

- a) Types of Allowances
- b) SIIMO chart
- c) Travel chart.

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

14

- a) Stop Watch Time Study
- b) Objectives of Work Study
- c) Principles of Motion Economy.

5. Explain concept and process of BPR. How BPR can be implemented to improve productivity ?

14

6. Define productivity. What are the different factors affecting productivity ? What are different kinds of productivity measures ?

14

7. What is Ergonomics and what are different factors in ergonomics ? Which workplace problems can be solved with ergonomics ?

14



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M.B.A. (Part – II) (Semester – IV) (New-CBCS) Examination, 2017
Group – C : HUMAN RESOURCE MANAGEMENT
Paper – III : Industrial Relations and Labour Regulations

Day and Date : Monday, 4-12-2017
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

1. Analyse the following case :

14

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

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



2. Write short notes (**any 2**) : **14**
- 1) Gratuity Act, 1972.
 - 2) Grievance Procedure.
 - 3) Bonus Act.
3. Write short notes (**any 2**) : **14**
- 1) Standing Orders Act.
 - 2) Approach to Industrial Relations.
 - 3) Employee State Insurance Act.
4. Write short notes (**any 2**) : **14**
- 1) Factories Act, 1948.
 - 2) Importance of Industrial relation.
 - 3) Collective bargaining.
5. Define Industrial Dispute. State its causes and ways to settlement of disputes. **14**
6. Explain in detail disciplinary Procedure and State Minimum Wage Act. **14**
7. Elaborate on objectives, forms and levels of workers participation in management. **14**
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M.B.A. (Part – II) (Semester – IV) (New – CBCS) Examination, 2017
Gr. F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT
(Paper – III)

Agricultural Production Management

Day and Date : Monday, 4-12-2017

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

One of the biggest challenge in India is feeding a population of 1.25 billion. Government is continuously confronted with the dilemma of adopting a liberal trade policy vis-a-vis intervening in markets to ensure food security, especially for the poor.

As growth accelerates in India, policymakers face big questions : “What will happen to Indian demand for agricultural products in general and food in particular ? Will India be able to feed itself or will it lead to large imports of agricultural products as has been the case with China” ? This is a crucial issue since India continuously faces pressures on the demand-side arising from continuous population growth. Over time, limited land availability and several other production deterrents might also emerge as constraints on the supply of goods. With the impending food security issue on their minds, policy makers recognize the urgent need to estimate the future demand and supply of agricultural products in India. In a nation, continuous growth in demand over time aggravates food problems and hence it is essential to assess its impact on future prospects of demand-supply balance. Analysis of food consumption patterns and how they might respond to changes in income, population, prices and other factors is essential to formulate remedial policy measures. In order to tackle this issue of food security, researchers have made use of different approaches to estimate demand and supply of agricultural products. These estimations also enable nations to assess their future demand and supply and accordingly formulate appropriate long-term policies.

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- a) Analyze the case. **3**
- b) Highlight why India faces pressures on the demand-side. **3**
- c) Role of agri inputs to get higher yield. **4**
- d) Comment on food grain production to purchase from farmers and public distribution system in India. **4**
2. Write short note (**any two**) : **14**
- a) Causes for low agricultural productivity.
- b) Corporate farming.
- c) Production and supply of farm products.
3. Write short note (**any two**) : **14**
- a) Green houses.
- 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 accountancy.
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. Explain in detail issues in Farm Management. **14**
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M.B.A. (Semester – IV) (New CBCS) Examination, 2017
RELATIONAL DATABASE MANAGEMENT SYSTEM
Group D System Management – Paper III

Day and Date : Monday, 4-12-2017

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 database is to be designed for a Car Rental Co. (CRC). The information required includes a description of cars, subcontractors (i.e. garages), company expenditures, company revenues and customers, Cars are to be described by such data as : make, model, year of production, engine size, fuel type, number of passengers, registration number, purchase price, purchase date, rent price and insurance details. It is the company policy not to keep any car for a period exceeding one year. All major repairs and maintenance are done by subcontractors (i.e. franchised garages), with whom CRC has long-term agreements. Therefore the data about garages to be kept in the database includes garage names, addresses, range of services and the like. Some garages require payments immediately after a repair has been made; with others CRC has made arrangements for credit facilities. Company expenditures are to be registered for all outgoings connected with purchases, repairs, maintenance, insurance etc. Similarly the cash inflow coming from all sources-car hire, car sales, insurance claims-must be kept in file. CRC maintains a reasonably stable client base. For this privileged category of customers special credit card facilities are provided. These customers may also book in advance a particular car. These reservations can be made for any period of time up to one month. Casual customers must pay a deposit for an estimated time of rental, unless they wish to pay by credit card. All major credit cards are accepted. Personal details (such as name, address, telephone number, driving licence, number) about each customer are kept in the database.

Questions :

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

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2. Answer **any two** of the following : **14**
- a) Differentiate between Relational and Network Database Models.
 - b) Write note on the role of Data Base Administrator.
 - c) Discuss different operators in databases.
3. Write short notes on **any two** of the following : **14**
- a) Relational Data Model and Relational Algebra.
 - b) DDL SQL commands.
 - c) Components of Report writing.
4. Answer in brief on **any two** of the following : **14**
- a) Explain the Components of entity relationship diagram.
 - b) Discuss SELECT statement with various clauses in detail.
 - c) Discuss the advantages and disadvantages of Normalization.
5. Discuss Codd's rules with respect to RDBMS. **14**
6. Describe Relational database design and Normalization, its advantages and disadvantages. **14**
7. Discuss various SQL Command types with Syntax of various statements. **14**
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M.B.A. – II (Semester – IV) Examination, 2017
INTERNATIONAL MARKETING (Paper – III)
(New CBCS)
Group G – International Business

Day and Date : Monday, 4-12-2017

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. 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

International Marketing : Unilever vs. Nestle

Unilever was established in 1948 and produces house hold products like; detergents, toiletries, cosmetics and food products. Unilever is a large corporation that has over 500 firms worldwide. Their products are sold in more than 170 countries. Unilever originated in Europe and then expanded to the United States, starting with two U.S. factories. They can be located in parts of Asia, Africa, North America, the Middle East, Western Europe and South America. Unilever has a very impressive portfolio that includes eleven brands that annually gain revenue of more than one billion dollars each. Unilever is aiming for global processes and alignment of their human resource activities. “Unilever is working with accenture to identify supply opportunities within the marketplace and will look to develop longer term relationships with a rationalized base of preferred suppliers. We seek to do business with those who can supply goods and services in a reliable and cost effective manner”. (2010) there is even a way to apply to be one of Unilever’s suppliers that will provide human resource goods and services. Unilever gained a lot of their success because of the ability to adapt to new markets and technology. In order to help with the increase in revenue, Unilever changed companies focus to places with higher potential for growth. Concentration on new emerging markets like China, who had a high young population with increasing incomes, caused their developing world sales to increase by substantial

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amounts. Even while the company was facing struggles such as the Great Depression of the 1930's, they were concentrating on diversification and expansion of their food markets. Unilever put great efforts into research and development. Unilever's marketing efforts only varied slightly from the 1950's until the 1980's. In this time frame Unilever focused on technology, new products, new global markets and keeping up with the world economies expansion. By the time the 1980's arrived Unilever was one of the biggest global corporations which allowed them to focus their marketing efforts on their existing portfolio. By the 1990's Unilever chose to keep its focus on its portfolio and even eliminated some of their brands so they could keep a strong focus on the top global sales products. In the 2000's the company implemented a new five year strategic plan that focuses on the needs of consumers and a better future.

2. Write a short note on following (**any two**) : **14**
 - A) Product standardization vs. adaptation.
 - B) Transfer Pricing.
 - C) Scanning and monitoring global marketing environment.

3. Write a short note on following (**any two**) : **14**
 - A) International distribution logistics inventory management.
 - B) Trends in international marketing.
 - C) Warehousing and insurance.

4. Write a short note on following (**any two**) : **14**
 - A) Political and legal environments in international marketing operations.
 - B) International Marketing through Internet.
 - C) Developing international promotion campaign.

5. How to select international market ? What are the various international market entry strategies ? **14**

6. Explain in brief product life cycle with new product development process in international market. **14**

7. What is international marketing ? Explain in brief the objectives and scope of international marketing with challenges and opportunities. **14**



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M.B.A. – II (Semester – IV) (New CBCS) Examination, 2017
Gr.A : MARKETING MANAGEMENT – (RETAIL AND
RURAL MARKETING) (Paper – IV)

Day and Date : Tuesday, 5-12-2017
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, 3 and 4.
3) Attempt **any two** questions from Q.No. 5, 6 and 7.

1. Case Study :

ITC's e-Choupal initiative is the shining example of how the internet can be effectively used to connect with farmers. Realizing the poor state of Indian Farmers and presence of long and wicked value chain, ITC launched e-Choupal, a knowledge portal providing farmers with a range of information service. E-Choupal gives farmers access to ready information in their own language on weather and market prices; disseminates knowledge on scientific farming practices and risk management; facilitates the sale of farm inputs and purchases farm produce from farmer's doorsteps.

This initiative enabled ITC to establish a direct link between rural farmers to produce raw material like soybean, wheat, coffee, which it requires for its production. ITC set up computers with internet access in rural areas across several villages so that farmers could directly negotiate for the sale of their produce with ITC. It also enabled them to place their orders for agricultural inputs like seeds, fertilizers and pesticides. This helped farmers in improving their productivity and quality of produce and realizing better prices. Trained farmer is appointed to access the internet and access the computer. The network of 6500 e-Choupal centers and spread across 40000 villages has emerged as the gateway of expanding agriculture industry.

In the traditional system, the 'adat' would use unscientific means to judge the quality of the produce and would set an arbitrary price. Moreover 'adat' would

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pay low price. Wherever e-Choupal scheme has been implemented, farmers have seen rise in their income. Even small and marginal farmers have been benefited and farmers do not have to pay for these facilities. E-Choupal model works on three principles – inform, empower and compete. By providing correct and timely advice to farmers and enhancing their earning capacity, E-choupal has enabled economic capacity to reach at base of rural economy. ITC aims at developing e-Choupal as a significant two way multidimensional delivery channel, efficiently carrying goods and services out of and into rural India.

- 1) Write analysis of the case. 6
- 2) Identify the problems and steps taken to resolve those by ITC. 4
- 3) How ITC is using IT to connect with farmers ? 4
2. Write short notes on **(any two)** : 14
 - a) Non-store Retailing.
 - b) Floor Space Management.
 - c) Franchising.
3. Write short notes on **(any two)** : 14
 - a) Merchandiser – Role and Responsibility.
 - b) 4 A s of Rural Marketing.
 - c) Marketing of Agricultural Inputs.
4. Write short notes on **(any two)** : 14
 - a) Rural Marketing Strategies with examples.
 - b) E-Rural Marketing.
 - c) Marketing of Financial Services in Rural Market.
5. Explain the term retail marketing and different types of retail formats with examples which are influencing on consumer perception towards retail business in India. 14
6. Explain evolution of Rural Marketing and differentiate between rural and urban markets. 14
7. Discuss in detail store location planning and retail image mix. 14



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M.B.A. (Part – II) (Semester – IV) Examination, 2017
Group B : Financial Management (Paper – IV) (New CBCS)
INVESTMENT MANAGEMENT

Day and Date : Wednesday, 6-12-2017
Time : 10.30 a.m.to 1.00 p.m.

Total Marks : 70

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

1. An investor has 2 securities. The following are their rates of return and probabilities.

14

Economic State	Probability	Security P Return %	Security Q Return %
Boom	0.20	22	6
Normal	0.55	14	10
Recession	0.25	07	12

You are required to calculate :

- Expected rate of return of each security.
 - Variance of each security.
 - Standard deviation of each security.
 - Covariance between these securities.
 - Correlation coefficient of these securities.
2. Write short notes (**any two**) :
- Investment Vs Speculation
 - Types and features of bonds
 - Investment attributes.

14

P.T.O.



3. Solve **any two** : **14**

- a) Efficient market hypothesis.
- b) Discuss various types of risks under systematic risk and unsystematic risk.
- c) Consider an 10 year bond, 12% coupon bond with a par value of 1000. The required yields on this bond is 13%. Calculate the value of bond.

The value of PVIFA at 13% for 10 years = 5.426

The value of PVIF at 13% for 10 years = 0.295

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

- a) Explain Dow theory.
- b) Describe the concept of capital asset pricing model.
- c) Mr. Joshi has a portfolio of securities. These are as follows :

Amount (in lakhs)	6	9	12	15	18
Expected return (%)	07	12	19	10	02

Find out the expected return on Portfolio.

5. Mr. Raman is a married person having two daughters, elder is 7 years and younger is of 5 years old. He is working with MNC and earning Rs. 50,000 salary per month. His wife Mrs. Radha is also working in Private organization and getting Rs. 30,000. They are living in rental house at present. However they wish to have their own house in near future. They have to make provision for higher education of their daughters. (make necessary assumption if requires).

You are as an investment consultant :

- a) Prepare investment objectives. **5**
- b) Suggest various investment avenues plan suitable to them. **9**
6. Explain the concept of fundamental analysis as a tool for investment analysis. **14**
7. What is portfolio management ? Comment on the formulation of portfolio strategy, selection of asset mix and performance evaluation. **14**



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M.B.A. – II (Semester – IV) (New – CBCS) Examination, 2017
Gr. – E : PRODUCTION AND MATERIALS MANAGEMENT
Paper – IV : Quality Management

Day and Date : Wednesday, 6-12-2017
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.

14

Chrysler pioneered its immensely popular mini van in 1984, which quickly became the best selling product the company had ever built. Within five years, Chrysler held more than 50 percent of the market share for mini vans. In 1989 Chrysler offered a new automatic transmission as an option in some of its top models of mini vans and luxury automobiles. The new transmission immediately ran into trouble when many customers reported serious problems.

Claiming that it had made improvement to reduce the initial problem, Chrysler continued to use the transmission. Meanwhile the Centre for Auto Safety, a consumer group that monitors the auto industry charged that Chrysler had not tested the transmission before introducing it. The group's claim was supported by data on owner complaints and frequency of repairs. During the first years of ownership itself, about 20 percent of the owners were reporting problems with the new transmission.

For the 1991 model, Chrysler extensively modified the design of the vehicle but continued to use the same problematic transmission as standard equipment, with most of the larger engines in high demand.

P.T.O.



As a result, the Chrysler which was placed at the top in the magazine “Consumer Reports” for many years, dropped to the bottom of the list in 1991, citing the transmission in particular as well as other signs of deteriorating quality. A new Toyota model captured the top spot that year.

Questions :

- 1) To what factors might you attribute Chrysler’s failure to maintain market leadership ?
- 2) What might Chrysler have done differently ? How might a stronger focus on quality have helped ?
2. Short note (Write **any two**). **14**
 - a) Objectives of quality
 - b) Benefits of Total Quality Management
 - c) Deming’s 14 Points for Management
3. Short note (Write **any two**). **14**
 - a) Taguchi Loss function
 - b) Quality Control
 - c) Quality assurance
4. Short note (Write **any two**). **14**
 - a) QS 14,000
 - b) Cross Functional teams
 - c) Balance between cost of quality and value of quality.
5. What is Quality Improvement Team ? Explain the role of Workers, Supervisors and Management in TQM and also mention the Team building in quality improvement team. **14**
6. What is Quality Costs ? Explain the analysis of various quality cost and losses. **14**
7. What do you mean by Failure Analysts ? Discuss the functional linkage of Quality with Reliability and Maintainability. **14**



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M.B.A. – II (Semester – IV) (New) Examination, 2017
Group – C : HUMAN RESOURCE MANAGEMENT (CBCS)
Paper – IV : Performance Management and Compensation

Day and Date : Thursday, 7-12-2017
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

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.

P.T.O.



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. Write short notes (**any two**) : **14**
- i) PM framework.
 - ii) Challenges of appraisal.
 - iii) Essential features of assessment centre.
3. Write short notes (**any two**) : **14**
- i) Procedure of job evaluation.
 - ii) Components of remuneration.
 - iii) Incentives for managers and executives.
4. Write short notes (**any two**) : **14**
- i) Wage and salary differentials.
 - ii) Human Resource Accounting.
 - iii) Types of Fringe Benefits.
5. Define job evaluation. Explain in detail methods of job evaluation. **14**
6. Explain importance of incentives in today's competitive scenario and describe individual employee incentives and recognition programs. **14**
7. What is performance appraisal ? Explain various methods of performance appraisal. **14**
-



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M.B.A. – II (Semester – IV) (New – CBCS) Examination, 2017
Group – F : Agriculture & Co-operative Management
(Paper – IV)

AGRO-PROCESSING INDUSTRIES AND RURAL INDUSTRIALIZATION

Day and Date : Thursday, 7-12-2017
Time : 10.30 a.m. to 1.00 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

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

To convince the members he stresses the following aspects.

- 1) There is still room for entry, as has been revealed by the successful entry of new players in the field in the past few years.
- 2) There is likely to be stiff competition from the two existing dominant companies – the Highlands and the Lowlands – their main product being cola drinks.

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

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

14

- 1) Socio-Eco benefits of Rural Industries
- 2) Role of Financial Institutions in Agro Processing Industries.
- 3) Dairy Cooperatives.

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

14

- 1) Problems of SSI
- 2) Importance of Cottage Industries.
- 3) Promotional measures of KVIC.

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4. Write short note (**any two**) : **14**
- 1) WTO and its impact of 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. What is rural industrialization ? Explain in detail role of Agriculture in Rural Industrialization. **14**
7. Explain the role and performance of cottage and small scale industries in Indian economy. **14**
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M.B.A. – II (Semester – IV) Examination, 2017
SECURITY AND CONTROL INFORMATION SYSTEM (New CBCS)
Group D : System Management (Paper – IV)

Day and Date : Thursday, 7-12-2017

Max. Marks : 70

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

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

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

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

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

VJSBL is a cooperative bank having various branches all over the town. One such branch has a following setup.

As one enters a bank, there is a open space wherein a generator set is kept for power backup of the branch. Immediately turning left, we have large hall. On the left side is the office area and right side is the Customer area.

In the left part, there is a chamber for the Branch Manager, further connected to the office space meant for other bank personnel to work. The bank personnel enter the work area passing through the Manager's cabin. The work area has 5 computers situated from the left part of the Manager's cabin in single line. The first computer system is configured as the server and the rest of the systems are used by users. Any system can be used by any personnel to do necessary banking transaction activity.

The bank has locker facility for its customers. The locker room is situated after the work area is over. The pathway to locker room is through the Manager Cabin passing through workspace and then the locker. The washroom is exactly besides the locker room.

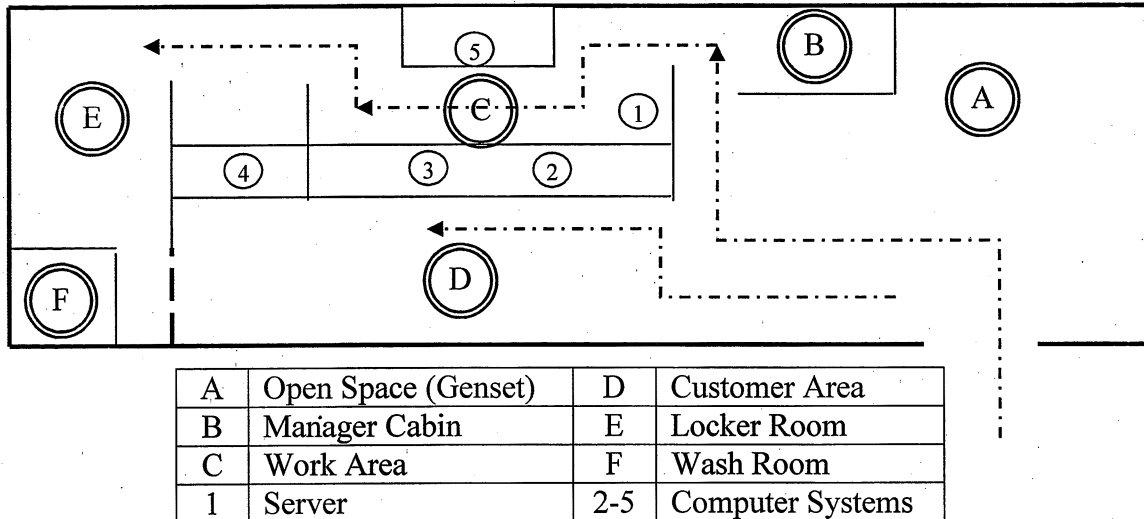
There are three regular employees in the bank. The Manager, the Cashier cum Clerk and the Peon.

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Bank does not keep any stock of Diesel for Generator set and the peon is rushed to purchase diesel after the power is cut until the branch operates on the battery backup provided to the server and one node terminal.

Below is the layout of the bank.



- a) Analyze the Case. 5
 - b) Identify Risk elements in the layout and working of the bank. 5
 - c) Suggest Changes in layout for more secure work environment. 4
2. Write short notes on **any two** of the following : 14
- a) Threats and Security on the Internet.
 - b) Concept of Confidentiality, Integrity and Availability in data security.
 - c) E-Security and certification authorities.
3. Answer **any two** of the following : 14
- a) Discuss the importance of Security Audit and Intrusion detection in Information System Security.
 - b) Discuss threat of Virus and use of Antivirus.
 - c) What is meant by Authentication ? Discuss the concept of identification and authentication.



4. Answer **any two** of the following **14**
- a) Discuss the need for security and control in information systems.
 - b) Explain Logical Security in detail.
 - c) Explain data security and the threats to data security in detail.
5. Discuss in detail Security Audit along with security policy. Also discuss assurance and evaluation of a secure information system. **14**
6. What do you mean by Cryptography ? Discuss different types of cryptography techniques. **14**
7. Describe the meaning of Access Control ? Also discuss Discretionary, Mandatory and role based access control in detail. **14**



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Set **P**

M.B.A. (Part – II) (Semester – IV) (CBCS) Examination, 2017
Group – G : INTERNATIONAL BUSINESS (New)
International Financial System and Markets (Paper – IV)

Day and Date : Thursday, 7-12-2017
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 crises that started in Thailand in the Summer of 1997 and spread to Malaysia, Indonesia, the Philippines and South Korea sparked a massive outflow of capital from Asia resulting in economic, financial and often social crises in many parts of the region. The plunge of these Asian currencies is still inhibiting normal investment and trade activity in the region. What was once thought to be a regional crisis reached global proportion with the panic in Russia and Brazil, while even the hedge fund, banks and other global money managers – who were sometimes blamed for this crisis in the first place suffered great losses or even collapsed ? These events are ominous forewarning of the world economy of the future. This instability in the global market has led some to question the benefits of globalism, liberalization and free market principles that were propounded in many circles as the pillars of the post cold war world. Discussions and proposals are being voiced from all over the world for reform of the IMF, the BIS and other institutions.

Analysis the above case in the light of the crisis also mention the role of IMF and World Bank in this regard.

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

14

- Balance of Payment crisis of 1990
- Role of financial intermediaries
- International bond market.

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3. Write short notes on (**any 2**) : **14**
- a) Purchasing power parity
 - b) Factoring
 - c) Brettonwoods system.
4. Write short notes on (**any 2**) : **14**
- a) Recent changes in global finance
 - b) Fixed and flexible exchange rate system
 - c) Debt servicing.
5. What is international financial management ? Briefly explain the various phases of international monetary system. **14**
6. What is international security market ? Discuss various instruments of international security market. **14**
7. Write a short note on MNC. Explain the issues and complexities in financial decisions of MNC. **14**
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Set **P**

M.B.A. – II (Semester – IV) (CBCS) Examination, 2017
Group – A : MARKETING MANAGEMENT (Paper – V) (New)
International Marketing

Day and Date : Friday, 8-12-2017

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. 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

Natural Thrust

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

Supported by the Export Import Bank of India's Export Marketing Finance (EMF) programme and development assistance, Balsara entered the Malaysian market with *Promise* and another brand of toothpaste, *Miswak*. The emphasis on the clove oil ingredient of the *Promise* evoked good response in Malaysia too. There was good response to *Miswak* also in the Muslim dominated Malaysia. Its promotion highlighted the fact that *Miswak*. (Latin name : *Salvadora Persica*) was a plant that had been used for centuries as a tooth cleaning twig. It had references in Koran. Quoting from *Faizal-E-Miswak*, it was pointed out that prophet Mohammed used "Miswak before sleeping at night and after awakening". The religious appeal in the promotion was reinforced by the findings of scientists all over the world, including Arabic ones, of the antibacterial property of clove and its ability to prevent tooth decay and gums. Market intelligence revealed that

P.T.O.



there was a growing preference in the advanced countries for nature based products. Balsara tied up with Auomere Imports Inc. (All). Los Angeles. An agency established by American followers of Aurobindo, an Indian philosopher saint. Eight months of intensive R and D enabled Balsara to develop a toothpaste containing 24 herbal ingredients that would satisfy the required parameters. Auomere was voted 'as the No. 1 toothpaste in North Eastern USA in a US Health magazine survey in 1991. The product line was extended by introducing several variants of Auomere. Saccharine free toothpaste was introduced. It was found that mint and menthol were taboo for users of homeopathic medicines. So a product free of such mints was developed. Auomere Fresh Mint for the young and Auomere Cina Mint containing a combination of cinnamon and peppermint were also introduced. When the company realized that Auomere was not doing well in Germany because of the foaming agent used in the product, it introduced a chemical free variant of the product. Explain the environmental factors which Balsara used to its advantage. What is the strength of all to market ayurvedic toothpaste in USA ?

2. Write a short note on following (**any two**) : **14**
 - A) Export procedure.
 - B) SAARC.
 - C) WTO and GATT.

3. Write a short note on following (**any two**) : **14**
 - A) International pricing methods.
 - B) International channel objectives and constraints.
 - C) International Product life cycle.

4. Write a short note on following (**any two**) : **14**
 - A) Foreign trade policy.
 - B) Global media decisions.
 - C) Global market targeting and positioning.

5. Due to globalization and market opportunity every company want to enter in international market so explain various international market entry strategies. **14**

6. Explain in brief the concept of Export and Import. What are the different documents required for the export ? **14**

7. What is International Marketing ? Explain in detail the Global Marketing Environment. **14**



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M.B.A. (Part – II) (Semester – IV) (CBCS) Examination, 2017
Group B – Financial Management (Paper – V) (New)
INTERNATIONAL FINANCE

Day and Date : Saturday, 9-12-2017

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. Case study :

14

XYZ MNC is considering to install a manufacturing unit to produce 5,00,000 units in India

Setting up of manufacturing plant will involve :

Investment Outlay of = Rs. 50 million.

Expected life : 5 years

Salvage Value : Rs. 10 Million

The MNC follows SLM depreciation. To support additional level of activity, investment will require working capital of Rs. 5,00,000/-

Since the cost of production are lower in India, the variable cost of production is Rs. 20 per unit. Additional fixed costs per annum are estimated at Rs. 2 million. Further, the forecasted selling price is Rs. 70 per unit and to sell 5,00,000 units. The MNC is subject to 40 % tax rate and its cost of capital is 15 %.

It is further forecasted that rupee will depreciate in relation to USD at 3 % per year, after the first year, with an initial exchange rate of Rs. 36/- per \$

Calculate Dollar equivalent Net present Value and advise the MNC regarding financial viability of the proposal.

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

14

1) ECGC

2) International Banking

3) Buyer's Credit.

P.T.O.



3. Write short notes on (**any 2**) : **14**
- 1) NASDAQ
 - 2) Purchasing Power Parity
 - 3) Types of transaction in foreign exchange market.
4. Attempt (**any 2**) : **14**
- 1) The US Inflation rate is expected to average about 6 % annually, while the Indian Rate of Inflation is expected to average about 10 % annually. If the Current rate for the Rupee is \$ 0.0285. What is the expected rate in 2 years ?
 - 2) Interest Rate Parity.
 - 3) Characteristics of International Business.
5. Given the following data :
- Exchange Rate : Euro 0.670 Per Dollar (Spot)
Euro 0.675 Per Dollar (3 Months Forward)
- Interest Rates : Dollar – 5 %
Euro – 7 %
- Calculate the arbitrage gain possible from the above data. **14**
6. Explain in detail different types of foreign exchange risk. **14**
7. Explain the structure of foreign exchange market also explain the various factors influencing exchange rate. **14**
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Set **P**

**M.B.A. (Part – II) (Semester – IV) (New CBCS) Examination, 2017
Group – E : PRODUCTION AND MATERIALS MANAGEMENT
Paper – V : World Class Manufacturing**

Day and Date : Saturday, 9-12-2017

Total 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 :

Indian Institute of Materials Management (IIMM) is a forum for purchase and materials related employees and they have frequent meetings, seminars and annual conventions to share knowledge.

In one of their annual conventions the topic was implementation of JIT for competitive advantages. Leading personalities of the Indian industries talked lots of positive points and benefits due to the JIT purchase and JIT manufacturing methods. Many presented calculations and statistics of savings in costs and time and how it helps in reduce the price of the end products and hence competitive advantage. Most of the audience were impressed about the theory and thought of practical application in their respective companies.

However, few of the executive participants were more worried about practice and less interested in idealistic theories. Mr. Joshi of LML's Bangalore office was impressed. He has been arranging Engine Block castings, tyre tube sets, machined components, speedometers, etc. from southern region to LML, Kanpur Unit. He was facing lots of problems in arranging the long distance supplies. He asked few questions against the JIT and summary of question to Mr. Sudhakar (the speaker) were as follows : Mr. Joshi said JIT cannot be fully implementable in Indian conditions due to following genuine constraints.

- The inter-state disputes "Border disputes" at times disturb the arrangements.
- On and off terrorism, political agitations, holidays due to local, regional and national leaders' deaths also disturb work environment.
- Spread of vendors all over India and vastness of coverage do not enable to know correct position of WIP of vendors.
- Transport bottlenecks, heavy rains, floods (coastal areas), workers' strikes cause anxiety and worry.

P.T.O.



- e) Partnership problems, financial and quality constraints are not easily attended or solved.

These questions were like a mini speech on anti JIT and the atmosphere in the auditorium got charged up Mr. Sudhakar, the speaker, gave half hearted replies to questions for which Mr. Joshi and his friends were not satisfied. Finally Mr. Sudhakar said : “The system which operate successfully in Japan may not work equally well in other countries”. Only when Mr. Joshi took his seat as he felt he has made his clear on practical problems than merely going through the theory. Suddenly he seems to have won the admiration of the gathering. Prof. Rao who was Chairman of the technical session gave his concluding remarks. He appreciated the ideology of JIT but advised executives to take it up step by step and ensure pragmatic views and do not over depend on JIT to fail. This he told as Indian Industrial Environment is yet to mature to take care of JIT systems in totality.

Questions :

- 1) Explain why JIT purchase works well in the developing countries. 4
- 2) Do you agree with Mr. Joshi’s views on constraints to JIT ? 5
- 3) Write how you feel the JIT systems can be adopted in India. 5
2. Write short notes on **(any two)** : 14
 - a) JIT System
 - b) Kanban system
 - c) Automation in material handling system.
3. Write short notes on **(any two)** : 14
 - a) Control of Environmental Pollution
 - b) Six Sigma
 - c) Benchmarking.
4. Write short notes on **(any two)** : 14
 - a) Strategic Decisions in Manufacturing Management.
 - b) Supply Chain Management
 - c) Role of IT in WCM.
5. What are characteristic of world class manufacturing companies ? Discuss experiences of Indian World Class Manufacturers. 14
6. How Human Resources Management helps to add value in World Class Manufacturing ? 14
7. What is Total Productive maintenance ? What are the elements in it ? 14



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**M.B.A. II (Semester – IV) (New-CBCS) Examination, 2017
Group C – HUMAN RESOURCE MANAGEMENT (Paper –V)
Global Human Resource Management**

Day and Date : Monday, 11-12-2017
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.

Analyze the above case, identify the problem, find out the alternative solutions and state the best solution to overcome such type of situations.



2. Write short notes on (**any two**). **14**
- a) Diffusability of Employment Practices
 - b) International labour Relations
 - c) Off-Shoring.
3. Write short notes on (**any two**) : **14**
- a) Strategies in International Rewards
 - b) Online Recruitment Websites
 - c) Kidnapping and Ransom Insurance
4. Write short notes on (**any two**). **14**
- a) Polycentric approach of International Staffing
 - b) Criteria for Recruitment and Selection.
 - c) Steps in establishing global Pay System.
5. What are the Global Challenges for the HR Manager ? Explain in brief the impact of cultural difference on HRM. **14**
6. Explain the term knowledge and Knowledge Transfer. Comment on the Knowledge Management in MNCS. **14**
7. What is the role of HRM in the Corporate Social Responsibility ? Brief out the Mandatory and Voluntary code of conduct. **14**
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Set **P**

M.B.A. – II (Semester – IV) (New – CBCS) Examination, 2017
Group F : AGRICULTURE BUSINESS MANAGEMENT (Paper – V)
International Trade and Agriculture

Day and Date : Monday, 11-12-2017

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 Questions No. **two** to **four**.
 - 3) Attempt **any two** from Questions No. **five** to **seven**.
 - 4) Figures to the **right** indicate **full** marks.

1. Case Study :

14

Rising incomes and growing consumer interest in a variety of fresh fruits and vegetables year-round is stimulating international trade in horticulture. India has several advantages in the sector. It is one of the world's biggest producers of horticultural products growing nearly 11 percent of all the world's vegetables and 15 percent of all fruit. And its production costs are less than half of those in other parts of the world. Despite these advantages, India's share in the global market is insignificant - it accounts for only 1.7 percent of the global trade in vegetables and 0.5 percent in fruits.

India is a large, low-cost producer of fruit and vegetables and horticulture is a sector with huge export potential. But, high transportation costs, inadequate storage facilities, a fragmented supply chain and weak quality standards at home are eroding its competitiveness.

Poor logistics lead to delays and wastage and weaken farmers' incentives to improve quality. India's international transportation costs are 20-30 percent higher than comparable countries and its marketing chain does not enjoy economies of scale. Many of these inefficiencies are due to restrictions on domestic and foreign competition. Today, mandatory official standards set by foreign governments are becoming less important than quality standards demanded by foreign buyers.

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

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2. Write short note (**any two**) : **14**
- 1) Strategies to Boost Exports.
 - 2) Multilateral Trade
 - 3) Import-Export Procedure.
3. Write short note (**any two**) : **14**
- 1) IMF
 - 2) IDA
 - 3) GATT
4. Write short note (**any two**) : **14**
- 1) Bilateral Trade
 - 2) Sales promotion with the country and outside the country.
 - 3) WTO.
5. Discuss in detail importance of tariffs and quota in international trade. **14**
6. What do you mean by international trade ? Write in detail about international liquidity problem and monetary system. **14**
7. Discuss in detail use of Internet in agriculture-market development. **14**
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M.B.A. (Semester – IV) Examination, 2017
(New CBCS)
PROGRAMMING CONCEPTS AND ADVANCED EXCEL
Group – D : System Management (Paper – V)

Day and Date : Monday, 11-12-2017

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. Draw flowchart for compute a salary slip based on Attendance of employee. The program should compute Basic Salary, HRA (12% of Basic) and DA (25% of Basic) as addition components of PF (12% of Gross), PT (Rs. 250 fixed) and TDS (10% of Gross) as deductible components of the Salary. The program should accept Scale and No. of days attended by the employee from the user. The result should display all added and deducted component values. **14**

2. Answer **any two** of the following : **14**
 - a) Discuss logical operators in programming.
 - b) Discuss different types of looping constructs in programming.
 - c) Discuss the data tables feature of excel.

3. Write short notes on **any two** of the following : **14**
 - a) Multi dimensional Arrays
 - b) Recursive functions
 - c) GOAL SEEK feature in Excel.

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4. Answer in brief on **any two** of the following : **14**
- a) Explain operator precedence with example.
 - b) Differentiate between BREAK and CONTINUE statements during loop execution.
 - c) Define function, discuss the purpose of function and use of RETURN statement in a function.
5. Describe various types of functions viz. Inbuilt, user defined, recursive, with parameters, without parameters. Explain the difference between with parameter and without parameter functions. **14**
6. Discuss various data types and their features with respect to programming. **14**
7. Write an algorithm to display result of student as 'Distinction' (> 75%), 'First Class'(65 – 75%), 'Second Class' (50 – 65%), 'Pass Class' (40 – 50%) and 'Fail' (<40%) for percentage score given as input. **14**
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Set **P**

M.B.A. – II (Semester – IV) (New CBCS) Examination, 2017
Group – G : INTERNATIONAL BUSINESS
International Logistics (Paper – V)

Day and Date : Monday, 11-12-2017

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. 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

Systematic approach delivers flexible and effective fulfillment solution sit-up's logistics requirements are driven by the auction and shopping schedules of its channels and by its delivery commitments to customers. Once an auction or sale has been completed, the goods must be picked and delivered to customers on time and without damage. Shipping over three million product items to customers in 2003 alone, sit-up demands an extremely high level of inventory accuracy and a high-quality pick and pack operation that can respond to fluctuations in volume and demand. This becomes even more important during sit-up's peak trading period pre-Christmas. Total Logistics supply chain consultancy was selected by sit-up to assess the options and project manage the right solution. Assessing the warehousing, pick, pack and delivery operations, Total Logistics consultants conducted an intensive period of data gathering and analysis to identify the key logistics parameters. Two separate streams of work concentrated on identifying the best solution for sit-up: focusing on in-house or a 3PL-based solution. Total Logistics ran a series of detailed resource and cost models to define the right solution that would deliver the required levels of service and flexibility at the lowest cost-including local operational and property costs

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plus the availability and eligibility for grants and subsidies. Although an innovative in-house proposition was developed, it became clear that a 3PL approach had the potential to offer more flexible solutions to meet sit-up's future growth plans-notably through using large, shared warehouses that could offer additional space as volumes grew and provide synergies through shared resources and infrastructure.

Total Logistics supply chain consultants ran a comprehensive supplier selection process, resulting in sit-up appointing NYK Logistics (UK) Ltd. (formerly New Wave Logistics Ltd.) as their preferred 3PL partner. NYK Logistics was selected due to the quality of their service offering and their systems capability; the operation will be based at Grange Park 2, a 20,000 m² (220, 000ft²) warehouse just outside Northampton by junction 15 of the M1. NYK operates over 50,000m² (540,000ft²) at Grange Park and a further 110,000m² (1.2 million ft²) in other locations also close to the M1 motorway, offering ample space for the future expansion of sit-up's businesses. Since completion of the project in 2003, sit-up's business has doubled in size again and they have taken on another NYK warehouse in Tamworth. Sit-up has seen significant benefits to its business as a result of its relationship with Total Logistics : the development of a stable logistics platform that allows the business freedom to grow; the agreement of a clear strategic path to outsource with a new provider, based upon a solid foundation of business and commercial analysis: plus the identification of a new partner able to offer the flexibility to meet the future needs of sit-up's rapidly growing business. Total Logistics has also developed a framework of Key Performance Indicators that help sit-up to monitor customer service performance over time and deliver the confidence that customer delivery promises can be met now and in the future. Ian Percival is sit-up's. Finance Director: "Our business is developing very quickly and we needed a clear strategy for our logistics operations "We needed a practical and flexible solution that would allow us to maintain and improve service levels to our customers. The work carried out by Total Logistics consultants helped us to achieve this: we were impressed by their professional and through approach that delivered the project on time and to budget".



2. Write a short note on following (**any two**) : **14**
 - A) Logistical objectives of transport.
 - B) Determinants for out sourcing decisions.
 - C) Customer service priorities and standards.

 3. Write a short note on following (**any two**) : **14**
 - A) Objectives and functions of warehousing.
 - B) EIP and CPFR.
 - C) Intermodal transportation in international operations.

 4. Write a short note on following (**any two**) : **14**
 - A) Role of Government in controlling international trade.
 - B) Obstacles to Coordination.
 - C) Symptoms of poor inventory Management.

 5. How to do measurement and evaluation in global supply chains ? What are the new trends in international supply chain management ? **14**

 6. What is global supply chain ? Explain in brief supply chain inventory models, safety stock determination for service level and forecasting models. **14**

 7. What are the key tasks of logistics and supply chain managers ? What is the role of government in controlling international trade and its impact on Logistics and supply chain ? **14**
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M.B.A. – II (Semester – IV) (Old) Examination, 2017
ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT
(Paper – XXVI)

Day and Date : Tuesday, 28-11-2017
Time : 10.30 a.m. to 1.30 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 and 7.
3) **All** questions carry **equal** marks. (14 marks)

1. Case study :

Ramoji Rao incorporated the Ramoji Group in 1962, with Margadarsi Chit Fund Ltd. By 2001, the Rs. 15 billion Ramoji Group became one of the biggest business houses in India to expand into the media (print and broadcast), entertainment, foods, films and other industries. The group had interests in newspapers and magazines, hotels, films and television, investment companies, condiments and confectioneries, a 1000-acre film city, apparels and handicrafts.

Over the years, the Ramoji Group seemed to have set standards in the print, television and the film industry. Analysts felt that Ramoji Rao's excellent business acumen, sharp insight and an eye for spotting out opportunities made him a successful entrepreneur.

Ramoji Rao, started his career in the early 1960s in Delhi with an advertisement agency – Ad Crafts. In 1962, he opened the first branch of Margadarsi – a chit fund company in Hyderabad. Realizing the advertising needs of Margadarsi, Ramoji Rao established an ad agency – Kiron Ads – named after his eldest son. Kiron Ads was the first accredited ad agency in Hyderabad. After a few years, the second branch of Margadarsi was opened in Visakhapatnam. This was followed by the setting up of Dolphin Hotel in Visakhapatnam. The Hyderabad edition was launched in 1975 and the Vijayawada edition in 1976. In the early 1980s, Ramoji Group entered the foods business with Priya Pickles. The Priya brand was later extended to culinary pastes and powders. The Group then made a foray into films with Ushakiron Movies.

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The group established Mayuri Film Distributors to distribute its films and Mayuri Audio to market the audio cassettes of the films. In the early 1990s, Ushakiron Movies diversified into satellite television with ETV – the Telugu channel. In 1992, the Ramoji Group started a handicrafts division under the name ‘Kalanjali’. The division was set up with a view to promote the sale and export of handicrafts, cottons and textiles of Indian craftsmen.

On September 9, 1997, The Ramoji Group inaugurated its most innovative creation. The Ramoji Film City based on the maxion. Walk in with your script and walk out with your print. Spread over 1000 acres, the Film City had gardens, temples, a sprawling countryside, a fort, hotels, city streets, railway stations, a palace, an airport, a mobile kitchen etc. It had all the technical support to make a film-40 studio floors, a fully-equipped prop shop, a set design and construction division, state-of-the-art equipment, experienced production staff, and hi-tech digital editing, dubbing and sound-recording facility. The idea is to save time, energy and resources and focus on creative excellence, executional quality, economical schedules and meticulous planning.

Ramoji Rao’s biggest coup in the print industry was the introduction of a color, tabloid sized ‘mini-edition’ of ‘Eenadu’ for each of the districts in Andhra Pradesh. In 1998, he bagged the B. D. Goenka Award, a prestigious award for excellence in journalism’. Some analysts however felt that Ramoji Rao followed ‘campaign journalism.’ From one company in 1962, the Ramoji Group became a Rs. 15 billion business empire with presence in many industries by 2001. For future growth, Ramoji Rao planned to concentrate on the group’s core businesses like the print media, satellite television and films. As part of the future plan, Ramoji Rao announced investments in film industry. In 2001, Eenadu TV planned a Rs. 600 million up gradation of its earth station. The project included a Rs. 180 million project to automate its newsroom. The group also planned to launch newspapers in other South Indian Languages.

- 1) Discuss and analyse characteristics of entrepreneur in relation with case ?
- 2) What according to you are the critical factors contributing to success of Ramoji Rao ?



2. Write short notes on **any two** of the following : **14**
 - a) Theory of High Achievement by McClelland.
 - b) Changing Role of an Entrepreneur.
 - c) Venture Capital.

 3. Answer **any two** of the following :
 - a) Write a note on ‘Social Entrepreneurship’.
 - b) Discuss the terms Entrepreneur and Intrapreneur.
 - c) Write a note on Objectives of Business plan.

 4. Answer **any two** of the following : **14**
 - a) Discuss socio-cultural influences on entrepreneurship development.
 - b) Discuss the role of State Government in promoting Entrepreneurship.
 - c) Discuss Entrepreneurial Traits.

 5. Explain Project Management and various Feasibility Reports. **14**

 6. Explain Entrepreneurship Development Cycle. **14**

 7. Describe with detailed comparison the roles, responsibilities of Entrepreneur, Intrapreneur and Manager. **14**
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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017
EXCELLENCE IN MANAGEMENT (Paper – XXVII)**

Day and Date : Wednesday, 29-11-2017
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

1. Case Study.

You are the Executive Vice President and Chief Financial Officer for \$2 billion consumer and industrial products manufacturer with 39 different operating divisions. Five years ago you hired bright young manager who now directs one of your most important corporate staff departments, Business Analysis and Planning. Before she joined your firm she spent 2 years at accounting' firm Mitchell and Co. She holds MBA from IIM and BA in economics and is one of handful of key managers who will probably be running the company ten years from now. She desperately wants a line management position in one of the divisions, but she has served as Director of Business Analysis and planning for 18 months. Attuned to her talent and sensitive to her desires, you have held several discussions with her and feel fully aware of her expectations and needs. Her goals include becoming a line manager over a functional area such as marketing or production, the division manager, and eventually a corporate officer. However, because she has only gained staff experience, has occupied her present position only for 18 months, and is a woman; you know you will hear some static from division presidents if you propose the idea that she assume line responsibility in one of their divisions. Furthermore, since she is the best director of Business Analysis and planning you have ever had, you'd hate to lose her just now. Perhaps she could do more for company if she stayed where she is for three to five years. By then she might even have won a staff Vice-Presidency. On the other hand, if you don't do something to meet her needs you may loose her.

- 1) Analyse the above case. 5
2) Identify problem in the case. 4

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- 3) What would you do ? Something of the following. Select correct alternative and explain it.
- Tell her that she is not ready for line management and needs to wait at least two years.
 - Convince her that she will have more impact on the company by remaining in her current position.
 - Move her into a line management position in one of the divisions as soon as you can.
 - Offer her a staff Vice-Presidency in three years if she agrees to stay where she is.
 - Tell her that there are no currently available line management positions suited to her experience and background.
 - Work out career development plan with her that will maximize the benefits to the company and her.
 - Increase her salary and ask her to stay where she is. 5
2. Write short notes (**any two**) : 14
- Stages of six sigma.
 - Knowledge Management Strategies.
 - Leadership styles.
3. Write short notes (**any two**) : 14
- 5-s concept.
 - Growth and development of e-commerce.
 - Talent Management Grid.
4. Write short notes (**any two**) : 14
- Corporate Social Responsibility.
 - E-commerce Vs. E-business.
 - Cross Cultural Leadership.
5. What is excellence ? Briefly discuss concept, foundation and necessary skills to achieve excellence. 14
6. Explain concept of emotional intelligence and emotional literacy. State the importance of EI in creating excellence. 14
7. What is Business Process Reengineering ? Explain effectiveness of BPR in IT enabled services. 14
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Set **P**

M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017
Group – A : Marketing Management (Paper – III)
INTEGRATED MARKETING COMMUNICATION AND CONSUMER
BEHAVIOUR

Day and Date : Thursday, 30-11-2017
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

1. Case study :

14

AMUL COMMUNICATION STRATEGY

In early 2001, Gujarat Co-operative Milk Marketing Federation (GCMMF), planned to leverage its brand equity and distribution network to turn Amul into India's biggest food brand. Verghese Kurien, Chairman of (GCMMF), set a sales target of Rs. 10 bn by 2006 as against sales of Rs. 2.3 bn in 2001. In 2001, GCMMF entered the fast food market in India with the launch of vegetables pizzas under the brand name of Snow Cap in Ahmadabad, Gujarat; GCMMF was also planning to launch its pizza in the western Indian cities like Mumbai, Surat and Baroda. Depending on the response in these cities, GCMMF would decide to introduce its pizzas in other cities in India. The pizza was offered in four flavors : plain tomato-onion-capsicum, fruit pizzas (pineapple-topped), mushroom and "Jain pizzas".

GCMMF launched the pizzas in the Rs. 20-25 price range. The existing players in the pizza market like Domino's, pizza Hut and Nirula's offered pizza at nothing less than Rs. 39. Analysts felt that GCMMF moves would force the existing players to reduce price, GCMMF planned to open 3000 pizza retail franchise outlet all over the country by 2005.

The prize would be made at the retail outlets. The technical training and the recipe for the pizza would be provided by GCMMF. It would also negotiate with bulk suppliers of vegetables to get these at 6 wholesale rates. These would be provided to the retailers. The main cost component of the pizza is the mozzarella cheese.

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GCMMF would offer the cheese at a bulk rate of Rs. 140 per kg, compared to the market price of Rs. 146 per kg, thus the saving the retailers Rs. 6 per kg. GCMMF on its part would have a ready market for its cheese products. R. S. Khanna, General Manager North Zone, said that GCMMF intended to do to pizza what it had already done to ice-cream. He said, “We want pizza to become a mass consumption items and as in the case of ice-cream, we will force pizza manufacturer to slash prices. Eventually this would expand the market for cheese”.

In 1996, B. M. Vyas, Managing Director, GCMMF commissioned the Indian Market Research Bureau (IMRB) to conduct a consumer survey to identify the products consumer wanted from Amul. Based on the findings, Amul entered into the followings areas : ice-cream, curd, paneer, cheese and condensed milk. In 1997, Amul launched ice-creams after Hindustan lever acquired Kwality, Milk foods and Dollops. Positioned as the real ice-cream Amul ice-cream was one of the few milk based ice-creams in the market. With GCMMF gradually expanding its distribution reach, was all set to strengthen its share in the ice-cream segment. In August 1999, Amul launched branded yoghurt in India for the first time, when it test marketed “Mast Dahi” in Ahmedabad first and then introduced it all over the country. “Mast Dahi” was plain yoghurt sold in plastic cups. Each 400 gm cup was priced at Rs. 12 Amul changed the way food products were communicated to the people in India. It always advertised its mother brand. The co-operative has been making extensive use of hoardings for promoting its flagship brand ‘Amul Butter’ since 1966, and is all set to enter the Guinness Book of World Records for the longest run promotion campaign

Questions :

- 1) Analyze the reasons for the success of GCMMF’s advertising strategy, to what extent do you attribute this success to effective marketing communication ?
- 2) According to your opinion, whether introduction of pizza in Indian markets by GCMMF is a good marketing strategy what message GCMMF communicate to foreign pizza brands ?

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

- a) Classification of advertising
- b) Types of publicity
- c) Media Relations.

14



3. Write short notes (**any two**) : **14**
- a) AIDA Model
 - b) Family Life Cycle
 - c) Characteristics of Indian Consumer.
4. Answer the following (**any two**) : **14**
- a) What is an Ad Agency ? Explain various departments of Ad Agency.
 - b) Define IMC. What is the importance of IMC in marketing the product and service ?
 - c) Define consumerism. Explain evolution of consumer society in India.
5. Distinguish between advertising and sales promotion. Explain various methods of consumer oriented sales promotion. **14**
6. Explain the concept of motives. Explain various types of motives that influence on consumer behavior. **14**
7. Define consumer behavior. Explain consumer decision making model of consumer behavior. **14**
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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017
Group – B : FINANCIAL MANAGEMENT (Paper – III)
Project Planning and Working Capital Management**

Day and Date : Saturday, 2-12-2017
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

- Instructions:** 1) Question No. 1 is compulsory.
2) Attempt **any two** questions from Q. 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. A an MBA Student with entrepreneurship specialization is considering a new project, whose cost is Rs. 20,00,000. He has estimated the projects Net Cash flows over its 2 year life as follows :

Cash Flows	Year – 1	Probability	Year – 2	Probability
Net cash flows	11,00,000	0.4	9,00,000	0.6
			12,00,000	0.4
Net cash flows	13,00,000	0.6	17,00,000	0.5
			21,00,000	0.5

Mr. A's is expected rate of return is 14%. Evaluate the project using decision tree approach and suggest whether the project should be started or not.

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

- 1) Generation and screening of project ideas
- 2) IDFC
- 3) Objectives of Cash Management.



3. Attempt (**any 2**) : **14**
- 1) Symptoms of sick units
 - 2) Inventory Control Techniques
 - 3) Baumol Model.

4. Attempt (**any 2**) : **14**
- 1) From the following calculate different inventory levels for both A and B product :
Two components, A and B are used as follows :
 - Normal Usage – 50 units each per week
 - Maximum Usage – 75 units each per week
 - Minimum Usage – 25 units each per week
 - Re-order Quantity A – 300 units
B – 500 units
 - Recorder Period A – 4 to 6 weeks
B – 2 to 4 weeks

2) Commercial paper

3) Different costs involved in receivable management.

5. H Ltd. has a present annual sales level of 10000 units @ Rs. 300 per unit. The variable cost is Rs. 200 per unit and fixed cost amount to Rs. 3,00,000/- P.A. The present credit period allowed by the Co. is 1 month. The Co. is considering a proposal to increase the credit period to 2 months and 3 months and has made the following estimates : **14**

Particulars	Existing	Plan – I	Plan – II
Credit period (Month)	1	2	3
Increase in sales (%)	–	15	30
Bad debt (%)	1	3	5

There will be increase in fixed cost by Rs. 50,000/- on account of increase in sales beyond 25% of present level. The company plans a pre tax return of 20% on investment in receivables. You are required to calculate the most paying credit policy for the company.



6. Explain the concept of Working Capital. Also explain the various factors determining the need for working capital requirement. **14**
7. Prepare Cash Budget for three months ending 31-3-2015. **14**

Cash Balance on 1-1-2015 Rs. 20,000/-

Month	Sales	Purchases	Other Expenses
	Rs.	Rs.	Rs.
Dec.	60,000	50,000	10,000
Jan.	80,000	60,000	10,400
Feb.	1,00,000	70,000	16,000
March	1,20,000	40,000	11,200

Other information :

- 1) Cash sales are 20% of credit sales.
 - 2) Credit allowed to debtors – 1 month.
 - 3) Credit allowed by supplier – half month.
 - 4) Lag in payment of other expenses – $\frac{1}{8}$ th month.
 - 5) Rent paid quarterly in advance falls due in January Rs. 4,000/- not included in other expenses.
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M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017
Group C : HUMAN RESOURCE MANAGEMENT
Paper – III : Industrial Relations and Labour Regulations

Day and Date : Monday, 4-12-2017
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

1. Analyse the following case.

14

The executive of a registered trade union of workers of a public utility establishment, feeling aggrieved by the management's unfair labour practice of terminating services of four activist members of the union without cause and without giving any right of hearing to them, gave the call to its members to go on strike against the management. The executive of the said union gave no notice to the management of its proposed strike. In response to the call of the executive, the workers went on strike the next day. The strike lasted for two weeks after which the management withdrew the termination orders. The management filed a suit for damages against the registered trade union, its members and office-bearers for recovering the losses caused to it during strike period which admittedly was in violation of Section 22(1) (a) of the Industrial Disputes Act, 1947. The trade union pleaded Section 18 of the Trade Unions Act, 1926, in its defence. Discuss whether the management can succeed in its suit.

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

14

- 1) Gratuity Act 1972.
- 2) Objectives of ILO.
- 3) Social Security.

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

14

- 1) Bonus Act.
- 2) Human Relation Approach.
- 3) Objectives of trade union.

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4. Write short notes (**any 2**) : **14**
- 1) Factories Act 1948.
 - 2) Importance of Industrial relation.
 - 3) Workers Participation.
5. Define Industrial Dispute. State its causes and ways to settlement of disputes. **14**
6. Explain in detail Grievance and disciplinary Procedure. **14**
7. State collective bargaining. Explain types of collective bargaining. **14**
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Set **P**

M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017
Gr.F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT (Paper – III)
Agricultural Production Management

Day and Date : Monday, 4-12-2017
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

1. Case study :

14

The sunrise sector of the Indian process foods business – branded snacks segment, was growing at about 30% annually. Unbranded players dominated the market with a 50% share, while the organised market had national players like PepsiCo in the western style segment and Haldiram's in the traditional segment. PepsiCo's 'Kurkure' brand, a bridge category, was promoted as 'The Great Indian Snacking Brand' and was able to garner a significant market share for itself. Kurkure kept updating its brand image with changing times. But the fast growing snacks segment attracted established players like ITC Ltd. that launched the 'Bingo' snacks brand in March 2007. Within 10 months of launch Bingo cornered about 16% of the market share. PepsiCo, which had built a strong presence in the market with 'Lays' and 'Kurkure' brands, supported Kurkure with innovative promotions and advertising, to secure its position. It changed its positioning platform for Kurkure. However, increasing competition, innovative advertising and promotional efforts by rivals made it difficult for PepsiCo to retain loyalty of its consumer base. The case helps to understand the role of advertising in brand building.

- a) Analyze the case. 5
b) Identify the problem. 2
c) Discuss alternatives measure. 5
d) Best solution. 2

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2. Write short note (**any two**) : **14**
- a) Law of diminishing returns
 - b) Farm efficiency and measures
 - c) Irrigation management.
3. Write short note (**any two**) : **14**
- a) Demand for agricultural products
 - b) Management and technology change
 - c) Production planning.
4. Write short note (**any two**) : **14**
- a) Mechanism and automation
 - b) Peasants
 - c) Product-product decision.
5. What is the scope of modern agriculture ? Explain special features of agricultural and industrial production. **14**
6. Explain in detail land tenure system and agricultural production management. **14**
7. Explain agricultural production and productivity trends. What are causes of low productivity ? **14**
-



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M.B.A. (Semester – IV) (Old) Examination, 2017
RELATIONAL DATABASE MANAGEMENT SYSTEM
Group – D : System Management (Paper – III)

Day and Date : Monday, 4-12-2017

Max. Marks : 70

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

- Instructions :** 1) Q.No. 1 is **compulsory**.
2) Solve **any two** questions 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.
- Atleast one department participates in a project.
- An employee may be engaged in none/one/many projects.
- Project teams consist of atleast one member.

Questions :

- 1) Identify the various entities in the database and their attributes.
- 2) Identify the data type and possible constraints on each of the entities and/or attributes of entities.

14

P.T.O.



2. Answer **any two** of the following : **14**
- a) Discuss UNIONS in database.
 - b) Differentiate between Hierarchical and Network Models of Database.
 - c) Write a note on Normalization.
3. Write short notes on **any two** of the following : **14**
- a) Users of RDBMS.
 - b) 'SELECT' SQL statement.
 - c) Object Oriented database.
4. Answer in brief on **any two** of the following : **14**
- a) Discuss the INSERT statement in detail.
 - b) Discuss the advantages and limitations of RDBMS.
 - c) Discuss SQL aggregate functions in RDBMS.
5. What do you mean by RDBMS ? Describe architecture of RDBMS. **14**
6. Explain Entity Relationship Diagram in detail along with its components and relationships. **14**
7. Discuss Reports and Report Writing. Also explain use of SQL in report writing. **14**
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M.B.A. – II (Semester – IV) (Old) Examination, 2017
Group-G : International Business
INTERNATIONAL MARKETING (Paper – III)

Day and Date : Monday, 4-12-2017

Total Marks : 70

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

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

1. Analyze the following case :

Diesel Engines Ltd., was a professionally managed company with a 2006 – 07 sales turnover of Rs. 400 crores. Rs. 30 crores of this was from export sales mainly to the second and third world countries. In India, company sold diesel engines in the small and medium range to the agricultural, industrial and power generation segments. Technology had been obtained since its inception through some collaboration, but these were now discontinued. In house R&D was used to develop new diesel engines when required. The domestic market was large and until recently, came first in priority compared to exports. However, the company was jolted of its complacency by the free imports of diesel engines allowed by the Government's recent liberalization policy and had scouted for export markets that were geographically close to India. Advanced countries were not targeted at present. However, one question that was bothering Mr. Thomas, the MD of the company was how to provide effective after-sales service and product support to the customers in a widely different set of countries. He was convinced that the product was doomed unless serviced adequately. He had asked his marketing manager, Mr. Mehta to prepare a report on the present product support mechanisms and recommended a plan for each of the countries targeted. In India, product support was handled differently for different segments; sales were through sales dealer authorized and appointed by Diesel Engines Ltd., took over. His job was to provide spares and service.

The criteria used for appointment of service dealers were :

- 1) Viability of service dealer, which meant that a certain number of engines had to exist in his territory which was exclusive.
- 2) Speed of response desired by customer by Diesel Engines.

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Mr. Mehta had to now recommend to his M.D., how they should provide product support in the international market. Presently, international sales of Diesel Engines were through sales distributors for each country, with no company backup for service. Customers were at the mercy of locally available technicians or repair shops. This has resulted in some perceptions that the company did not care for its customers.

Questions :

- 1) Comment on the domestic product support set up used by Diesel Engines Ltd.
 - 2) What do you think should be the criteria used to decide upon the product support mechanism internationally ? Should it differ from country to country ? If so, on what basis ?
 - 3) Please give your recommendation to Mr. Mehta, acting as if you were his assistant, friend, friend or consultant.
2. Write short note :
- a) International Marketing Information System.
 - b) International marketing ethics
 - c) International promotion tools.
3. Short note (Write **any two**) :
- a) International Market entry strategies.
 - b) Influence of economic environment on international marketing operations.
 - c) International trade product life cycle.
4. Short note (Write **any two**) :
- a) Transfer pricing.
 - b) Selection and management of overseas agents.
 - c) International Marketing through Internet.
5. What are the major challenges to an Indian marketer going into international markets ?
6. Should an international marketer begin with a new product developed for international markets or try to adapt an existing one ? Why ?
7. What is international distribution channel ? Discuss distribution strategy for high tech products and IT services.



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M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017
RETAIL AND RURAL MARKETING
Paper – IV : Group – A : Marketing Management

Day and Date : Tuesday, 5-12-2017
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

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

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

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

1. Analyse the case :

On May 23, 2006, Pantaloon Retail (India) Limited (PRIL) announced that it had signed an agreement to form a joint venture (JV) with the Italy-based Generali Group (Generali) to tap the insurance sector in India. The venture would be called 'Future Generali' and would be headquartered in Mumbai, India. Generali would have a 26 percent stake in the venture, which was expected to offer both life and non-life insurance products.

PRIL, which began as a trouser manufacturer in the mid-1980s, had grown over the years to become one of India's largest retail chains. The foray into insurance was part of the group's diversification strategy. In March 2006, the Pantaloon group renamed itself as the 'Future Group'.

The Future Group was divided into six verticals – Future Retail, Future Capital, Future Brands, Future Space, Future Media and Future Logistics. Under the new structure, PRIL would be a part of Future retail.

The Future Group planned to operate its insurance business through its financial arm, future capital, which was involved in asset management. Future Capital also had plans to get into credit and other consumer related financial services such as banking, personal finance and investment services. PRIL planned to leverage on its retail strength to acquire customers and cater to their insurance needs.

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Analysts viewed the restructuring of the Pantaloon Group and its endeavor to establish a new identity as part of the ambitious plans of Kishore Biyani (Biyani), CEO of the Future Group. Biyani was widely regarded as one of the pioneers of organized retail in India.

Analysts felt that Biyani had restructured the Pantaloon Group under a new identity in order to consolidate the group's leadership position and diversify into new growth areas in the Indian retail. Moreover, the attitudes and preferences of Indian consumers were changing, thanks to the increase in their deposable incomes and exposure to global products and trends.

The growth outlook for the Indian retail sector was positive given the estimated 300 million strong middle class, a fairly young population and organized retailing constituting just three percent of the total retail business in India. Commenting on the drivers for growth in the Indian retail sector, Biyani said, "I believe that consumption will be the next big driver of India's economic growth. Rising incomes and increased exposure to global products and global consumption patterns have changed the average Indian's attitude towards consumption and savings. Increased and channelized consumption would lead to the development of the nation through improved and better infrastructure facilities, greater employment generation possibilities will emerge with increased consumption, leading to people wanting to spend more on themselves. This cycle is what will fuel the consumption boom in the country."

Biyani realized that the company had to shed its previous image of being just a fashion and food retailer, if it wanted to tap the potential in diverse areas like home solutions, leisure and entertainment, fitness, communications and financial services. However, some industry analysts said that the Future Group would have a tough task ahead due to competition from other organized retail players like shoppers' stop, Trent Ltd., and Food World. In June 2006, Reliance Retail Limited, a retail venture of Reliance Industries Limited, had announced ambitious plans to become the leading player in the Indian retail sector.

There was also the likely threat from international retail giants like Wal-Mart Stores Inc. (Wal-Mart), Carrefour SA and Tesco Plc, if the sector was opened up to foreign investment.

Analyse the case –	5
Identify the problem –	2
Alternative solutions –	5
Best solution –	2



2. Write a short note on the following (**any two**) : **14**
- a) Store retailing.
 - b) Site selection
 - c) Store layout.
3. Write a short note on the following (**any two**) : **14**
- a) Franchising
 - b) Marketing for agricultural inputs
 - c) Retail image mix.
4. Write a short note on the following (**any two**) : **14**
- a) Functions of retailing
 - b) Product life cycle in rural market.
 - c) Floor space management.
5. What is rural marketing mix ? Discuss in brief marketing strategies for rural market. **14**
6. What is retail merchandising ? Explain the nature and process of merchandising. **14**
7. What is retail marketing ? Discuss retail formats. **14**
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M.B.A. – II (Semester – IV) (Old) Examination, 2017
Group – B : Financial Management
Paper – IV : INVESTMENT MANAGEMENT

Day and Date : Wednesday, 6-12-2017

Max. Marks : 70

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

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

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

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

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

1. The returns of two assets under four possible situations are given below : **14**

State of Nature	Probability	Returns from Asset A (%)	Returns from Asset B (%)
1	0.10	5	0
2	0.30	10	8
3	0.50	15	18
4	0.10	20	26

a) Calculate expected return on asset on asset A and asset B.

b) Calculate standard deviation of the return on asset A and asset B.

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

a) Types of Bonds.

b) Mutual fund as an investment tool.

c) Elements of Risk.

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

a) CAPM

b) Random walk theory.

c) Objectives of Portfolio management.

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4. Write short notes on (**any two**) : **14**
- a) Investment v/s Speculation.
 - b) Technical Analysis.
 - c) Meaning and Benefits of Portfolio Management.
5. Explain the fundamental analysis as a tool for investment analysis. **14**
6. Explain the characteristics of investment. Give features, merits and demerits of any six investment alternatives. **14**
7. Mr. Jaydeep Sinha, 24 years aged Youngman has completed his management education and has got immediate appointment as marketing officer in a Multinational Corporation. He is drawing now monthly Rs. 25,000 salary. He and his mother, only two members in the family, wish to have their own house in future. At present they are residing in a rented house for which Jaydeep pays monthly Rs. 5,000 rent. After having his own house he will plan his marriage within a span of two years.
- He is also more interested in share investment. His bank balance is Rs. 10,000 only.
- You as a investment consultant :
- 1) Define investment objectives for Mr. Jaydeep.
 - 2) Determine investment constraints for Mr. Jaydeep.
 - 3) Prepare investment plan for Mr. Jaydeep. **14**
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M.B.A. – II (Semester – IV) Examination, 2017
Gr. E. : PRODUCTION AND MATERIALS MANAGEMENT (Old)
Paper – IV : Quality Management

Day and Date : Wednesday, 6-12-2017
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

1. Analyze the following case :

14

“Ritz Carlton” was the first hotel company to win the Malcolm Baldrige National Quality Award. The name alone evokes images of luxury and quality. Ritz treats quality as if it is the heartbeat of the company. This means a daily commitment to meeting customer expectations and making sure that each hotel is free of any deficiency.

In the hotel industry, guests buy an experience when they stay at the hotel and not produce. Hence, quality is difficult to quantify. Thus, creating the right combination of the elements to make the experience stand out is the challenge and goal of every employee, from maintenance management.

Before applying for the Baldrige Award, company management undertook a rigorous self-examination of its operations in an attempt to measure and quantify quality. Nineteen processes are studied, including room-service delivery, guest reservation and registration, message delivery and breakfast service. This period of study included statistical measurement of process work flow and cycle times for areas ranging from room service delivery times and reservations to valet parking and housekeeping efficiency. The results were used to develop performance benchmarks against which future activity could be measured.

With specific, quantifiable targets in place Ritz Carlton managers and employees now focus on continuous improvement. The goal is 100% customer satisfaction. If a guest's experience does not meet expectations, the Ritz-Carlton risks losing that guest to competition.



One way the company has put more meaning behind its quality efforts is to organize employees into “self-directed” work teams. Employee teams determine work scheduling, what needs to be done and what to do about quality problems in their own areas. Employees are given the opportunity to take additional training in hotel operations so that they can understand the relationship of their specific area to the overall goals. Ritz-Carlton believes that a more educated and informed employee is in a better position to make decisions in the best interest of organization.

Questions :

- 1) In what ways could the Ritz-Carlton monitor its success in achieving quality ?
 - 2) Why might it cost the Ritz-Carlton less to “do things right” the first time ?
 - 3) What are the non-financial measures of customer satisfaction that might be used by the Ritz Carlton ?
2. Short note (Write **any two**) : **14**
- a) Quality and competitive advantage
 - b) Elements of Total Quality Management
 - c) Juran Philosophy.
3. Short note (Write **any two**) : **14**
- a) Benefits of control charts.
 - b) QS 9000
 - c) Quality Circles and Zero Defect Program.
4. Short note (Write **any two**) : **14**
- a) Ishikawa Fish Bone diagram
 - b) Quality improvement team
 - c) Functional linkage of quality with reliability and maintainability.
5. What is Deming Management Philosophy ? Explain in detail Deming’s 14 Points for Management. **14**
6. What is Quality Control ? Explain in detail Statistical Process Control and benefits of control charts. **14**
7. What is total quality of service ? Explain in detail total quality and safety. **14**



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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017
Group C – Human Resource Management (Paper – IV)
PERFORMANCE MANAGEMENT AND COMPENSATION**

Day and Date : Thursday, 7-12-2017

Total Marks : 70

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

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

1. Case study.

14

After spending many weeks on the job, Daniel was surprised to discover that his father Mr. John has not formally evaluated any employee's performance for all several years that he had owned his business "Cater Cleaning Company" - a laundry business. Many employees were found to be not enough been appraised anyway. Furthermore manual workers such as those doing the pressing and cleaning work did periodically get positive feedback in terms of praise from John for a job well done, or criticism also from John if things did not look right during one of his swing through the stores. This informal feedback notwithstanding, Daniel believes that more formal appraisal approach is required. He believes that there are criteria such as quality, quantity, attendance and punctuality that should be evaluated periodically even though a worker is paid on piece rate. Furthermore, he feels quite strongly that the managers need to have a list of quality standards for matters such as store cleanliness, efficiency, safety and adherence to budget on which they know they are to be formally evaluated.

Analyze the above case and develop a performance appraisal method for workers and managers in the company.

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

14

- Essential features of Assessment Centre.
- Advantages of Performance Management Process.
- Challenges to Remuneration.



3. Write short notes on (**any two**) : **14**
- a) Problem to appraisal.
 - b) Development Centre.
 - c) Incentives for salespeople.
4. Write short notes on (**any two**) : **14**
- a) Human Resource Accounting.
 - b) PM Framework.
 - c) Components of Remuneration.
5. Define Fringe Benefits. Explain in brief Welfare Recreational Facilities and Old age Retirement benefits provided to the employees. **14**
6. Define Job Evaluation. Explain in detail Quantitative and Qualitative Methods of Job Evaluation. **14**
7. Explain in brief the individual employee incentives and recognition programs. **14**
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Set **P**

M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017
Gr. F : AGRICULTURE BUSINESS MANAGEMENT (Paper – IV)
Agro-Processing Industries and Rural Industrialization

Day and Date : Thursday, 7-12-2017
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

1. Case study.

Juice extraction

Despite the high level of fruit production in many districts of Zimbabwe, there is food insecurity, poverty, hunger and malnutrition at household level. There is little processing of fruits at small or medium-scale level and farmers are losing out as they often sell their fresh fruits within a few weeks of harvesting at give-away prices. Recent case studies by the DTC (Mhazo et. al 2003) suggest that small-scale fruit and vegetable processing has potential to provide improved returns to horticultural producers as long as appropriate processing equipment, processing skills, packaging materials and marketing information are made available. Pulp/juices can be made from almost any fully ripened fruit, but common types include apple, pineapple, orange, grapefruit, passion-fruit, guava and mango. The pulping, filtering and pasteurising stages of the process should be monitored and controlled to produce a consistent product quality. As the product is acidic there is little risk of food poisoning, but normal hygiene practices should be enforced (Fellows, 1997). Currently juice extraction is being done by large companies such as Mazoe Citrus Estates. These big companies produce a juice concentrate which they sell to other companies for juice-making.

Most companies that produce the ready-to-drink juices operate at medium-scale level and do not procure the fruits directly for processing. They procure most of their juice concentrate from Mazoe Citrus Estates and blend it with ingredients

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like sugar, preservatives, citric acid, water, colorants and some flavours. This operation does not require heavy investment in equipment. The equipment that is needed is mainly cold rooms, storage tanks and mixing tanks. Products from these enterprises include Mr. Juice, Jet Juice and Cascade. The challenges being faced by these medium-scale enterprises are the shortage of the juice concentrate, high distribution costs and high cost of packaging.

- | | |
|--|----|
| a) Analyze the case. | 5 |
| b) Identify the problem. | 2 |
| c) Highlight the challenges. | 5 |
| d) Best solution. | 2 |
|
 | |
| 2. Write short notes on (any two) : | 14 |
| 1) Fishery cooperatives | |
| 2) Urban cooperatives banks | |
| 3) Sources of agricultural finance. | |
|
 | |
| 3. Write short notes on (any two) : | 14 |
| 1) Tabular and graphical approach | |
| 2) Market forces | |
| 3) Cooperative sugar industries. | |
|
 | |
| 4. Write short notes on (any two) : | 14 |
| 1) Difficulties and problems of Agro Processing Cooperatives. | |
| 2) NABARD. | |
| 3) Price stabilization. | |
|
 | |
| 5. What is KVIC ? Explain in detail. What are its promotional measures ? | 14 |
|
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| 6. Explain in detail what is role of SSI and problems of SSI. | 14 |
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| 7. What is rural industrialization ? Explain the role of agriculture in rural industrialization. | 14 |



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Set **P**

M.B.A. (Semester – IV) (Old) Examination, 2017
SECURITY AND CONTROL INFORMATION SYSTEM
Group – D : System Management (Paper – IV)

Day and Date : Thursday, 7-12-2017

Max. Marks : 70

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

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

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

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

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

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

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

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

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

Aetna's comprehensive monitoring and communication plans have resulted in an impressive compliance rate. All its users and managers have completed every InfoSec exam each year since 2000. 7

1) Analyse the case.

2) Discuss how was Aetna able to succeed when many organizations tried and failed implementation of successful information security awareness program. 7

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

a) Explain logical security in detail.

b) Discuss different types of security threats.

c) Discuss the concept of cryptography.

3. Write short notes on **any two** of the following : 14

a) Authentication

b) Access Control

c) Security Audit

4. Answer in brief on **any two** of the following : 14

a) Explain the importance of Auditing and Intrusion Detection.

b) Discuss substitution cryptography.

c) Discuss the applications of message digests.

5. What is meant by malicious software ? Discuss security techniques against Malicious software. 14

6. What do you mean by Access Control ? Discuss Discretionary, Mandatory and role based access control in detail. 14

7. Discuss the risks to information system data and resources and need for security and control. Also discuss the concept of confidentiality, Integrity and Availability in data security. 14



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M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017
INTERNATIONAL MARKETING (Paper – V)
Group – A : Marketing Management

Day and Date : Friday, 8-12-2017
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

1. Case study :

14

Unilever was established in 1948 and produces house hold products like: detergents, toiletries, cosmetics and food products. Unilever is a large corporation that has over 500 firms worldwide. Their products are sold in more than 170 countries. Unilever originated in Europe and then expanded to the United States, starting with two U.S. factories. They can be located in parts of Asia, Africa, North America, the Middle East, Western Europe and South America.

Unilever is aiming for global processes and alignment of their human resource activities. Unilever is working with Accenture to identify supply opportunities within the marketplace and will look to develop longer term relationships with a rationalised base of preferred suppliers. Unilever gained a lot of their success because of the ability to adapt to new markets and technology.

Nestle is one of the largest consumer packaged goods company in the world that focuses on increasing the nutritional value of the food that is consumed while increasing the taste. The company is classified as a nutrition, health and wellness company. Nestle was a Swiss company that was founded in 1866. Just like Unilever, they devote a lot of time to research in development. Nestle invest around 1.5 billion in research and development every year. Nestle markets nearly ten thousands different products to 130 different countries across the globe.

Nestle and Unilever both focus on health and wellness but instead of focusing on the actual needs of the consumers like Unilever. Nestle focuses on their corporate wellness unit to bring good food and good life to all of the consumers. The two corporations also differ in marketing because Unilever is sticking to its profile and even eliminated products. But Nestle is creating and enhancing hundreds of Nestle products. Nestles' packaging plays a big role in their marketing. Each package has what is called the "Nestle Nutritional Compass", to show consumers

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what they will benefit if they purchase the product. Nestles' philosophy is that nutritional information is not enough. The compass has three elements : Good to Know; which gives factual information on nutritional contents. Good to remember; which gives tips for healthy lifestyles, cooking and diet. Good to talk; which invites the consumer to call the Nestle consumer service team or log on to the Nestle website. (2006)

Just like Unilever, Nestles marketing strategy is looking towards the future of their products. They are working on products that will be geared towards gestational issues. Alzheimer's, diabetes, obesity and other items that will contribute to the health and wellness of the consumers.

- 1) Analyze the case.
 - 2) Suggest the alternatives.
 - 3) Best course of action.
 - 4) Final decision and implementation.
2. Write short note on (**any 2**) : **14**
- a) BRICS
 - b) Political Environment
 - c) Channel Structure.
3. Write short note on (**any 2**) : **14**
- a) GATT
 - b) Hi-Tech Positioning
 - c) Socio Cultural Environment.
4. Write short note on (**any 2**) : **14**
- a) Contract Manufacturing
 - b) Economic Environment
 - c) SAFTA.
5. What is segmentation ? Explain in details the different bases of segmentation at global market. **14**
6. Describe in details the steps involved in export procedure and documentation. **14**
7. What steps are involved before you go for international marketing ? **14**



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M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017
Group B : Financial Management (Paper – V)
INTERNATIONAL FINANCE

Day and Date : Saturday, 9-12-2017
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

1. ABC Company Limited located in India is considering for expansion of its production capacity. In this regard company is working on the proposal of importing a machine costing \$ 1,00,000. It consist of 40% payment is to be made immediately and balance is to be given in two equal yearly installments.

The Expected life of the machine is of five years and the estimation of cash flows after tax is given as under :

Year	CFAT (Rs.)
1	10,00,000
2	15,00,000
3	20,00,000
4	20,00,000
5	15,00,000

The machine can be sold at the end of its life for \$ 10,000.

Exchange rates :

Spot rate	\$1 = Rs. 60
After 1 year	\$1 = Rs. 61
After 2 years	\$1 = Rs. 62
After 5 year	\$1 = Rs. 65

You are required to evaluate this proposal on the basis of :

- Payback period method
- NPV (at 10% discounting factor).

14

P.T.O.



2. Write short notes on **(any two)** : **14**
- a) International Banking
 - b) PPP Theory
 - c) Country Risk Analysis.
3. Attempt **any two** : **14**
- a) Foreign Direct Investment
 - b) Scope of International Finance
 - c) Convert the following rates into outright rates and indicate their spreads :
- | Currency | Spot | 1 Month | 3 Months | 6 Months |
|-----------------|-------------|----------------|-----------------|-----------------|
| Rs. /\$ | 65.6300/25 | 30/35 | 45/55 | 20/40 |
| Rs./DM | 37.2300/30 | 40/30 | 35/50 | 50/70 |
4. Define globalization. Explain India's financial sector reforms in detail. **14**
5. Discuss the structure of foreign exchange market and types of transactions. **14**
6. Attempt **any two** : **14**
- a) Factors influencing exchange rate
 - b) NASDAQ
 - c) Export Credit Guarantee Corporation.
7. Calculate arbitrage gain from following data : **14**
- Spot rate : Rs. 35.0020 = \$ 1
- 6 – Months forward rate : Rs. 35.9010 = \$ 1
- 12% Interest per annum for rupees
- 7% Interest rate per annum per dollar.
-



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M.B.A. (Part – II) (Semester – IV) Examination, 2017
Group – E : PRODUCTION AND MATERIALS MANAGEMENT
Paper – V : World Class Manufacturing (Old)

Day and Date : Saturday, 9-12-2017

Max. Marks : 70

Time : 10.30 a.m. to 1.30 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. 3 M 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.

P.T.O.



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.

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.

3 M 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.

Set P



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) (Old) Examination, 2017
Group – C : HUMAN RESOURCE MANAGEMENT
Global Human Resource Management (Paper – V)

Day and Date : Monday, 11-12-2017
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

1. Case Study :

14

When a major international software developer needed to produce a new product quickly, the project manager assembled a team of employees from India and the United States. From the start, the team members could not agree on a delivery date for the product. The Americans thought the work could be done in two to three weeks ; the Indians predicted it would take two to three months. As time went on, the Indian team members proved reluctant to report setbacks in the production process, which the American team members would find out only when work was due to be passed to them.

Such conflicts, of course, may affect any team, but in this case, they arose from cultural differences. As tensions mounted, conflict over delivery dates and feedback became personal, disrupting team members' communication about even mundane issues.

The project manager decided he had to intervene-with the result that both the American and the Indian team members came to rely on him for direction regarding minute operational details that the team should have been able to handle itself. The manager became so bogged down by quotidian issues that the project careened hopelessly off even the most pessimistic schedule and the team never learned to work together effectively.

Analyze the above case and identify the mistakes, the project manager commit while constituting the team. Which of the strategies do you recommend to bring the team back on track ?



2. Write short notes on **(any two)** : **14**
- 1) Online Recruitment Websites
 - 2) Establishing Global Pay System
 - 3) Knowledge and knowledge Transfer.
3. Write short notes on **(any two)** : **14**
- 1) Off-shoring
 - 2) Kidnapping and Ransom Insurance
 - 3) Strategies in International Rewards.
4. Write short notes on **(any two)** : **14**
- 1) International Labour Relations
 - 2) Criteria for Recruitment and Selection
 - 3) Knowledge Management
5. What is meant by diffusability of employment ? Brief out the HR Practices in Multinational Companies. **14**
6. Define Global Human Resource Management. Explain the impact of Inter Country Differences on HRM. **14**
7. Explain in detail HRM and Corporate Social Responsibility. State the Mandatory and Voluntary Codes of Conduct. **14**
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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017
(Gr. F) AGRICULTURE AND BUSINESS MANAGEMENT
(Paper – V) (New)
International Trade and Agriculture**

Day and Date : Monday, 11-12-2017
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

In May 2005, Cadbury Schweppes plc (Cadbury) took over the organic and Fairtrade chocolate company Green & Black's (G&B). There were apprehensions whether the takeover would come in the way of the organic and Fairtrade image and commitments of G&B. G&B was the fastest growing confectionery brand. But the acquisition of G&B was not a total surprise to industry analysts, since Cadbury had been associated with G&B since 2002, when it bought a 5% stake in G&B. In 2002, the U.K. chocolate market was nearing saturation with very little scope for growth. Only niche areas such as premium chocolates and ethically rooted products such as organic and Fairtrade chocolates were faring well. Consumers had become indulgent but ethical consumerism was on the rise. Faced with a cash crunch, G&B was on the look out for ways to finance its expansion and marketing plans. G&B also sought to reposition itself as a mainstream luxury brand and downplay its organic and Fairtrade credentials.

In 2005, Craig Sams (Sams) the founder of G&B was accused of having given in to the lure of money when he sold his share to Cadbury and G&B was taken over by the confectionery giant.

Would the two players be successful in deriving the expected synergy out of the deal ? Would the deal result in G&B losing its brand identify ?

- | | |
|-----------------------------------|---|
| a) Analyze the case. | 5 |
| b) Identify the problem. | 2 |
| c) Discuss alternative solutions. | 5 |
| d) Best solution. | 2 |

P.T.O.



2. Write short notes on **(any two)** : **14**
- a) International liquidity problem.
 - b) Trade liberalization.
 - c) World trade agreement.
3. Write short notes on **(any two)** : **14**
- a) IBRD.
 - b) IDA.
 - c) SWOT analysis of Cereals.
4. Write short notes on **(any two)** : **14**
- a) Promotion outside country.
 - b) SWOT analysis of Oil seeds.
 - c) Labeling.
5. Explain GATT and UNCTAD in detail. **14**
6. Explain in detail bilateral and multilateral trade. Explain state trading. **14**
7. Explain the scope and gains from international trade with factor mobility. **14**
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Set **P**

M.B.A. (Sem. – IV) (Old) Examination, 2017
PROGRAMMING CONCEPTS AND ADVANCED EXCEL
Group – D : System Management (Paper – V)

Day and Date : Monday, 11-12-2017
Time : 10.30 a.m. to 1.30 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, 7.
3) **All** questions carry **equal** marks. (14 marks)

1. Draw flowchart for preparation of a salary sheet with following features : **14**
- Computation of Basic Salary on the basis of Attendance Days.
 - Additions : HRA at 30% of Basic Salary, TA and DA at 20% each of the Salary.
 - Computation of Gross Salary with all the above additions.
 - Deductions : PF at 12% of Gross Salary, TDS at 18% of Gross Salary and Insurance at 2% of Basic Salary.
 - Deduct Profession Tax in Slabs : 'Nil' for Basic Salary less than Rs. 5,000/-, Rs. 500/- for Basic Salary between Rs. 5,000/- to Rs. 12,000/-, Rs. 1,000/- for Basic Salary between Rs. 12,000/- to 25,000/- and Rs. 2,500/- for Basic Salary above Rs. 25,000/-.
 - Compute Net Payment by deducting deductions from Gross Salary.
2. Answer **any two** of the following : **14**
- Discuss basic data types in programming.
 - LOOP constructs in programming.
 - Discuss LOOKUP functions in Excel.

P.T.O.



3. Write short notes on **any two** of the following : **14**
- a) Recursive Functions
 - b) Multi dimensional Arrays
 - c) DATA TABLES feature of Excel.
4. Answer in brief on **any two** of the following : **14**
- a) Explain operator precedence with example.
 - b) Explain various levels of security in Excel.
 - c) Define function; discuss the purpose of function and use of RETURN statement in a function.
5. Describe various types of functions viz. Inbuilt, user defined, recursive, with parameters, without parameters. Explain the difference between with parameter and without parameter functions. **14**
6. Discuss different operators and their precedence in programming. **14**
7. Write a program to display multiplication table using parameterized function for a number passed as parameter. **14**
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M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017
Group – G : INTERNATIONAL BUSINESS
International Logistics (Paper – V)

Day and Date : Monday, 11-12-2017

Max. Marks : 70

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

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

1. Case Study :

14

A manufacturer of digital camera and other photographic equipment sells these items through a network of retailers. Several plants located around the world produces the products that are shipped to warehouses where the products are held as inventory used to supply the retailers. Products are scheduled to go to production based on orders from the warehouse. Warehouse stock products based on anticipated orders from the retailers. Retailers reorder for their in-store inventories based on the sales forecasts for their local territories.

Trucking is used to move products throughout the supply channel result from missed forecasts, transport delays, changed production schedules, unanticipated product promotions and inaccurate inventory counts.

However maintaining all this Order processing manually is now becoming difficult as there is growth in the business. Hence there is a need to use IT solutions for the Order Processing. The Management suggested to design an ordering system that can alternate to current ordering approach using internet and the company website.

Analyse the above case from the point of view of role of IT in supply chain management.

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

14

- Objectives and functions of Warehousing.
- Benchmarking the Supply Chain.
- International Ocean Transport.

P.T.O.



3. Write short notes on (**any two**) : **14**
- a) Importance of Coordination in Supply Chain.
 - b) Characteristics of Global Supply Chains.
 - c) 4PL Service Providers.
4. Write short notes on (**any two**) : **14**
- a) Supply Chain as a competitive advantage.
 - b) Customer Service Priorities and Standards.
 - c) Future Trends in Logistics.
5. Explain the concept and need of Outsourcing in Global Supply Chain Management. What are the determinants for Outsourcing the Decisions in Supply Chain Management ? **14**
6. What is the role and importance of IT in Supply Chain Management ? What IT solutions can be applied in order to bring about efficiency in Supply Chain Management ? **14**
7. How to structure the Supply Chain Capabilities ? Brief out the techniques used by the business to match Supply Chain Design with Business Strategy. **14**
-